Business Communication

SYLLABUS

UNIT-I **Introduction :** Process and Importance of Communication, Types of Communication (Verbal and Non-Verbal), Different forms of Communication. **Barriers to Communication :** Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers, Role, effects and advantages of technology in Business Communication like email, text messaging, instant messaging and modern techniques like video conferencing, social networking. Strategic importance of e-communication.

UNIT-II **Non-Verbal Aspects of Communicating :** Body Language, Kinesics, Proxemics, Paralanguage. **Effective Listening :** Principles of Effective listening, Factors affecting listening exercises, Oral, Written and video sessions, **Interviewing skills :** Appearing in interviews, Writing resume and letter of application. Modern forms of communicating : E-Mail, Video Conferencing etc.

UNIT-III **Business language and presentation :** Importance of Business language, Vocabulary Words, often confused Words, often misspelt, Oral Presentation : importance, Characteristics, Presentation Plan, PowerPoint presentation, Visual aids.

Writing skills : Planning business messages, Rewriting and editing. The first draft and Reconstructing the final draft.

Office Correspondence : Official Letter, Semi Official Letter And Memorandum.

UNIT-IV **Report Writing :** Identify the types of reports, define the basic format of a report, identify the steps of report writing, write a report meeting the format requirements, determine the process of writing a report, importance of including visuals such as tables, diagrams and charts in writing report, apply citation rules (APA style documentation) in reports.

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UNIT-I

Introduction to Business Communication

SECTION-A VERY SHORT ANSWER TYPE QUESTIONS

Q.1. Define the term 'Communication'.

Ans. The term 'communication' is derived from the Latin word 'communicare' which refers to sharing, contributing, informing, popularising and spreading. Communication can be expressed as a process in which individuals (two or more) share their views, suggestions, evidences, thoughts and feelings. The individuals involved in this process are known as sender and receiver.

Q.2. Enlist the various elements of communicatin.

Ans. Following are the major elements of communication:

(i) Sendor/Encoder, (ii) Message, (iii) Medium/Channels, (iv) Receiver/Decoder/Listner, (v) Feedback

Q.3. What is meant by encoding?

Ans. Encoding is a method by which idea or thought of the message is converted into symbols that can be transmitted. In the process of encoding, one should consider the contents that have to be included in the message and should also consider that how the receiver will interpret it and how it can affect the relationship among the two parties. **For example**, the communication done with the infant child is in encoded form because at that time the infant will understand the language of gestures and symbols.

Q.4. What is meant by gestural communication?

Ans. Gestural communication implies expressions through body parts. It includes facial expressions, movement of lips, nodding of the head, movement of hands. It is used as a supplementary method of communication. For example, while delivering his speech a person by thumping the desk/table can communicate to the audience that this part of his speech is more important.

Q.5. Enumerate the seven Cs of effective communication.

Ans. The seven Cs of effective communication are as follows :

(i) Conciseness, (ii) Correctness, (iii) Concreteness, (iv) Clarity, (v) Completeness, (vi) Consideration, (vii) Courtesy

Q.6. Explain the term 'courtesy'.

Ans. The term 'courtesy' means the friendly and caring attitude for others. The communication could be enhanced with polite manner. It motivates the participative

communication. It plays a more important role in business writing than that of oral or face-to-face communication. A message with courtesy, strengthens existing business relations, it helps in enhancing the social circle and building goodwill of the organisation. Courtesy originates from 'you-attitude' and it is not always with the polite terms like 'please', 'thank you', etc.

Q.7. What is meant by effective communication?

Ans. Effective communication is not just the words, but a collection of skills which comprises of non-verbal communication, instant stress management, engaged listening, assertive communication, and the ability to identify and understand the emotions of both the sender and the receiver. As communication is basically a two-way process, the sender and the receiver have to comply with the set rules and principles. Effective communication attempts to prevent if there exists any type of misunderstanding, and helps achieve thorough and proper understanding.

Q.8. What is verbal communication?

Ans. Verbal communication is the communication in which some type of language is used. The most powerful tool of communication is language because the messages and ideas can be conveyed very easily with the help of it, provided that all the parties are familiar with the language which is being used. Therefore, any type of communication which involves the use of various written or spoken words is referred to as 'verbal communication'.

Q.9. What is meant by feedback in communication?

Ans. Feedback is the yardstick which measures the effectiveness of communication and is used for evaluation and review and to amend the message in the light of response. Efficient managers have reliable feedback and they succeed in their effective communication. Generally, greatest the feedback, the more effective communication process is likely to be.

Q.10. Explain briefly about downward communication.

Ans. The communication is said to be downward when it flows from top to bottom, i.e., from superior to subordinates, this direction of communication strengthens the authoritarian structure of the organisation. In other words, Downward Communication flows from individuals in higher levels of the hierarchy to those in lower levels. It is also called *downstream communication*.

Q.11. What do you mean by counseling?

Ans. In some organisations, workers are encouraged to seek the counsel of their superiors on their personal problems. It helps employees in solving their problems and managers to give a better shape to their future utilize information provided by them, is utilised by managers to give a better shape to their future policies.

Q.12. What is external communication?

Ans. External communication usually takes place between a manager and outside groups like suppliers, government, creditors, banks, financial agencies, environmentalists, consultants, and the like. A business enterprise cannot operate in a vacuum. It must maintain contracts with outside agencies and external communication is needed for the purpose.

Q.13. What are the business letters?

Ans. Business letters are the formal letters, drafted to attain a definite goal. The main purpose of business letters is to carry out some specific business and these are usually sent to

known business persons. Letters are the basic form of written external communication that is most commonly used between friends to discuss personal matters or between companies or individuals discussing business related matters.

Q.14. Explain the various guidelines for using voice mail.

Ans. Following are the main guidelines for using voice mail :

   (i) Leave the name of the person to whom the message is directed.

  (ii) Identify oneself by name, surname, etc.

 (iii) The message should be organised in advance to avoid any confusion.

 (iv) Speak slowly and clearly.

  (v) The message should be kept as short as possible.

Q.15. Discuss about wireless system as a mechanical device for oral communication.

Ans. Under wireless call system every person likely to be called, is provided with a wireless set which catches a particular frequency only. Whenever the control room wants to talk to a particular person, he will be contacted on that frequency. This method is being practised in big hospitals to locate doctors and by police department in big cities.

SECTION-B SHORT ANSWER TYPE QUESTIONS

Q.1. What is meant by communication? Explain briefly.

Ans.   **Meaning of Communication**

Communication is a process which includes the sharing of information and mutual understanding among the individuals at same or different levels. Management of an organisation uses communication in assigning and controlling the employees' work.

The term 'communication' is derived from the Latin word *communicare* which refers to sharing, contributing, informing, popularising and spreading. Communication can be expressed as a process in which individuals (two or more) share their views, suggestions, evidences, thoughts and feelings. The individuals involved in this process are known as sender and receiver.

Communication offers help the workers in achieving their individual goals by making them aware of the internal as well as external events which is also beneficial for the organisation.

It motivates and correlates the individual and group performance with a view to attain the organisational objectives. Communication is very crucial in order to provide a worthwhile interaction among people to begin, carry-out, achieve, or to oppose some particular situations.

Hence, communication can be understood as an exchange of views, ideas or information by gaining knowledge and assurance in order to maintain cordial industrial relations. It leads towards the harmony of common goals, interests and actions in an organisation.

Definitions of Communication

According to the American Management Association, "Communication is any behaviour that results in an exchange of meaning."

According to Peter Little, "Communication is the process by which information is transmitted between individuals and/or organisations so that an understanding response results."

According to Newman and Summer, "Communication is an exchange of facts, ideas, opinions or emotions by two or more persons."

According to Keith Davis, "Communication is a process of passing information and understanding from one person to another."

Q.2. Elaborate the scope of communication.

Ans. <div align="center">**Scope of Communication**</div>

Scope of communication is described as follows :

1. **Industrial Relations :** It is well-known that labourers are the backbone of an organisation. Cooperation of labours is necessary for the organisation's success. It is the responsibility of the HR department to motivate and control them appropriately. To fulfil this objective HR department should create a transparent relationship between labourers/unions and management. Thus, communication is of utmost importance in order to nurture this relationship.

2. **International Relations :** As in present era of globalisation every country shares their economic, cultural, technological, and various other issues with the other countries. Some of the national cooperative institutions that contribute in maintaining communication all over the world are SAARC (South Asian Association for Regional Cooperation), European Union, NAFTA (North American Free Trade Agreement) and ASEAN (Association of Southeast Asian Nations).

3. **Industry :** In an industry, to coordinate and combine all five aspects of communication (man, machine, material, money, and method) effective communication is necessary.

4. **Business :** Communication is the foremost requirement of every business. Without communication, a business cannot operate. An organisation can fulfil the demands of the public only through effective communication.

5. **Management :** The process of management includes planning, organising, implementing, decision making and controlling. Communication acts as the soul of whole management process.

6. **Politics :** The different forms of communication include government policies, proposals of political parties, and the slogans of political leaders.

7. **Religion :** Communication helps the predecessors of each religion in popularising the values and deeds of their religion, as religion is a medium of building trust in the group of supporters.

8. **Organisation Behaviour :** To build a healthy relationship among employee, employer, and the organisation, communication is necessary. This relation is formed and maintained through formal and informal communication channels.

9. **Social Life :** Human beings live in a society and are social in nature. They build connections with each other. Communication preserves and makes these social relations stronger.

10. **Personal Life :** Communication is present throughout a person's life and is strongly related to all the activities performed by him. Communication is such an essential part of an individual's existence as each person needs to communicate daily with a variety of people and organisations. Thus, he cannot move ahead in his life without using communication.

Q.3. Discuss about the nature of communication.

Ans. <h2 align="center">Nature of Communication</h2>

Following points describe the nature of business communication :

1. **Problem-solving :** Finding solution of various problems is the core of communication in most of the organisations. Business communication such as meetings involving different stakeholders, negotiation sessions with trade unions, etc., result in generation of a common solution to the concerned problem.

2. **Facilitates Change :** The transparency and promptness in the communication largely determine the extent up to which various changes can be implemented in any organisation effectively. Identification of the problems related to change implementation and finding their respective solutions are possible only through effective communication between the decision-makers and the employees.

3. **Practical Information :** Here, the main focus is on providing practical information instead of factious information. Various information such as the reasons behind changing a procedure, buying a new machine, root cause of a specific problem, current progress of a project, etc., are provided through business communication.

4. **Clear and Concise Information :** Various types of charts, graphs, diagrams, tables, photos, etc., are used in business communications for providing the clear and concise information regarding a particular process or to concentrate on certain crucial information.

5. **Formal in Nature :** The business communication is normally formal in nature as compared to general communication.

6. **Specialised Form of Communication :** Business communication can be seen as a specialised form of standard communication which incorporates various issues related to the industrial as well as commercial significance.

7. **Presence of Formal Aspects :** In business communication, various formal factors such as application of graphic and audio-visual aids, technical and commercial vocabulary, traditional standard formats, etc., are implemented.

8. **Gate Keeping :** An effective connection can be established with the external world through communication. Environment of an organisation can play a big role to enhance its effectiveness.

Q.4. Elaborate the main advantages of communication in management.

Ans. <h2 align="center">Advantages of Communication</h2>

Significance of communication in management is as follows :

1. **Basis of Decision-making and Planning :** For planning and decision-making communication is very important. The quality of the decision taken by the management is based on the quality of communication. Communication helps the

management in gathering information which is necessary for decision-making. In addition, the subordinates are also required to be made aware of the decisions and plans of the management. Effective communication aids in appropriate execution of the plans and policies of the management.

2. **Ensures Continuous and Efficient Working :** Efficient and continuous flow of work in an organisation is carried-out due to communication. Communication makes it possible for the managers to modify and regulate the activities of the employees towards the required path.

3. **Ensures Proper Coordination :** Communication helps in uniting the actions through interchanging thoughts and information for achieving a common objective. It also promotes coordination and brings people together.

4. **Boosts Managerial Efficiency :** A manager's efficiency depends on his capabilities to communicate effectively with other employees in the organisation. Communication makes it possible for the management to communicate its aims, requirements, issues, instructions and orders in order to allocate jobs and duties and assess the performance of the subordinates.

5. **Helps in Promoting Cordial Industrial Relations :** Besides developing mutual understanding and faith among employees of the company, effective communication also facilitates cooperation between the employees and the employer.

6. **Establishes Effective Leadership :** In absence of effective communication between the employer and the employees no leadership activity can be carried-out.

   Communication helps in developing effective leadership and brings the leader (manager) and followers (subordinates) close to each other.

7. **Motivation :** It is through communication that transformation is brought about in the behaviour of the employees and the resulting changes are observed in their activities. Communication helps in uplifting the self-esteem of the workers and motivating them to accomplish the organisational goals.

8. **Ensures Effective Control :** Communication is used as a tool for effective control. Activities like communicating plans to the juniors, measuring their actual performance and informing the top management about it, taking remedial actions to accomplish the desired objectives cannot be carried out without efficient communication system.

Q.5. What are the qualities needed for an ideal sytem of communication?

Ans. A communication system may be very quick and excellent but the cost may be prohibitive, so the cost factor cannot be ignored. Anyhow an ideal system of communication should have the following qualities :

1. **Cost :** The system should not be costly to install or operate. Anyhow, the cost is measured in terms of benefits derived from the system. The conveyor belt system is quite costly to install but is essential where the number of letters or documents to be carried is large.

2. **Impression :** The mode of communication should not be clumsy, it must leave a good impression on others. Spreading tubes, for example, throw a very bad impression.

3. **Secrecy :** If desired, the message should not leak out. Certain modes of communication like television or public address system cannot keep the message secret.

4. **Record :** In certain matters authentic record of the communication has to be kept which may be needed as legal evidence in case of a dispute later. An ideal system should be capable of keeping record of the communication. There can be no record of verbal communication.

5. **Speed :** The Communication system should be capable of carrying message speedily.

6. **Convenience :** The system of communication should be convenient to use. If a system cannot be easily used it will lose its utility.

7. **Suitability :** Suitability of communication system will depend on the nature, size and dispersal of the organisation. In the case of a small office, even the method of the face-to-face talk will be sufficient but internal telephone system is a must if different departments or sections of an organisation are located on different floors of a multi-storeyed building.

8. **Accuracy :** Communication system should be capable of conveying the messages accurately. Figures are likely to be misheard over the telephone.

Q.6. What is verbal communication? Explain various features of verbal communication.

Ans. # Meaning of Verbal Communication

Verbal communication is the communication in which some type of language is used. The most powerful tool of communication is language because the messages and ideas can be conveyed very easily with the help of it, provided that all the parties are familiar with the language which is being used. Therefore, any type of communication which involves the use of various written or spoken words is referred to as 'verbal communication'.

Features of Verbal Communication

Main features of verbal communication are described below :

1. **Arbitrariness :** Verbal signals are unpredictable in nature; any physical properties or traits of concerned things are not possessed by them.

2. **Quickly Diminishing :** Vocal sounds have a very limited life span, i.e., they diminish very fast. As soon as they are transmitted, they should be received otherwise they will be lost. Among all the communication media, speech signals are characterised with least lifespan.

3. **Transmission :** Cultures and traditions are the prime determinants which can spread any kind of human language. As any human language can be learnt by any normal individual, this fact reflects the results of cultural spread of language. With some practice, all the languages can be inherited by humans.

4. **Displacement :** Verbal communication includes communicating about remote concepts and situations, *i.e.*, speaking about future or past as simply as the present. Language has the capability of dislocating the various statements and concepts which are stated in the present context at a certain location and it can affect any other place next day.

5. **Specialisation and Productivity :** For every type of situation, a specialised form of communication is used. It facilitates the birth of creative responses. Generally, new words or sentences are introduced in every communication. Therefore it is productive in nature.

Q.7. Explain the importance of feedback in communication.

Ans. Two-way communication takes place when the receiver provides feedback to the sender. For instance, giving an instruction to a subordinate and receiving its acceptance is an example of two-way communication. On the other hand, in one-way communication feedback is totally absent. Here the sender communicates without expecting or getting feedback from the receiver. A policy statement from the Chief Executive is an example of one-way communication.

Two-way communication is superior to one-way communication in the following respects :

(a) Two-way communication is more accurate than one-way communication. The feedback allows the sender to refine his communication so that it becomes more precise and accurate.

(b) Receivers self-confidence is higher in case of two-way communication as they are permitted to ask questions and seek clarifications from the senders.

When two-way communication occurs, both parties experience greatest satisfaction, frustration is prevented and work accuracy is much improved.

Feedback helps reduce misunderstandings. The information is transferred more accurately when the receiver is given the opportunity to ask for clarifications and answers to any questions about the message. Two-way communication, even though more time consuming, avoids distrust and leads to trust and openness which builds a healthy relationship between the sender and the receiver and contributes to effective communication.

Q.8. Explain the advantages and disadvantages of written communication.

Ans. <h2 style="text-align:center">Advantages of Written Communication</h2>

Advantages of written communication are as follows :

1. **Records can be Maintained :** Written communication might also act as an extension to orally communicated message and also assists in maintaining records. A reliable record can be maintained through written communication which can be used for future reference as well as in legal matters.

2. **Economical :** Written communication is a very cheap form of communication. It is more feasible when both the parties involved in communication process are not in the same location.

3. **Precise and Clear :** Messages that are to be communicated in written form are drafted more carefully than the oral ones. This makes written messages more precise and clear.

4. **Content cannot be Distorted :** Modifying the content of a written message is not possible. Hence, it cannot be distorted.

Disadvantages of Written Communication

Disadvantages of written communication are as follows :

1. **Feedback :** Instant feedback is not possible in case of written communication. Feedback requires time.

2. **Formal :** It is a formal form of communication. Personal relations between the parties involved cannot be developed through written communication.

3. **Difficulty in Amendment :** After being dispatched, a written message cannot be amended or corrected for any mistake.

4. **Causes Misunderstandings :** A written communication that is not properly drafted leaves scope for confusion and misinterpretation in the mind of the receiver.

5. **Expensive :** Messages communicated in the written form are not time effective. This increases the overall cost of the communication process.

Q.9. Differentiate between written and oral communication.
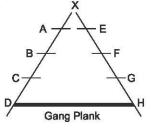
Ans. **Differences between Written and Oral Communication**

S.No.	Basis	Written Communication	Oral Communication
1.	Impact	Generally taken seriously.	It might be taken casually.
2.	Verification	It can be verified from the records.	It cannot be verified.
3.	Expression	Messages are expressed in written form.	Messages are expressed in oral words.
4.	Length	Can be precise	Cannot be precise.
5.	Time	More time consuming	Less time consuming.
6.	Completeness	It is easy to understand if expressed in clear terms.	It might remain incomplete and hence difficult to comprehend.
7.	Formal/Informal	It is usually formal in nature.	It is usually informal in nature.

Q.10. Explain briefly the features of horizontal communication.

Ans. Main features of horizontal communication are :

1. **Co-ordination :** Exchange of information among the people of equal status is essential of coordinating functions. Downward flow is an authoritative flow of messages while upward flow is nothing but feedback of performance.

   Gang Plank

   Accordingly to *Henry Fayol*, Horizontal communication should be encouraged in the organisation because it ensures coordination in the working of different departments of the organisation and also saves lot of time involved in the communication process.

   In this principle of scalar chain Fayol stated that if Mr. D is in need of some information which can be obtained from Mr. H working in the other department but at the same level of the hierarchy then instead of involving Mr. C, B, A, E, F, G in the communication, Mr. D must make use of Gangplank' and communicate directly with Mr. H. This will ensure coordination in the working of the two departments which are pursuing different organisational operations.

2. **Functions internally :** It takes place within the organisation; particularly between line and staff departments.

3. **Common understanding :** It is a communication among people of equal positions. So communication flows between them very clearly. This solves the problem of any distortion or filtering, etc. and promotes understanding, perception, thinking, decision-making ability, etc.

4. **Mostly informal :** Horizontal communication ensures speedy quick decisions and readiness to accept the tasks. This type of communication is more likely to be informal in some respects and formal in respect of some other aspects.

5. **Applicability :** This type of communication is almost not existent in universities and hospitals. But commonly prevails in big business organisations, multinational corporations.

Q.11. Explain the advantages and disadvantages of verbal Communication.

Ans.

Advantages of Verbal Communication

Verbal communication possesses the following advances :

1. Spontaneous clarification and feedback can be received by the employees.
2. It is cheap and effective.
3. Control and persuasion can be done with ease through speech.
4. Different shades of meaning can be conveyed by varying the pitch, tone, and intensity of voice.
5. It provides prompt feedback.
6. It is not a time consuming process.

Disadvantages of Verbal Communication

Verbal communication is disadvantageous because of the following reasons :

1. In verbal communication, one cannot be held responsible for any kind of flaws.
2. Oral transmission is not suitable for long messages.
3. The lifespan of verbal messages is very short.
4. Unless verbal messages are recorded or taped, they do not have any legality.
5. There is a great chance of misunderstanding in verbal communication despite having many instances to sort it out.
6. For individuals who are at a distance, verbal communication is not possible without the use of any mechanical equipment.

Q.12. Differentiate between verbal and non-verbal Communication.

Ans. Following points highlight the difference between verbal and non-verbal communication :

S.No.	Verbal Communication	Non-Verbal Communication
1.	Verbal communication depends on written and oral forms of language.	Non-verbal communication depends on non-verbal cues like facial expressions, eye contact, body language, and so on.
2.	Formal training can impart competence in the use of verbal communication.	It is less structured. There is no formal training to gain excellence in the use of non-verbal means of communication.
3.	Words are used with a definite connotation.	It is difficult to say what non-verbal symbols mean. For example, smile on your face may be interpreted differently by different people.
4.	The words of a speaker may not openly convey his actual meaning and feelings.	True feelings and intentions of the speaker can be read and understood by one armed with a knowledge of what non-verbal signs really mean.

5.	Sometimes words alone fail to convey message effectively.	Non-word cues support and supplement the message being conveyed in words. They can reinforce the meanings we intent in our verbal message.
6.	It is more structured; hence, it is easier to study.	It less structured; hence, it is more difficult to study.
7.	Verbal communication is usually thought out, less spontaneous.	Non-verbal communication is more spontaneous. Often, when we communicate non-verbally, we do it unconsciously.
8.	Verbal cues are less reliable. They may be deceiving.	Non-verbal cues are supposed to be more reliable than words.

Q.13. Elaborate about formal communication. Enumerate the direction in which it flows.

Ans. The direction in which it flows, is called the formal communication. The flow of messages along the routes prescribed in the organization structure, which follows through a formal channel. These channels are designed to represent authority responsibility relationships between different positions in the organizations. It is a formal organization structure, which follows through a formal channel. These channels are designed to represent authority responsibility relationships between different positions in the organization. It is an official communication among official for solving official's problems. For example, if a branch manager wants to communicate with the chairman of the bank, the former has to pass his message through the area manager, regional manager and other functionaries.

For the smooth and orderly flow of messages, these officially prescribed channels are formed. Formal communication is often slow and rigid, especially when the chain of command is long or there are several authority levels in between the sender and receiver.

Formal communication is generally in the form of :

1. Company news bulletins
2. Procedural handbooks
3. Memoranda
4. Scheduled meetings
5. Orders
6. Conferences
7. Special interviews
8. Policy manuals
9. Information regarding :
   (a) Promotion
   (b) Suspension
   (c) Termination.

Formal communication flows in the following direction :

1. Downward communication
2. Upward communication

3. Horizontal communication
4. Diagonal communication
5. Multi-directional communication

Q.14. How can we use informal communication or grapevine effectively?

Ans. Since informal communication or grapevine is capable of producing damaging effect, so some managers are highly suspicious of it and want to stop it completely. But grapevine can neither wither nor die. So instead of trying to curb its growth, it is much better to feed, water and cultivate it to ensure that it can be used in interest of organization. To make grapevine effective, following ways should be followed :

1. The managers should keep an eye on rumours. Managers are also to ensure that harmful rumours don't reach the employees.

2. It should be used as a means to feel the pulse of employees.

3. In case there are any false rumours, the management should take immediate steps to use official channels to contradict and to dispel fears of employees.

4. The management should involve workers in the decision-making process. It will frustrate rumour mongers. For example, if the workers are already aware that computer system is being installed in an organisation, but it is not going to involve any retrenchments, the installation of the computer will not cause any undue apprehension among them.

5. Meetings should be arranged to spread information. If this is not possible meetings of the departmental heads should be conducted. Active members can also be contracted for this purpose.

Q.15. Differentiate between formal and informal communication.

Ans. Differences between Formal and Informal Communication

S.No.	Basis	Formal Communication	Informal Communication
1.	**Meaning**	It is defined as the verbal communication in which the message is transmitted through predefined channels.	It is the verbal communication where no prodefined channel is available for transmitting messages.
2.	**Another Name**	It is also known as official communication.	It is also known as grapevine communication.
3.	**Reliability**	Messages through formal communication are more reliable.	Messages through informal communication are much reliable.
4.	**Disadvantage**	The long chain of communication increases the possibility of distortion.	Generally numours are spread through informal communication.
5.	**Secrecy**	This type communication maintains full secrecy.	Maintaining secrecy is difficult in this type of communication.
6.	**Flow of Information**	The flow of information is through predefined channels.	The flow of information can move freely.
7.	**Speed**	The process of formal communication is slow.	The process of informal communication is fast.

8.	Evidence	This communication is mostly in written form. Thus, documentary evidence is available.	There is no documentary evidence in this communication as communication is general oral.
9.	Time Consuming	It is more time consuming.	It does not consume time.
10.	Advantage	The communication is effective because of systematic and timely flow of information.	This communication enables employees to discuss their problem as well as saves cost and time of organisation.

Q.16. Explain the main features and various types of formal communication.

Ans.

Features of Formal Communication

Formal communication has the following features :

1. **Deliberate Effort :** Formal communication channel does not establish on its own but sincere efforts have to be made for it. The efforts for designing the channel should be in synchronisation with the organisational objectives.

2. **Formal Relations :** Formal communication is used between those individuals who have formal relations among them. This formal relationship between the sender and the receiver is generally created by the organisations.

3. **Prescribed Path :** A pre-defined path or channel is followed by the formal communication in the course of its movement from one individual to another.

   For example, a member of operational level staff has to take the help of his immediate supervisor if he wants to put forth any issue in front of the departmental head.

4. **Organisational Message :** Formal channel of communication does not deal with personal messages. It conveys only the messages of organisational purposes.

5. **Written and/or Oral :** The formal communication can be either of the two types, *i.e.*, oral and written. Day-to-day activities are carried out with the help of oral forms of communication. Whereas, the policy matters are communicated through written forms.

Types of Formal Communication

Following are the main types of formal communication :

1. **Single Chain :** This kind of formal communication channel prevails between a subordinate and his senior official. Since there may be a number of levels in an organisation, each individual within those levels is both superior as well as subordinate, except the person at the top or bottom. The flow of communication in an organisational hierarchy through a single chain can be systematic and easy to manage; however, it is extremely unproductive and time taking activity.

2. **Wheel :** Under the wheel channel of communication, all subordinates working under the supervision and directions of one superior communicate through only their senior as he is the 'hub' or effective centre of the wheel. In this channel, there is no horizontal communication as none of the subordinates are permitted to communicate or be in contact with each other. The major disadvantage of this channel of communication is lack of coordination.

3. **Circular :** Circular type of communication moves in a circular manner. In a circular channel, every individual can be in contact and communicate with two persons adjacent to him. The communication flow in this channel is very slow and laggard.

4. **Free Flow :** In free flow channel, each and every person is allowed to communicate and be in touch with any person in the organisation. As a matter of fact, it is a very adjustable and informal system. Basically it is an unstructured channel of communication.

5. **Inverted V :** Under this channel of communication, a person is permitted to communicate with his immediate senior and his senior's senior. In the subsequent condition, the subject matter of communication is specified. In this channel the flow of communication is quick and effective.
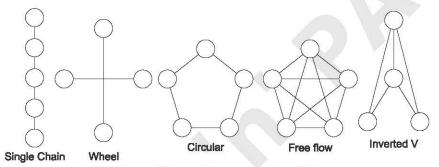

Single Chain   Wheel   Circular   Free flow   Inverted V

Fig. Types of Formal Communication Network

Q.17. What are the major advantages and disadvantages of formal communication network?

Ans. # Advantages of Formal Communication Network

Following are the advantages of formal communication network :

1. **Develops Strong Relationship :** A subordinate is not well informed and does not have much knowledge about the company and the issues faced by the company but a superior is in a better position to find remedial measures easily for organisational problems as he is more informed than that of his subordinates. This helps in maintaining cordial relations between the superiors and their subordinates.

2. **Clear and Effective Communication :** Under this communication network, the subordinates and their superiors are in direct contact with each other. Both the managers as well as the subordinates can apprehend the emotions, tendencies, competencies, etc. of each other. Superiors can comprehend the exact time and situation when their subordinates require a particular piece of information.

3. **Systematic Information Flow :** In formal communication, there is a direct contact between the subordinates and their immediate bosses. This helps in developing an effective level of understanding between them. And thus communication is more fruitful and worthwhile.

4. **Helps in Maintaining Authority of the Officers :** There is a sustained and persistent association among the seniors and subordinates under the formal communication network. This maintains a decorum and righteousness of the line executives.

Formal communication aids in affirming the authority of line executives over their subordinates. These executives are accountable to their superiors and are responsible for getting the work done from their subordinates.

Disadvantages of Formal Communication

Following are the disadvantages of formal communication network :

1. **Reducing Pro-Activeness of the Message :** Each and every incidence or occurrence in a firm cannot be predicted or anticipated. Thus, actions necessary to handle such unexpected incidences cannot be formalised.

2. **Affects Formal Relationship :** Generally, in case of large business enterprises, communication between top level officials and subordinates at the lowest level of organisational hierarchy is quite rare.

3. **Dilutes Accuracy of Messages :** Messages forwarded from the top level to the lowest level of the organisational hierarchy are often diluted in terms of the accuracy of the message. This happens because of colouring and filtering that takes place at the middle level of the hierarchy.

4. **Helps in increasing Workload :** Formal communication increases the workload of the superiors. Their workload increases as every piece of information is conveyed through them and they act as a channel of formal communication. As a result, the line superiors are left with almost no time to successfully execute other functions of the organisation.

Q.18. Explain the advantages and disadvantages of informal communication or grapevine.

Ans. ## Advantages of Informal Communication/Grapevine

Informal communication offers many benefits to the people and the organisation as a whole, which are explained below :

1. **Supplement to Other Channels :** Formal channels of communication are not always favourable and convenient to convey messages, and information. Sometimes it is inadvisable to communicate essential information through formal means of communication. Hence, grapevine can be used in such conditions for quick and efficient transfer of information.

2. **Organisational Harmony and Unity :** Grapevine indicates the interest among the employees. The grapevine process creates consensus and organisational harmony even though the employees talk and communicate amongst themselves. Therefore, if grapevine is used in an effective way, then it can boost an employee's confidence, self-esteem, and morale.

3. **Safeguards Emotions :** There are several issues in an organisation which causes anxiety and concern among the employees. Promotions and retrenchment are such issues that cause stress and agitation amongst the employees and become a phobia for them. When a colleague talks to them, they can share their emotions with him which reassure and relaxes him. Hence, informal communication screens and protects the developed emotions of juniors or assistants.

4. **Quick Transmission :** Gossips and misleading information can spread at the speed of lightning. In a similar way, information in a grapevine travels very rapidly. Hence, the

moment certain information conveyed cleverly as a 'top secret' to the leader of the grapevine, it reaches every other member in no time.

5. **Feedback :** The top management receives necessary feedback from employees through informal communication. This process helps them get acquainted with the employees in an easier way while keeping in mind the various functions of the organisation.

Disadvantages of Informal Communication/Grapevine

Informal communication or grapevine also has certain disadvantages, which are discussed below :

1. **Absence of Authenticity :** Generally, information transferred through informal communication channel is trivial talk or gossip without any supporting proof and evidences. Thus, it is not authentic and sound. In that event, the information loses its authenticity.

2. **Incomplete Information :** Information is likely to be misunderstood or misinterpreted because information in grapevine is generally considered incomplete.

3. **Destructive Speed :** The rapid speed with which information travels in a grapevine can be detrimental and obstructive. Any rumours or misleading messages can spread and cause far-reaching damages before it reaches the top management and they are able to take any corrective measures.

4. **Leakage of Information :** Top management should be very careful and cautious while using informal communication because the grapevine often leads to the disclosure of sensitive and confidential information.

5. **Distortion :** Grapevine spreads unwarranted, uncalled for and distorted information which can be obstructive for the employees. It may perhaps condemn the most evil and immoral intentions on the most modest and dignified people.

Q.19.Differentiate between horizontal and vertical communication.

Ans. Following are the main differences between horizontal and vertical communication :

S.No.	Basis	Horizontal Communication	Vertical Communication
1.	**Methods of Communication**	Oral method is mostly used in horizontal communication.	Written method is mostly used in vertical communication.
2.	**Purpose**	Coordinating the activities of various divisions and departments in an organisation is the main purpose of horizontal communication.	Instructing and receiving feedback from subordinates is the main purpose of vertical communication. The instructions, necessary orders and direction are provided to the subordinates in downward direction whereas feedback, suggestion, and opinion are received from upward direction.
3.	**Flow of Information**	The information flows among people who are at the same position and status in the organisation.	The information flows between people who are holding different position in the organisation.

4.	Degree of Formality	The degree of formality is lesser in horizontal communication.	The degree of formality is greater in vertical communication.
5.	Possibility of Distortion	Information flow in horizontal communication is normally free from distortion.	The information flow in vertical communication may involve distortion.

Q.20. What do you mean by multi-directional communication?

Ans. Most of the organisations found that adopting format of multi-directional communication is much more beneficial for them. Top-down, upward, and lateral communication channels are used in multi-directional formats.

When giving orders, conveying objectives, and instructing personnel, top-down communications are beneficial. On the other hand, upward communication is useful while lower-level employees communicate directly to their heads or managers. This form of communication aims to create participative environment within the organisation. Moreover, it enables lower-level employees to work more effectively and to take active participation in the problem solving and decision-making activities. Companies have discovered that using participatory management methods may boost staff engagement,
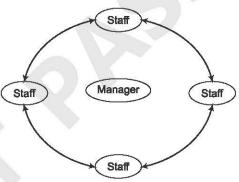

Fig. Multi-Directional Communication

product quality, employee stress, work happiness, and, ultimately profitability.

Apart from these two forms of communication, lateral communication has also been emphasised by the multi-directional communication. This sort of communication is being encouraged more than in the past. Lateral communication is exemplified by the cross-functional teams mentioned previously. With the introduction of e-mail, lateral communication has become more efficient and effective. Seeking input from other departments or coordinating projects across departments are examples of lateral communication.

Q.21. Explain about linguistic or semantic barriers to communication.

Ans. Linguistic, language or semantic barriers are those problems that crop up during encoding or decoding of messages. Some examples of these problems are explained below :

1. **Poor Vocabulary :** If one's vocabulary is poor, he/she will not be able to communicate properly either verbally or non-verbally. The sender of the message should use different words in their right context and with their precise meaning and should be ready to replace them according to the situation.

2. **Symbols and Words :** Words and symbols may act as a barrier as their meaning change with the changes in the context in which they are used. So, if a reader is not familiar with the meaning of certain words and symbols he/she may interpret them wrongly because of his/her level of thinking.

3. **Pictures :** All the pictures, graphs, three dimensional models such as blueprints, maps, and charts must have proper caption or written statements under them so that readers do not get confused and can interpret them as per the intended manner.

4. **Body Language :** The area of actions is quite wide as it covers gestures, body language and its movements. Different types of gestures like movements of lips, movement of eyes, breathing movements, smiles, frowns, expressions, etc., come under the purview of body language. Communication becomes impressive and noteworthy if accompanied with correct body language.

5. **Different Languages :** Employee in an organisation speaks a different language. It creates communication problems in conveying one's ideas and feelings to each other. This is true in case of both national and multinational companies.

Sometimes translators of these languages fail to convey the exact meaning of the content in the letters as well as that of different words in certain languages. The impact of language problem also increases and enlarges with the growth of the company.

Q.22. What do you mean by instant messaging?

Ans. One of the most quick and simple option to e-mails is instant messaging. Besides instant messaging, texting is also a fast to and fro reply to queries and remarks. For texting one does not require internet availability yet a phone plan is essential to support it, contrary to Instant Messaging where internet availability is a must. There are few benefits that companies can derive from Instant Messaging namely :

1. Quick response,
2. Reduction in costs,
3. Tool for conversation and
4. Far-ranging accessibility.

The concept of the three-step process is still relevant even though instant messages are generally formulated, drafted and sent in blink of an eye. One must regard each instant message as a dialogue and take some time to devise the overall discussion while drafting instant messages. It is necessary to understand the particular requirements of one's target audience and strive to provide information in an absolute and rational manner. This approach helps reduce the need of several separate messages. One has to bear in mind that the suitable drafting manner of business Instant Messaging is formal in nature than the manner that can be adapted for personal text messaging or instant messaging. Use of abbreviation should be avoided while drafting an instant message except when one is conversing with close peers. Sending a message through IM is a relatively easy process because there is nothing much left to do after choosing few primary font settings that are relevant to every message. Now one only has to click on the 'send' button. But it must be ensured that the message is thoroughly proofread and revised and that it does not leave out any essential contents and information.

Different platforms for instant messaging are as follows :

1. Skype   2. Google Hangouts   3. Whatsapp   4. Zoom App

Q.23. Explain about Whatsapp messaging application which is mostly used now-a-days. Also explain its advantages.

Ans. **Whatsapp**

Whatsapp was developed by WhatsApp Inc., based in California. This messenger was acquired by Facebook in February 2014. The user base of Whatsapp was about two billion by October, 2021 which helped it become the most popular messaging application during that period of time. This is quite popular app among those users who were earlier using limited text messaging services. Apart from the basic services of messaging, features like group chat, video calling, voice calls, sharing videos, GIFs, images, audios, voice notes, etc., are also available on Whatsapp.

It mainly uses the internet for making voice calls, one-to-one video calls, sending images, GIFs, text messages, videos, documents, user locations, audio files, phone contacts, and voice notes, to other users using standard cellular mobile numbers. There is an end to-end encryption for all types of data.

Advantages of Whatsapp

Following are the advantages of Whatsapp :

1. **Able to Share Live Location :** Whatsapp live location features can be used by a person to share their live location with the desired contact. Live location can be shared for 15 minutes, 1 hour, and 8 hours.

2. **Sharing :** Large number of videos, audios, photos and documents can be shared on Whatsapp.

3. **Call over Data :** Voice and Video Calls are the two best features included in Whatsapp. It only requires data connection in order to connect with a person living anywhere in the world.

4. **User Friendly :** Whatsapp is a user friendly app because it does not require any kind of guidance and people from different age group can use it.

5. **Connectivity :** Whatspp is a new destination for people to send and make call. Therefore, we can talk with our dear ones even without having balance.

Q.24. Elaborate a teleconferencing as a communication technique. Also discuss its advantages.

Ans.

Teleconferencing

Teleconferencing comprises of live discussions between several individuals, who can simultaneously listen and see each other, while exchanging their ideas and information. Therefore, teleconferencing is also considered as an amalgamation of audio, video, and data conferencing (or sharing of ideas).

Though, for many years teleconferencing has remained the centre of attraction, yet, in recent past, it has acquired popularity because of recent developments in socio-economic scenarios, which has stressed upon the need of exchange of ideas among geographically distant people. Financial gains are evident in forms of lower travelling expenses, decreased security expenditures, and readily available personnel. And, social gains are visible in forms of rising prospects of technology and satisfied user base.

Advantages of Teleconferencing

Following are the advantages of teleconferencing :

1. **Reduces Travel :** The most evident advantage of teleconferencing is decreased travelling. It is possible for firms with many regional offices to exchange vital information, hold meetings with their employees or organise discussion forums without travelling from one place to another, with the help of teleconferencing.

2. **Saves Time :** As it reduces travelling, it evidently saves a lot of time. Executives are left with abundant time to accomplish their tasks as much of their time is saved through teleconferencing. Hence, the time saved due to reduced travelling enhances the efficiency.

3. **Streamlines Costs :** Teleconferencing is widely used by firms as an effective means of communication and an interactive tool during recessions or business decline stages, as it facilitates major savings in travelling and human resource funds. Thus, with teleconferencing, companies can streamline their costs and overheads.

SECTION-C LONG ANSWER TYPE QUESTIONS

Q.1. Explain the term 'Communication.' Discuss its major functions.

Ans.

Meaning of Communication

The word communication has been derived from a Latin word *'Communicare'* which means to share or to participate. At every moment of time we share our views, ideas, opinions with others in the form of speeches or in writing or like other means by exchange of a common set of symbols.

Man is a communicating animal; he alone has a power to express the words.

The presence of minimum of two minds is essential for communication.

In fact, communication means to convey a message from one person to another so that another person may understand, follow and implement the message. If one person is unable to follow the message of another, it can't be called communication.

For instance, if Mr. X delivers a lecture in the Hindi to a gathering of Englishmen or Americans (to whom the Hindi language is Greek and Latin), it will fall flat on them and there is no communication in it. "Basically, communication is a two-way process and the two terminals should be concerned with mutual understanding if communication is to be purposefully effective."

It is important to note that communication does not mean merely written or oral messages. It includes everything that may be used to convey meaning from one to another person. For example, movement of lips or the wink of an eye or wave of hands may convey more meanings than even spoken or written words.

It is rightly said that communication is like a tennis ball between two players. Sometimes the ball is with one player and sometimes it is with other player and the quality of that tennis game depends upon the quality of both the players. Likewise if in effective communication one person is weak, other start losing interest in the communication and ultimately other party also becomes weak. It has been said, "The communication is like a bridge through which river of understanding is crossed." It is communication, which can bring understanding and even create misunderstanding.

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

"Communication in its simplest form in conveying of information from one person to another." —*Cyril L. Hudson*

"The act of making one's ideas and opinions known to others." —*Fred. G. Meyer*

"Communication is an exchange of facts, ideas, opinions or emotions by two or more persons." —*Newman and Summer*

"Communication is the interchange of thought or information to bring about mutual understanding and confidence of good human relations."

—*American Society of Training Directors*

In the words of *Theo Haiman*, "Communication is the process of passing information and understanding from one person to another...... It is the process of imparting ideas and making oneself understood by others."

In the words of *Charles E. Redfield*, "Communication is the broad field of human interchange of facts and opinions and not the technologies of telephone, telegraph, radio and the like."

Functions of Communication

Following are the major functions of communication :

1. **The information function :** It serves to provide knowledge to the individuals who need guidance in their actions. It also fulfils the workers' desires for awareness of things that affect them.

2. **The command and instructive function :** This function makes the employee aware of his obligations to the formal organisation and provides him with additional guidance on how to perform his duties adequately.

3. **The influence and persuasive function :** This function motivates, directs and guides the employees to act and influence the behaviour and attitudes of the people through arguments and persuasion.

4. **The integrative function :** Communication, if properly handled, integrates the activities and efforts of the workers. As a result, they move in a single desired direction and the whole organisation becomes a well-knit system.

Q.2. **Explain the prominent features as well as elements of communication.**
Ans.   **Features of Communication**

Following are the main features of communication :

1. **A Continuous Process :** Communication is not an art or event at an instance of time rather it is a continuous process incorporating various events and activities that are inter-related and inter-dependent.

2. **Existence of a Message :** A message is a subject-matter of communication. The message may be the orders, instructions or information about the managerial plans, policies, programmes sent by the superior to subordinate (downward communication). A message can also be from subordinate to superior in the forms of reports, suggestions, complaints, problems. Just as an artist uses a brush and paints to depict a beautiful sunset or landscape, so too, do communicators use messages to represent their perceptions, thoughts and feelings.

3. **Involves Plurality of Persons :** One single person can't communicate. At least two persons are involved in every communication; one is communicator and the other is communicatee. Communicator or the sender is a person who wants to make his opinions, through feelings or ideas common or shares with others. Even a person who speaks, writes a letter or issues some instructions, the sender is also the communicator of the message. Communicatee or receiver is the person with whom the communicator wants to share his message. There has to be a receiver to complete the communication process.

4. **A Two-Way Process :** Simple transmission of the message by the sender does not make the communication complete rather it also needs and understanding of the message in the same manner of receiver. So receiver after receiving the message must try to understand the idea behind the message and respond accordingly.

5. **May be Written, Oral or Gestural :** Communication is the sum of all the things, one person does when he wants to create understanding in the mind of another. It is a Bridge of Meaning. It is generally understood as spoken or written words but in reality, it is more than that. It includes everything that may be used to convey meanings from one person to another :

   (i) **Written Communication :** It implies the transmission of a message in black and white. It includes those decisions policy statements, rules, procedures, orders, instructions, agreements, etc. which are expressed on paper.

   (ii) **Oral Communication :** It implies conveying of message through spoken words. It is face to face communication and includes communication through telephone and public speech, etc.

   (iii) **Gestural Communication :** It implies expressions through body parts. It includes facial expressions, movement of lips, nodding of the head, movement of hands. It is used as a supplementary method of communication. For example, while delivering his speech a person by thumping the desk/table can communicate to the audience that this part of his speech is more important.

6. **Primary purpose is to Motivate a Response :** The primary purpose of the communication is to influence human behaviour. Communication can motivate employees by clarifying to them what is to be done, how well they are doing and what can be done to improve their performance if it below standard.

7. **A Universal Process :** It is a universal phenomenon. All the living beings whether it is humans, animals, insects, birds or beats communicate through their own symbols and signs.

8. **It may be Vertical, Horizontal or Diagonal :** The communication which flows from higher level to lower level position is known as downward communication. The message transmitted from superior to subordinate or from manager to assistant manager is downward communication. They are in the form of : (i) Circulars, (ii) Letters, (iii) Memos, (iv) Annual reports, (v) Group meetings, (vi) Loudspeakers announcements.

   Upward communication is from subordinates to superior as that from worker to the foreman, from foreman to manager, from manager to general manager and from general manager to chief executive or board of directors. They may be the following forms : (i) Opinions, (ii) Ideas, (iii) Complaints, (iv) Grapevine, (v) Union publications, (vi) Appeals, (vii) Grievances, etc.

9. **Unavoidable :** Communication is always existing and unavoidable phenomenon. Not to talk of facial expressions, positive gestures and other behavioural ways, even silence also conveys a lot about a person's attitude.

10. **It may be Formal or Informal :** Formal communication is that which flows through well established levels or hierarchical positions of the organization. For example, when

a chief executive issues decisions and instructions to the subordinates or when subordinate reports to the superior. Formal communication may take place in these forms : (i) Conferences, (ii) Director's meeting, (iii) Interviews, (iv) Departmental staff meetings, (v) News Bulletins, etc.

Informal communication takes place on the basis of informal and social relations among people in an organization. Such communication does not follow the formal channels, i.e., rules and structure of the organization. For example, if a superior and subordinate while sitting in the club or in cafeteria share any information, it is informal communication.

Elements of Communication

The basic elements of communication are :

1. **Communicator :** The sender, speaker, writer or issuer who intends to convey or transmits the message.

2. **Communicatee :** The receiver, listener, reader for whom the communication or information is meant.

3. **Message :** It is the content or subject-matter of communication. It may be an idea, opinion, information, order, suggestion or complaint, etc.

4. **Media or channel :** It refers to the method through which the message is passed on from the sender to the receiver. It serves as a link between the communicator and communicatee.

5. **Response :** The effect or reply or reaction of the message made by the communicatee. Purpose of every communication is to motivate a positive response. It is possible only when the message is meaningful and the receiver thoroughly understands it.

Q.3. Explain the major importance of communication in management.

Ans. **Importance of Communication**

The importance of communication in management can be judged from the following points :

1. **Smooth and unrestricted running of the enterprise :** The smooth and unrestricted running of an enterprise depends in *toto* on an effective system of communication.

   In every organisation, big or small, may it be in the public or private sector, 'communication' plays a major role.

   For instance, if you happen to enter in a bank or an insurance company, you will find all the clerks and the peons busy with the disposal of some sort of 'communication'. In industrial or manufacturing concerns instructions and information is being passed on continuously from one end to the other, from a superior to his subordinate, from a Labour Officer to the workers, from the Managing Director to his executives and so on.

2. **Quick decision-making :** Communication helps the administration in arriving at vital decisions.

   In decision-making process :

   (i) Management identifies various alternatives to solve any problem.

   (ii) Management evaluate the alternatives.

   (iii) Management select the best alternative and obtain feedback during and after its implementation.

In fact, the qualities of managerial decisions depends on the information or data and facts gathered through communication.

Moreover, the decision and plans of the management need to be communicated to the subordinates.

It would be of no avail unless the top management can effectively communicate either the policy or the decision to those who can translate it into action.

In short, effective communication is the *sine qua non* for the quick and systematic implementation of the management decisions.

3. **Proper planning and coordination :** Communication also helps a lot in planning and coordination. The widest possible participation in planning is a pre-condition for getting the task done, and this can be effectively secured only through the media of communication. It is a common experience of all managements that in each industrial enterprise the work to be done is always subdivided between those who direct and those who accept the directions between those who perform one type of function and those who perform another. Co-ordination between these groups is a 'must' for the efficient functioning of the enterprise.

Well, to a large degree this co-ordination and co-operation depends upon adequate and effective system of communication at all levels of management and in all areas of the organisation.

4. **Maximum productivity with the minimum of cost :** Greater, better and cheaper production is the aim of all prudent management. Gone are the days of small-scale production manufacturing we confined to the four walls of a house under the supervision of a family boss ('Karta' of family), who could easily instruct any member-worker of his family for any task. But in this age of mass-scale production, our industrial unit has no longer remained a close-knit family unit as it used to be; with the result that direct, intimate and face-to-face contact between the employees is almost not-existent. Whatever may be the form of organisation—Departmental, Line and Staff or Functional—today the information passes through a variety of filters and there is always a chance for its misinterpretation.

According to *W. H. Whyte,* "The great economy of communication is the illusion of it."

Effective, the system of communication can play a vital role in avoiding this illusion. Further, Maximisation of production is to be secured with the minimum of friction and utmost good faith on the part of the workers.

5. **Democratic management :** Communication in the industry is a phase both of organisation and moral building. Under an effective system of communication, it is quite convenient for the employees to express their grievances if any, bring, all their problems to the notice of the management and get proper adjustment. Such an amicable atmosphere can tone down many a temper and cause many a tension. If the grievances are not nipped in the bud, they may take a serious turn and there remain chances of strikes or lockouts leading to industrial unrest. Most of the conflicts in business are not basic but are caused by misunderstood motives and ignorance of the facts. Proper communications between the interested parties reduce the point of friction and minimise those that inevitably arise.

6. **Promotion of co-operation and industrial peace :** Economical production which is of excellent quality is the aim of every management. It can be possible only when there is industrial harmony between management and workers. The two-way communication promotes co-operation and mutual understanding between both the parties. The efficient and downward communication helps the management to tell the subordinates what management actually expects from them. The upward communication helps the workers in putting their grievances, suggestions and reactions before management which ultimately helps in achieving the desired goals.

7. **Improve public relations :** A sound communication system, ensuring the free flow of information between the organisation and various components of the society like customers, suppliers, bankers, government agencies and public at large, helps in building a good image in the minds of the public. Public looks upon the organisation as an open unit which strives for maintaining good relations with the extra organisational agencies. Public generally has faith in only those organisations which are open and responsive to the needs of the community.

8. **Helps in providing job satisfaction :** An employee obtains satisfaction from his job only when he is able to perform his job the desired manner. For proper performance of the job, it is necessary that an employee is fully aware of his duties, responsibilities authorities and the role or importance of the job in the pursuit of organisational goals. All this awareness can be generated only through the sound communication system.

9. **Helps in selection of best employees :** Communication plays a very important role in the selection of employees of the organisation. Scientific selection procedure, which can eliminate the inefficient and unqualified persons has to be laid down to avoid misfits in the organisation. Communication system helps the personnel manager in obtaining the detailed informations about the mental ability, character, physical health, attitude and behaviour of the persons. These information can be gathered by the conduct of tests, interviews and checking the references given by the candidate. Conducting of tests, interviews etc. is possible only through communication.

10. **Basis of control :** The system of maintaining control over the activities of the organisation consists of :

    Firstly, laying certain objectives or targets,

    Secondly, measuring actual performance,

    Thirdly, comparing actual performance with the targets, and

    Fourthly, taking corrective action in case of deviations.

All these things are possible if there exists an effective communication in the organisation. For knowing the targets, watching the performance and transmission of directions there is the need of communication.

Q.4. Is communication an art or science? What are your views?

Ans. The classification of exact nature of Communication as science or an art or both, is necessary to specify the process of learning of Communication as the learning process in a science differs from that of an art.

1. Communication as an art

An art is the application of knowledge in a skilful and creative way to accomplish the set objectives.

The following are the essential features of an art :

(i) **Creativity :** Communication is a creative art which is concerned with getting the desired results by getting feedback from others to achieve the organisational objectives.

(ii) **Practical Knowledge :** Communication does not merely mean the knowledge of principles of communication, but it includes the application of this knowledge which makes it effective. A person cannot be called a good communicator even if he has learnt the principles of communication unless he can apply these principles practically while communicating with others.

(iii) **Result-oriented Approach :** Communication is concerned with the accomplishment of objective and hence has a result-oriented approach. Communication is to ensure that whatever message the sender wants to convey, is received by the receiver in the same sense as the sender indents and sender receives the feedback from the receiver.

(iv) **Regular Practice :** Like an art, a communicator tries to achieve higher objectives to reach the state of absolute perfection. This efficiency and effectiveness can be attained through regular practice. One cannot be a good communicator unless he regularly practises the art of communication.

(v) **Personal Skill :** Communication can be called an art as one has to use one's personal skill and knowledge in solving many complicated problems to achieve enterprise objectives. Like most arts, Communication is personal in nature in the sense that every manager/person has his own method of communicating. That is why, there arises a difference in the performance of different persons at the same level in spite of the fact that they possess equal technical qualifications.

Hence, we can say that Communication is an art.

2. Communication as a Science

A science is a systematised body of knowledge acquired by mankind through observation and experimentation which is capable of verification. The basic difference between art and science is that art implies knowing how to apply whereas science is concerned with knowing why to apply.

The following are the essential features of a science :

(i) **Cause and Effect Relationship :** The principles of communication, like science, establish cause and effect relationship. For example, incomplete messages can lead to misunderstanding or miscommunication, and misunderstanding can result from incomplete message.

(ii) **Validity and Predictability :** The principles of Communication put to several tests and, like science, have been found to be valid. These principles help us predict the results, though not accurately.

(iii) **Universality in Application :** The principles of Communication, like science, represent basic truths and can be applied in all situations at all times, i.e., they are universally applicable.

(iv) **Systematised body of Knowledge :** Communication can be called a science as it is a body of useful and universally applicable principles which can guide the managers to create an understanding among different minds/people with widespread use of advanced information technology. It is growing as a systematic body of knowledge with its own theories, principles and concepts.

(v) **Continued Observation :** The knowledge of Communication has been acquired through the continuous efforts of many theorists. The knowledge so acquired has been systematically composed over a period of time.

Hence, we can say that Communication is a science.

Conclusion

The above discussion shows that Communication is an art because it involves personal skill in handling a particular situation and is result-oriented and needs regular practice.

Communication can be called a science as well because it provides a body of universally applicable principles which create an understanding in the minds of the people with the use of advanced information technology.

Q.5. Elaborate the process of communication.
Ans. <div align="center">**Process of Communication**</div>

Communication is a two-way process which deals with the exchange and succession of ideas towards a direction that is mutually accepted. The communication process takes place with two participants via a medium that transmits the message holding a specific objective and which is understandable to both the participants, i.e., the sender and the receiver.

1. **Source/Sender :** The individual, group, or organisation that starts the process of communication is known as sender or encoder. The whole responsibility of communication rests upon the shoulders of sender. The message can be affected by certain traits of sender such as experience, behaviour, knowledge, abilities, perceptions, and culture. If the message is framed according to the receiver's expectations, the acceptance and approval level would be higher. The source absorbs the idea, frames the message, chooses the channels or medium, and lastly decides regarding the receiver.

2. **Message :** The encoded idea that is transferred by the sender is called message. It is something that a sender wants to communicate or transfer to the specific receivers. Messages can be in two forms; verbal which includes written or spoken; and non-verbal which includes appearance, body language, silence, sounds, signs, etc.

3. **Encoding :** It is a method by which idea or thought of the message is converted into symbols that can be transmitted. In the process of encoding, one should consider the contents that have to be included in the message and should also consider that how the receiver will interpret it and how it can affect the relationship among the two parties. **For example**, the communication done with the infant child is in encoded form because at that time the infant will understand the language of gestures and symbols.

4. **Channel :** The medium by which the message moves from sender to receiver is known as channel. The channel can be mass media which includes newspapers, radio, T.V., etc., or it could be of individual use which includes telephone, correspondence, etc.

Importance of message, number of receivers, availability of the channel, cost and effectiveness of the channel, etc. are some of the factors on which the selection of channel depends.

5. **Receiver :** The targeted recipient of a message is known as the receiver. He receives the encoded message and tries to decode it by understanding, interpreting, and perceiving the meaning of it as the sender has transmitted.

6. **Decoding :** Decoding is the stage where the receiver decodes the encoded message. He interprets and comes out with meaning of the message. In interpreting the symbols of the message, the receiver applies his knowledge and experience, or in some cases he may consult with a third party authority such as a dictionary or a code book. The receiver is not so much active in the process of communication but in this stage, he becomes more active. What the receiver interprets may be same or different from the actual intention of the sender, and if the interpretation has gone wrong, chances of misunderstanding increases and the process of communication can be hampered. For example, A said to B, please take your seat. B decodes this and understands that A said me to sit down.

7. **Feedback :** At the end, the receiver responds to the communication that has been transmitted by the sender. The interpretation can be done clearly or it could be based on misunderstanding of the message that has been sent. The reaction or response of receiver to the sender is known as feedback.

8. **Noise :** Noise is that interruption in the communication process which hinders communication process. It is a negative component in communication channel. In general, noise can be introduced at any stage in the process of communication.

Q.6. What is oral communication? Explain its two major forms.

Ans. <center>**Meaning of Oral Communication**</center>

Oral or verbal communication implies conveying the messages through spoken words. In every organisation, a great deal of information is exchanged orally.

Man learns to speak much before writing. In the same way in an organisation people speak much before writing. Oral communication is a face to face communication. It may be in the form of direct talk and communication between the speaker and the listener when they are both physically present at the same place. Radio broadcasts, public speech, telephonic conversations, attending meetings, negotiating and making presentations also come under communication *e.g.*, this is quite common at airports while providing information to passengers about flight departure and arrivals. It saves time and provides immediate feedback. It also helps in making communication effective as questions can be asked and answered and doubts, fears and apprehensions can be asked and removed. As a request it provides a better understanding of ideas and interventions.

An oral communication generally takes place when the audience is largely illiterate and there are problems of language difficulty. Such communication is direct between the supervisor and the worker and is often known as face-to-face (or one-to-one) communication.

Oral communication is not recommended in which formal record of communications are required and when communication is lengthy and distant.

According to *Dr. Paul Rankin* of the *Ohio State University*, people spend 75% of their working time in verbal communication out of which 30% time is spent in speaking and 45% in listening. Oral communication involves factors—the speaker, how he speaks and what he speaks. The personality of the speaker, tone and way of speaking and subject-matter of speech influence the oral communication.

"The human voice can impart the message with meaning and shading which even long pages of written words simply cannot convey."   —*Haimann*

Oral communication may take place in (A) a Face to Face Communication or through (B) Mechanical Devices.

Forms of Oral Communication

Following are the two major forms of communication :

1. Face to Face Communication

In fact, it is a personal approach and a better form of oral communication. Here, not only voice, but also face expression will work. The important feature of oral communication is that real meaning is conveyed by tone of the voice as well as the facial expressions of the communicator and communicatee.

Such communication includes the following kinds :

   (i) **Face to Face talk or Personal visits :** This is the most natural form of conveying information. Here, we need no equipment. The speaker can explain the matter keeping in view the reactions of the listener. It is the quickest, flexible and ensures co-operation. It is suitable for confidential matters. It may be noted that lengthy expressions during the talk may result in wastage of time and energy. Such communication is not preferred in a big and decentralised set-up.

  (ii) **Interviews :** Interview is also a form of face to face communication. It is used in any office at the time of selecting a person for a particular post. Interview is a face to face conversation to see and judge the personality of other party.

 (iii) **Lectures :** During training of employees, this method of face to face communication is used. Here the trainer delivers a talk or a lecture to trainees on any relevant topic. The object of such communication is to provide knowledge to trainees and exchange experiences.

 (iv) **Meetings/Conferences :** It is a face to face communication whereby, two or more persons meet for discussion. Conferences/Meetings are conducted with previous notice or mutual arrangement. The purpose of such communication is to discuss, and to transact certain business and to arrive at various decisions.

2. Mechanical Devices Communication

It is a form of oral communication where message is conveyed through mechanical devices. In face to face communication, messages are conveyed in person.

   (i) **Recorded Messages :** Various facilities can be used to convey the oral message in the form of cassettes, magnetized discs, tapes, etc. Such recorded messages can be played back with the help of mechanical devices like cassettes player, etc.

(ii) Voice Mail : Sometimes it is not possible to contact the receiver on telephone, for such problem can be solved by voice mail. Under this system, the sender can leave the message and the later or the receiver will receive the message by listening to the voice of the sender.

Guidelines for using Voice Mail are as follows :

(i) Leave the name of the person to whom the message is directed.

(ii) Identify oneself by name, surname, etc.

(iii) Leave one's phone number.

(iv) The message should be organised in advance to avoid any confusion.

(v) The message should be kept as short as possible.

(vi) Speak slowly and clearly.

Q.7. Write the advantages and disadvantages of oral communication.

Ans. 　　　　　 **Advantages of Oral Communication**

Following are the main advantages of oral communication :

1. **Effective communication :** In oral communication it is easier to understand the listener whether he is understanding or not the speakers message. Doubts can be cleared on the support to the mutual satisfaction of both the parties i. e., the listener as well as the speaker. The recipient's attitude as the acceptance or rejection of communication can be studied.

2. **Easy to get the personal attention of the listener :** Oral communication is lesser formal compared with a written communication. As a result the concerned party can be seen sharing their views, ideas and opinions frankly and fearlessly. Speech has spontaneity and intimacy that cannot be matched by writing.

3. **Easy to understand :** The advantage of easy understanding can be achieved in oral communication. The speaker can convey real meaning by the various expression and gestures and variation in tone, pitch. This is not possible in written communication. Doubts and verifications can be solved and the correct idea and meaning of the speaker can be understood.

4. **Emergency needs :** Since oral communication is most speedily method of communication so it is the best media for sending the message during an emergency or extra-ordinary circumstance with this instantaneous feedback is received that eliminates the chances of misunderstanding and misinterpretation of the message.

5. **Quick and Simple :** Once you make contact with your audience, there is no time lag between the transmission and reception of message. Considerable amount of time is saved in verbal communication. There is no need to sit down and write the message where immediate action is required. It is better to transmit the message orally. Moreover, by saving time it increases productivity and profitability.

6. **Group Communication :** Oral communication is extremely useful for communicating the groups. Therefore this type of communication is most used in conferences, meetings and seminars where different persons can interact with each other.

7. **Economical :** In oral communication nothing is reduced to writing. There is no work to put in black and white. There is no need to have qualified and technical, personnel like stenographers and typist.

8. **Confidentiality :** It is easier to keep oral messages secret because no record of communication is generally maintained.

9. **Flexibility :** Oral communication is characterised with high level of flexibility. The speaker can adjust his message and tone according to impression he is creating on the listener. He is free to modify or withdraw his comments.

Disadvantages of Oral Communication

Main disadvantages of oral communication are :

1. **Physical Distance :** When there is a long physical distance between sender and receiver, in such cases oral communication is not an easy task. No mechanical devices like telephone, voice mail etc, may be available in some cases.

2. **Absence of Evidence :** In verbal communication, there is no work of black and white. Everything is oral and there is no record for future reference. Oral communication does not provide a permanent record for future use, unless it is taped and transcribed. Due to lack of records, it becomes difficult to hold persons responsible for mistakes or accuracy in oral communication.

3. **Expensive and Time Consuming :** Oral communication is very much time consuming and expensive way of communication. Executives are often very much busy, therefore, face to face communication with their subordinates is not possible because of heavy time consumption.

4. **Poor Retention Power :** In fact, human memory cannot retain everything which is said orally. It, therefore, becomes necessary to give oral orders and instructions in writing.

5. **Speakers Ineffectiveness :** Speakers inability and ineffectiveness adversely affect the creation and retention of the listeners interest. Usually, less care is taken while speaking than while writing. Therefore spoken word tends to be less precise than the written word so often enact point the speaker is trying to make is lost in the mass of words.

6. **Not Suitable in Lengthy Message :** When message to be delivered is too lengthy, oral communication is not suitable because the chances of its misunderstanding and forgetting are very high. Lengthy message fails to retain listeners attention so the oral communication fails.

7. **Lack of Responsibility :** Since oral messages have no documentary proof, so it becomes difficult to hold persons responsible for mistaken inaccuracy, untruth in oral communication.

8. **Possibility of Misunderstanding :** Due to noise and poor expression, oral communication is likely to be misunderstood. The reasons for misunderstanding can be due to inattentative behaviour of the listener or inability on the speakers part while clarify or justifying the point. It is mostly in those cases when two individuals are not on good terms with each other.

9. **More to Physical Noise :** In oral communication, misunderstanding and misinterpretation of the message usually occurs because of the distorted meaning by the receiver. The main thing of the message is lost due to these distortions. In fact, an oral message has more chances of getting distorted because of physical noise like disturbance on telephone, inaudibility of speech and likewise.

10. **Not possible for scattered receivers :** If the message is meant for large number of persons who are scattered at different places then oral communication is not possible.

Q.8. **Explain sign language as a form of non-verbal communication.**

Ans. **Sign Language**

Marks or symbols used to mean something is deemed as sign language. Gestures are used in place of words. For example, the language system of deaf people and hitch-hikers finger is the example of sign language. There is a vast range of visual and audio sign outside genet of words. Sign language can be categorized into visual and audio sign.

1. Visual Sign

Sign is a mark or a picture with a specific meaning. An organisation can make very profitable use of visual signs like posters, drawings, photographs, cartoons, salutes, etc. to convey messages for general information/educational purposes. Maps and diagrams are indispensable in books of geography, science, economics, history and very often in the presentation. People all over the world can recognise what the traffic lights red, yellow and green denote. They are universal in application; a revolving light on top of a VIP vehicle or an ambulance of a hospital serve their purpose very effectively without using words. Colours of flowers in a bouquet speak volumes about the feelings of the communication.

Red light or red flag indicates, "not to move" or "hold on', whereas, orange/yellow light says, "get ready to move" and green light communicates "now it is safe to move, "you can go". Similarly, a red bulb outside the operation theatre of a hospital.

Advantages of Visual Design

Main advantages of visual design are as follows :

(i) **Easy Transmission :** In the case of visual communication the message can be transmitted easily without uttering a word.

(ii) **Clear :** Visual Communication is constant and gives a very clear picture of the message which is to be sent and thus the chances of mis-understanding are very less.

(iii) **Effective Communication :** Communication through the visual medium is very effectual. Emotions can be expressed much better through visual means than through words.

(iv) **Creates Interest :** Colourful paintings, photographs, maps and graphs, etc. make communication, interesting and motivate the viewer.

2. Audio-Sign

Audio-visual Aids are devices which are used to communicate messages more effectively through sound and visuals. It is a combination of sound and sight. It makes use of both words and pictures. Telecast, videotapes and films on the cinema screen are all the examples of

audio-visual communication. It is the latest and modern means of communication. It has become very popular in its power and effectiveness. These days audio communication is used by both business houses and govt. agencies. In business audio-visual aids are used to educate customers in a matter of safety, quality, etc. Govt. and Social organisation use audio-visual aids to educate the public in planning dangers of drugs and alcohol, AIDS awareness, etc.

In a nutshell, the instructional devices through which the message can only be heard, are known as AUDIO AIDS. The instructional devices through which the message can only be seen are known as VISUAL AIDS. The instructional devices through which the message can be heard and seen simultaneously are known as AUDIO-VISUAL AIDS.

Merits of Audio-Visual Communication

Major advantages of autio-visual communication are as follows :

(i) Full Demonstration is possible in AVC e.g., a business house can demonstrate the working of its washing machine on the television screen to persuade and attract the customers.

(ii) Information transmitted through audio-visual means is retained much longer than through other media. People can recall some of the movie screen years after they saw the screens.

(iii) It is the most effective method of communication due to the combined force of sound and pictures, explanation and narrations on the screen facilities explanation and interpretation.

(iv) Save the time of teacher and learner.

(v) Can adapt the speed of presentation to the reactions of the audience.

(vi) Capture audience attention and arouse their interest.

(vii) Messages received with several senses are understood and retained better.

(viii) The possibility of misinterpreting concepts is reduced.

(ix) Highlight the main points of the message clearly.

(x) Speed up the process of learning.

Q.9. Elaborate about physical and semantic barriers to communication.
Ans.   **Physical Barriers**

These are the barriers which can be expressed in physical/measurable terms. These can be in the form of :

1. **Noise :** Physical barriers are communication interference that occur in the environment in which the communication takes place. A typical physical barrier is a sudden distracting noise that temporarily drowns out a voice message.

    Noise means interference that occurs in the process which blocks the receiver to receive the information and understand at the expected degree of perfection. The word noise is also used to refer to all kinds of physical interference like illegible handwriting, bad photocopying, poor telephone connections, incorrect typing, faulty TV cable, etc. In fact, noise means, "Interference that occurs in a signal that prevents you from hearing sounds properly."

Noise may be psychological. Psychological noise means mental disturbance. For example : Fatigue, anxiety, ego-hang ups, etc. which distracts attention. Physical discomfort such as hunger, pain or exhaustion can also be considered a form of noise and can interfere with effective communication.

It may be a visual noise e.g., the late arrival of employee results in distraction of superiors attention. So noise may reduce the effectiveness of communication.

Therefore, it is necessary to take preventive action to reduce the level and intensity of noise to make communication effective. It can be very tiring to listen to employees who speak softly on a noisy assembly line or to try to conduct a conversation over the telephone.

2. **Improper Time :** Improper Time of communication also hinders the process of communication e.g., an order at a closing hour to help in routine operation, may cause resentment in the staff nurse who has changed the clothes and is ready to catch the bus for going back to her house.

3. **Physical Distance :** This happens in organisations where the staff sit at distant locations or there are many divisions of the enterprise situated in the different cities. When receiver of the communication is far away it becomes difficult for the sender to check whether he has received, understood, accepted and properly acted upon the message or not for an effective communication. One needs proper distance, proper time, noise-free environment and surroundings.

4. **Information Overload :** We usually think that more and unrestricted information flow would help people overcome communication problems. But unrestricted flow may result in overloading of information. People getting too much mail may ignore letters that should be answered. People respond to information overload by simply escaping from the task of communication. In a nutshell, they ignore information or do not communicate information because of an overload.

5. **Gender Distractions :** Now-a-days, women are equally working with men in common offices. So, they are colourful, revealing dresses, heavy makeup, pose a distraction for the male staff. Thus, the communication is affected.

Semantic Barriers

Linguistic, language or semantic barriers are those problems that crop up during encoding or decoding of messages. Some examples of these problems are explained below :

1. **Different Languages :** Employee in an organisation speaks a different language. It creates communication problems in conveying one's ideas and feelings to each other. This is true in case of both national and multinational companies.

Sometimes translators of these languages fail to convey the exact meaning of the content in the letters as well as that of different words in certain languages. The impact of language problem also increases and enlarges with the growth of the company.

2. **Words :** Words and symbols may act as a barrier as their meaning change with the changes in the context in which they are used. So, if a reader is not familiar with the meaning of certain words and symbols he/she may interpret them wrongly because of his/her level of thinking.

3. **Pictures :** All the pictures, graphs, three dimensional models such as blueprints, maps, and charts must have proper caption or written statements under them so that readers do not get confused and can interpret them as per the intended manner.

4. **Actions :** The area of actions is quite wide as it covers gestures, body language and its movements. Different types of gestures like movements of lips, movements of eyes, breathing movements, smiles, frowns, expressions, etc., come under the purview of body language. Communication becomes impressive and noteworthy if accompanied with correct body language.

5. **Poor Vocabulary :** If one's vocabulary is poor, he/she will not be able to communicate properly either verbally or non-verbally. The sender of the message should use different words in their right context and with their precise meaning and should be ready to replace them according to the situation.

Q.10. Explain the following :

I. Psychological barriers

II. Interpersonal barriers

III. Socio-psychological barriers

Ans.

I. Psychological barriers

These type of barriers are born due to reasons like motives, attitudes, judgements, sentiments, emotions, and social values of participants. These problems, sometimes, disturb the flow of communication either completely or partially. They may create misinterpretations which compromise the effectiveness of the communication process.

Types of psychological barriers are :

1. **Wrong Assumption :** Something that can be considered as truth without any evidence or questioning is known as wrong assumption. Many barriers occur due to the wrong assumption which affect the communication system. When sender or the receiver both have incomplete knowledge about each other's background, a wrong assumption is usually created. At times, the speaker fails to recognise that different people have different background, education and experiences. These issues are considered by the skilled communicator so as to avoid the barriers which may affect the communication system.

2. **Lack of Trust in the Management :** Sometimes, when the manager does not have the required administrative skills and lacks self-belief, his own employees find it difficult to trust his words, ideas and decisions. Lack of trust may also cause the employee to make rash and irrational decisions.

3. **Failure to Communicate :** It often happens that the information is not properly communicated by the managers to their subordinates. This generally happens because they are lazy, or they randomly assume that every concerned person has understood the information. They may also deliberately not reveal information to demean their juniors.

4. **Dependency on the Written Word (Order) :** This problem arises due to the difference in oral and written orders. The main reason behind it is that the officials are generally not very careful while verbally communicating the organisational policies. Hence, orders given in writing, are followed more sincerely as compared to the oral commands.

5. **Carelessness of the Receiver :** This is a general problem that employees or the people of an organisation take bulletins, notices, minutes, and reports in a passive way and thus they miss many vital pieces of information.

6. **Loss in Transmissions and Retentions :** The accuracy of a communication decreases significantly when it passes through a number of levels. Some part of the communication is lost in its transmission or conveyance. About 30 per cent of a communication dissipates at each transmission level. There is also a bad record of retention or storage of information. It has generally been observed that the information retention capacity of the workers is less as compared to the supervisors.

II. Interpersonal Barriers

There may be many internal factors between a sender and a receiver which may disrupt the flow of communication between them. These are of following types :

1. **Barriers Posed by Superiors :** The role of superiors or officers in the communication process cannot be undermined. Due to their seniority and high status, superiors can forward hurdles to communication in the following ways :

    (i) **Superior's Attitude :** If the attitude of the superior is not positive, then filtering and distortion of information may take place at various levels. Different types of managers at various organisational levels try to manipulate the information in their favour which delays the process of communication.

    (ii) **Fear of Challenge to Authority :** Officers sometimes prevent the free flow of information in order to cover-up their shortcomings which are actually a result of their own depleting self-confidence and work efficiency.

    (iii) **Lack of Confidence on the Abilities of Subordinates :** If the officers are under the wrong belief that they are more competent than their subordinates, then such officers would avoid talking to their subordinates thinking that it would be a wasteful exercise which in turn results in the lack of communication between them.

    (iv) **Emphasis on Following Proper Channels of Communication :** Most of the time superiors insist on following the formal means of communication and they do not allow the subordinates to communicate via informal means of communication as they think it is improper and against the rules of the organisation.

2. **Barriers Posed by Subordinates :** The negative approach or attitude of the subordinates in an organisation adversely influences their involvement in the communication process. Two more factors, blocking their communication (upward and downward) with their superiors, are :

    (i) **Reluctance to Communicate :** Subordinates generally are reluctant to pass on that information, in upward direction, which can work against their interests. In case, if they will have to give any information, they will alter it in such a manner so that it cannot harm them.

    (ii) **Lack of Motivation :** It is also a major hindrance as it forms a communication gap between subordinates and their bosses. If they are severely reprimanded on performing badly, and not rewarded adequately when they do well or offer unique suggestions, they will obviously be demotivated.

3. **Poor Listening :** People often do not listen to what someone is saying in a sustained and focussed way. They simply listen to the information that is of some interest to them and ignore that part which does not have any importance for them. Such poor listening restricts the flow of communication and prevents an understanding of what is really being said. Poor listening involves :

   (i) **Egoism :** The process of understanding each other is badly affected if the communication is restricted due to presence of ego. Egotistic or self-centred people think that their views are the only ones that are significant and that the ideas of others are not. They are extremely horrible listeners. If a person wants to be understood, he must understand others. Egoism disrupts this kind of understanding, and therefore, also the communication process.

   (ii) **Emotions :** Constructive emotions such as affection and friendliness aid communication while destructive emotions such as bitterness and nervousness hamper it and worsen the relationships among people. A clean heart and a quiet and calm mind are needed for someone to communicate effectively.

III. Socio-Psychological Barriers

These are of following types :

1. **Status-Consciousness :** At times, a junior or senior's being too conscious of his status might interrupt the communication process in an organisation. Subordinates may fear conveying any disagreeable message to their superiors. They may be too aware of their low status and fear of being insulted. Seniors who are very conscious of their high status may be of the view that asking their juniors for suggestions would be humiliating for them.

2. **Close-Mindedness :** A close-minded person is an unreceptive person who is not willing to consider new ideas. Such a person is very difficult to communicate with and such person feels that he knows everything and there is nothing which is worth knowing.

3. **Personal Attitudes :** Effective communication is not possible if one cannot overcome the hurdles like personal attitudes and opinions. **For example**, someone may feel that, regardless of another person's religion, if he is a good person he can be a friend. However, another may be of the narrow-minded view who thinks if a certain person is not of the same religion as himself, he cannot be a friend.

Q.11. Elaborate about cultural and organisational barriers to communication.
Ans.   **Cultural Barriers**

Communication in the international environment becomes even more difficult because of different cultures and etiquette. With globalisation, the understanding of communication across cultures becomes critical. As **Adler** notes, "Communicating effectively challenges managers worldwide even when the workforce is culturally homogeneous, but when employees speak a variety of languages and come from an array of cultural backgrounds, effective communication becomes considerably more difficult.

The same category of words, phrases, symbols, actions, colours mean different things to people of different countries. Studies have shown that the greater the differences between the

sender's and receiver's cultures, the greater the chance for miscommunication. For example, Coca-Cola company lost sales in many countries, where their advertisement "Coke Adds Life" was interpreted as "Coke brings you back from the dead".

Even non-verbal communication varies across cultures. For example, colours and body languages can convey quite a different message in one culture than in another. For instance, in most parts of the world 'nodding your head' means agreement. Shaking your head means no; but in India the reverse is true. In the United States, people love to be called by their first name while in Britain and India's people like to be addressed by their last name. Thus, managers should be forewarned that they cannot take anything for granted while dealing with people from another culture. They must acquire familiarity with verbal and non-verbal languages of that culture.

Organisational Barriers

The factors internal to the organisation which adversely affect the flow of communication, are called organisational barriers. These are explained as follows :

1. **Organisational Policy :** If the organisational policy is not supportive to the flow of communication in different directions, communication flow will not run smooth.

2. **Organisational Rules and Regulations :** Rules and regulations affect the flow of communication by prescribing the subject-matter to the communicated and the channel through which these are to be communicated. Rules may restrict the flow of certain messages and may leave important ones. As rules are rigid, especially in public sector enterprises, these may cause delays in communication.

3. **Status Differences :** Organisations often express hierarchical rank through a variety of symbols (titles, offices, carpets, etc.). Such status differences can be perceived as threats by persons lower in the hierarchy and this can prevent or distort communication.

   If the sender has higher status than that of the receiver then he has the tendency of not disclosing all the informations to the receiver just to maintain his importance in the organisation or sometimes he does not disclose out of fear of competition from the subordinate. On the other hand, if the status of the sender is lower than that of the receiver, he will like to transmit only those information which can please his superior. Sometimes the subordinates do not communicate just because they are of the view that the superior does not consider their suggestions or does not take interest in solving their problems. Also the subordinate hesitates in going again and again to his superior for clarifications just to remain in his good books. Many employees fear that expressing their true feelings about the enterprise to their Boss could be dangerous or they are not going to be rewarded for good suggestions so why to suggest anything.

4. **Wrong Choice of Channel :** Wrong choice of channel may lead to communication failure, e.g., for illiterate people, written communication cannot be effective; for sales manager, face-to-face communication is suitable. Wrong media leads to miscommunication even when the message is effectively and clearly formed. For instance, if a manager wants to compliment an employee for his excellent performance, he should have face-to-face talk rather than sending a memo.

5. **Organisational Facilities :** If the facilities like meetings, complaint boxes, suggestion boxes, open-door system, social gatherings, etc. are not provided in an organization, it will lead to communication failure.

6. **Barriers due to Organization's Structure :** If the structure of the organisation is complex, involving many layers a large number of barriers develop. Every layer cuts off a bit of information. In oral communication, something in the order of 30 per cent of the information is lost in each transmission. Intermediary levels are likely to distort, withhold or stop message intended for retransmission. Many messages lose their usefulness because of delays in their journey down the management hierarchy. In fact the people between top and bottom ends act as communication filters. They may add colour to the information. Due to which officer at the top level may not know the exact problems, feelings, ideas and opinions from the people at operational level, the communication keeps on changing shape from every hand it passes and same is the case when information has to come from top to bottom. Moreover, the complaints and problems of the workers are generally distorted and do not reach top level in the original form because the officers between the top management and the workers fear reprimand by the top executives, for their actions or failure to remove workers' problems.

Q.12. Explain various strategies for overcoming communication barriers.

Ans.   **Strategies for Overcoming Communication Barriers**

Following strategies should be followed to overcome communicational barriers :

1. **Developing patience to listen and understand others :** Executives and subordinates should develop the skill to listen and understand others even if they think that what the other person is talking is all rubbish and irrelevant. It is dangerous to presume what other has to say. The listener should see the expressed idea not only from his own angle but from other person's point of view also.

2. **Use of simple and meaningful language :** The message should be sent in simple and easy to understand language. Double meaning words should not be used in the message to avoid ambiguity in the message. Moreover, the educational background of the receiver should be kept in mind and only that language should be used which he can understand.

3. **Shortening the line of communication :** The line of communication should be as short as possible. This can be done by reducing the number of levels. As far as possible there should be direct contact between the communicator and the communicatee.

    A well—known quote says, "Never stop listening, Never stop learning and Never stop training."

    Professor Keith Davis has given the following ten commandments for good listening : Stop talking, put the talker at ease, show him that you want to listen, remove distractions, empathise with a talker, be patient, hold your temper, go easy on arguments and criticism, ask questions, and stop talking.

    The first and the last guides are the most important; people have to stop talking before they can listen. Thus listening helps in increasing the effectiveness, efficiency and retention of communication.

4. **KISS (Keep it short, stupid) :** As Shakespeare has said in his famous play Hamlet, "Brevity is the soul of wit, so, avoid overcommunicating. Too much communication is as bad as too little communication. If the people are flooded with communication, many of its aims are probably lost or defeated. Too much talking or writing on a subject reduces the interest of the recipient. Thus the communication should be brief so that the receiver does not get bored."

Some helpful hints in written communication are suggested by **Robert Degise** as follow :

(a) **Keep Words Simple :** This makes the message clear and easily understand by the receiver. The message will lose its significance if the words are complex.

(b) **Do not be bogged down by Rules of Composition :** While the rules of grammar and composition must be respected they should not take priority over the ultimate purpose of communication.

(c) **Write Concisely :** Use as few words as possible. Do not be brief at the cost of completeness but impress your thoughts, opinions and ideas in the fewest number of words possible.

(d) **Be Specific :** Vagueness destroys accuracy which leads to misunderstanding of the meaning of the intent of message. Accordingly, be specific and to the point.

5. **To Avoid Pre-mature Evaluation :** It is seen that some people have the tendency to form of judgement before listening to the entire message, which is due to premature evaluation. It should be avoided as it may lead to wrong decisions. It distorts understanding and acts as a major barrier in an effective communication.

6. **Develop Mutual Trust :** Status and position create many communication barriers. Subordinates do not like to state anything which is true but may offend the boss. Such barriers can be overcome by developing a feeling of mutual trust and confidence between the subordinate and the superior. Both the parties should try to appreciate each other's problems. The parties should mutually accept criticism, admit faults and welcome suggestions.

7. **More Use of Informal and Face-to-face Talks :** Instead of depending too much on formal written communication direct face-to-face talks should be encouraged. Utilisation of both formal and informal contacts makes the communication more prompt and effective.

8. **Communicate to Express not to Impress :** It is a golden rule for an effective communication. Always communicate to express not to impress, it means while communicating simply and only concentrate on your expression delivery of words, selection ideas and subject-matter. Do not bother about the impression. Do not bring any type of artificial touch in the communication. If your expression is good, impression is bound to come. Be original in communication.

9. **Utilise Feedback :** Too often information is transmitted without communicating, since communication complete only when the message is understood by the receiver. And one never knows whether communication is understood unless the sender gets feedback. This is accomplished by asking questions, requesting and reply to a letter and encouraging receivers to give their reaction to the messages.

10. **To give due Importance to Gestures and Tones :** Gestures and tones are known as 'Body Language' which is a non-verbal communication. People communicate meanings to others with their bodies during inter-personal interaction. It is a technique to communicate the message with the movement of the whole body or part of it. Facial expressions like eye movements, smiles, frowns and movements of hands are the usual symbols which must be used to make the communication effective.

11. **Coordination :** Communication across countries has another dimension i.e., the need for coordination. For example, a manager working in India is required to talk to his or her counterpart in the USA. The manager must not only contend with differences in language, but also with a time difference of several hours. When the Indian executive wants to talk to his German counterpart, the later may be deep asleep at home. Organisation needs to find increasingly innovative methods for coordinating their activities in scattered parts of the globe.

12. **The Communication Audit :** One way to improve communication in an organisation is to conduct a communication audit. The communication audit is used not only to deal with problems when they occur but also to prevent them from occurring in the first place. The format of the audit may include observations, questionnaires, interviews, and analyses of written documents. Although the initial audit of the communication system is highly desireable, it needs to be followed by periodic reports.

Q.13. Explain the main advantages of technology in communication.

Ans. **Advantages of Technology in Communication**

Major advantages of technology in communication is described in the following points. Communication technology suffers from following drawbacks :

1. **Improves organizational communication :** Communication technology helps in the creation of a shared information environment in an organization. Organization information is organized at one central location, allowing anyone to access that information as they need. Also technologies like electronic mail, will enable low level employees to communicate with the manager without any need of having a dedicated time for the meeting. This allows information to flow easily from the bottom to the top without any barriers.

2. **Difficulty in Training Employees :** If an organization deploys a new communication technology system, they will have to pay an extra fee to train for documents to be received by a colleague in a foreign country, a business may now exchange files in a matter of seconds over the Internet. The expediency provided by business communication technology is also beneficial in interpersonal communication. Previously, businesses would have to plan conferences for individuals who sit in separate locations to meet. Currently, parties can convene from their respective locations as a result of telephone and video conferencing technology.

3. **Specialized Employment :** An ancillary advantage of the continued improvement of technology in business communication is the many jobs that never before existed that have been created. Skilled professionals are required to install, operate and maintain new information technology tools. In 2008, the U.S. Bureau of Labor Statistics estimated that 1 million people were employed in the telecommunication industry,

including those in wired and wireless communication. Furthermore, the median average income of these professionals was $1,038 per week.

4. **Poor substitute for face-to-face communication :** Since employees are using machines to communicate, they get less time to talk to each other and know each other better. This has resulted into increased bad relationships at work. Even though the shy ones will benefit from this technology, but they will still be denied the chance to learn how to interact with others. Employees become more reserved and self-centered; they get buried into their work which can be of great harm to a business.

5. **Boosts decision-making in an organization :** Since communication technology speeds the transfer of information, employees in an organization can easily consult each other and analyze information in the shortest period and make a decision. Also with the use of (OLAP) Online analytical processing, employees can perform queries on a database to get data about a specific client or matter and make a quick decision basing on the data retrieved from the database about that specific client or matter.

6. **Helps in increasing participation in organizational processes :** Every employee will have a specific task to complete and all this can be monitored remotely by the manager. So, all parties will be active since their work is being made simple by easy communication. Employees who are shy to ask for advice and help, will use tools like electronic mail or instant text messaging services to ask for help from their workmates within the organization, they can also use the same media to participate in decision-making and creative design challenges.

7. **Cloud Computing :** Cloud computing is the latest trend to hit business communication. The simplest way to describe cloud computing is by comparing it to an electricity grid. A 'cloud' of shared servers provides resources such as software and data to a host of other computers - all on demand. In reality, cloud computing is the natural evolution of the web-based world of communication. It takes the management of the technological infrastructure out of the hands of the IT professionals, who can now focus on their areas of expertise such as development. The use of cloud computing from a business communication standpoint brings in the discussion of finance. Small to medium size businesses no longer have to need to purchase, set up and maintain their own server. Capital expenditure budgets are reduced. Another huge benefit to cloud computing in business is how it lowers the barriers to entry into the market. New businesses can simply supply themselves with the appropriate equipment to manufacture their product, a computer and an internet connection, and be ready to communicate to their customers.

8. **Structures organizational life :** Communication technology puts everything where it is supposed to be. No need to see papers and files everywhere in the office. All data is stored on the database, and you will have less paperwork in the organization which makes life easier at work. Also the organization will spend more time on other productive section since the time to organize their data is saved by technology.

9. **Supports open discussions :** Most organization have used the internet to create organizational forums where members of the organization can discuss about various issues and get a solution. In this case, members can suggest on areas of improvement

within the organization. Your company is excited about. This may not result in immediate sales, but it will result in awareness of your company in the marketplace.

10. **Influences the way people interact in organizations :** Let's look at an organization where you only see the operation manager twice a week, by the time he comes, everyone wants to speak to them and they will have less time for each of you. But with electronic mail, you can simply draft an email and send it to your superior or workmate. In this case, they don't have to stop what they're doing to attend to your matter, but you will get an instant reply and continue with your work.

Q.14. Discuss the role of technology in business communication.

Ans. ## Role of Technology in Business Communication

This can be discussed as follows :

1. **Telecommunications :** This is the most obvious dimension of the technological environment facing international business. Now people are using cellular phones, beepers and other telecommunication services, giving away to international growth. As a result, growth in the wireless technology business worldwide has been rapid and the future promises even more. This growth is welcome as business, domestic or global, cannot prosper without an efficient telephone system.

2. **Transportation :** Technology in addition to developments in computers and telecommunications, several major innovations in transportation have occurred since World War II. In economic terms, the most important are probably the development of commercial jet aircraft and super freighters and the introduction of containerization, which simplifies transshipment from one mode of transport to another. While the advent of the commercial jet has reduced the travel time of businessmen, containerization has lowered the costs of shipping goods over long distances.

3. **Globalization of Production :** Technological breakthroughs have facilitated the globalization of production. A worldwide communication network has become essential for any MNC. Texas Instruments (TI), the US electronics firm, For example, has nearly 50 plants in 19 countries. A satellite-based communication system allows TI to coordinate on a global scale; its production planning, cost accounting, financial planning, marketing, customer service and human resource.

4. **Globalization of Markets :** Along with the globalization of production, technological innovations have facilitated the internationalization of markets. Low-cost global communication networks such as the World Wide Web are helping to create electronic global marketplaces. In addition, low-cost jet travel has resulted in the mass movement of people around the world. This has reduced the cultural distance between the countries and is bringing about the convergence of consumer tastes and preferences. At the same time, global communication networks and global media are creating a worldwide culture. Worldwide culture is creating a world market for consumer goods. Signs of a global market are already visible. It is now easy to find, a McDonald's restaurant in Tokyo as it is in New York, to buy a Sony Walkman in Mumbai as it is in Berlin and to buy Lewis's Jeans in Paris as it is in San Francisco.

5. **E-Commerce :** The Internet and the access gained to the World Wide Web have revolutionized international marketing practices. Firms ranging from a few employees

to large multinationals have realized the potential of marketing globally online and so have developed the facility to buy and sell their products and services online to the world.

Because of the low entry costs of the Internet, it has permitted firms with low capital resources to become global marketers, in some cases overnight. There are, therefore, quite significant implications for Small Medium Enterprises (SMEs).

The Internet has led to an explosion of information to consumers, giving them the potential to source products from the cheapest supplier in the world. This had led to the increasing standardization of prices across borders or, at least, to the narrowing of price differentials as consumers, become more aware of prices in different countries and buy a whole range of products via the net.

In B2C marketing this has been most dramatically seen in the purchase of such things as flights, holidays, CDs and books. The Internet, by connecting end-users and producers directly, has reduced the importance of traditional intermediaries in international marketing (i.e., agents and distributors) as more companies have built the online capability to deal directly with their customers, particularly in B2B marketing.

6. **Technology Transfer :** Technology transfer is a process that permits the flow of technology from a source to a receiver. The source, in this case, is the owner or holder of the knowledge, while the recipient is the beneficiary of such knowledge. The source could be an individual, a company, or a country.

Q.15. Explain the effects that modern technology has had on business communication and employees in today's workforce.

Ans. <h2 align="center">Effects of Modern Technology</h2>

Few of the effects that modern technology has had on business communication and employees in today's workforce are as under :

1. **Keeps Communication Log :** Technology has made it easy to keep extended communication logs. Emails and texts are easily tracked to confirm what was discussed in previous correspondence. Even phone conversations can be recorded and logged in digital formats through customer retention management software. Whether to quickly review what was discussed or to keep a legal record of correspondence, technology has made logging communications much easier.

2. **Mobile Workers :** Technology has transformed the workforce into a mobile workforce. This means that people can work from home or from anywhere in the world, and can collaborate with team members via cell phones, internet resources or video conferencing. This creates employees who are more productive and happier, and who have greater flexibility in work hours and their location. Mobile workers can access all relevant forms, information and company materials exactly in the same way as in-office employees.

Despite the savings to companies, there are some negative effects to this surge in technological integration into business communications.

3. **Instant Communication :** Being able to reach customers, co-workers and vendors quickly helps improve the efficiency of any business operation. The ability to instantly

communicate with almost anyone from almost anywhere around the globe has changed the way that professionals communicate and collaborate and many young professionals can't even imagine a world where they don't have access to their mobile phone with Facebook, Twitter, messaging and numerous other communication apps.

Mobile technology makes it easy to get or to keep contact information in a mobile device. One can reach out with questions or updates from anywhere. For example, a manager in the field trying to determine why an order hasn't arrived can quickly contact his office, supplier and delivery courier within a few minutes from the offsite location.

4. **New Communication Platforms :** Business apps have opened even more lines of communication. For example, Slack is easy to learn, the links and file uploads show up in order and all the conversations are searchable for later. Also, the ability to create a Google Hangout from inside a chat room is a cool and useful feature. Some of the apps/platforms, allow people to communicate easily regardless of time zone or language barriers.

5. **Deliberate Communication :** Although technology has made communication instantaneous, it has also made planning communication with remote employees more important. Companies that take advantage of telecommuting and virtual offices need to consistently touch base with remote employees and groups to ensure they're all working toward the same goals.

6. **Safety :** Customer, employee, and company data used to be housed in large, locked, on-site filing cabinets. Technology has made the storage, access, backup, and distribution of this data much easier, but it has also come with the cost of hacking and data breaches. Businesses who utilize technology like cloud-based storage need to be particularly cognizant of their data security.

While overall the impact of technology on business has been positive and beneficial for businesses, some has seen the negative impact as well. Being aware of the potential negative effects of technology in business can help to plan regarding how to manage any issues that might lead to communication breakdowns, disruptions, or delays.

7. **Retraining :** Technology comes with many benefits, but as new technology comes along that replaces the old, that means a constant rotation of retraining on processes and software. This can sometimes outweigh the benefit of using new technology in the first place. Conversely, sometimes businesses get locked into long contracts with technology vendors that turn out not to be the best solution for their company so even if better technology is available, they are unable to utilize it without breaching their contract.

8. **The Instant Distraction :** Even dedicated business communication tools can become sources of distraction at work as employees use private channels to share funny or non-work news articles with one another. These distractions can take an employee's attention off of their work for short periods of time, interrupting the flow of their daily activities. And, some distractions made available by modern technology can actively worsen an employee's mood to the point that it affects the quality and consistency of their work.

9. **Decrease In productivity :** Some studies have shown a decrease in productivity over the long term due to an "always connected" lifestyle. Many employees may never actually take a break from the work routine because they are always checking email or status updates on a project through a mobile app, resulting in high levels of stress and increased illness. Additionally, many workers are lacking in proper sleep, less connected with people outside the office and lacking the ability to relate to each other in face-to-face interactions.

10. **Lack of Relationship Building :** Technology has reduced the amount of face-to-face interaction or the number of actual telephone conversations that people have. It is much easier to send a quick text rather than to engage in a phone call. Relationships are built when a business knows its customer and discovers opportunities to serve them more effectively through personal interactions.

11. **Informal Communication :** Traditional written correspondence such as letters via postal mail is usually more professional in format and tone, while email and texting can show a lower standard of professionalism. This can become a problem if clients feel that the informal nature is a reflection of actual capability. Professionalism suggests whether a company is capable of doing the job it was hired for. Informal communications may tarnish a company's reputation. For example, If the body of the email uses slang or improper grammar, the reader might delete the email before finishing it. It's important to know your clients or customers and to always keep your level of business communications professional.

Q16. What do you mean by e-mails? Explain its elements as well as advantages and disadvantages.

Ans. <div align="center">**E-mail**</div>

E-mail facilitates communication service to be precise, fast and trusted. In an e-mail, a user types the message on his computer and transmits it to the receiver with the help of electronic signals. The other user, who is the receiver of this message, receives the notification about having an unread message or mail in his inbox. A computer system, modem with software, internet connectivity, and elementary knowledge of computer and internet is all that is required by an individual to use the service of an e-mail. Besides, these requirements are easily available, nowadays. However, it is not necessary to have an extensive knowledge of computer systems or to have a completely separate telephone line for using an e-mail. Besides, e-mails are quick, safe and cost-efficient as the costs of modem and other requirements are nominal.

Elements of E-Mails

The elements of e-mail are as follows :

1. **Sender :** He/She is the main element of e-mail and is the one who sends the email. However, it is not essential that the person, who composes and sends an e-mail, is same.

2. **Mail Agent :** A mail agent is a program that is used by the sender to compose an e-mail. It plays the role of a pen or a typewriter in regular mails.

3. **Message :** Message is the main body of the e-mail and describes what sender wants to convey through the mail.

4. **Mail Transport Sub-System :** It is a system responsible for delivering the e-mail from sender to receiver. It plays the role of a postal service in regular mails.

5. **Recipient :** A recipient is a person who receives the e-mail, sent by the sender.

6. **Recipient's Mail Agent :** It is the program responsible for receiving incoming e-mails. It can be different from the sender's mail agent.

7. **E-mail Address :** E-mail address is a text string which describes the locations of the senders and receivers on internet. It is the web address, belonging to a particular person, on which e-mails are delivered.

Advantages of E-Mails

E-mail has created a drastic change in business activities. It has many benefits in comparison to any other communication medium over internet. The benefits which can be achieved with the help of e-mails are described below :

1. **Secure and Reliable :** All service providers of e-mails are continuously looking to upgrade their security measures, although their current measures are very effective. One of the most important aspects of e-mails is that they are private mails in comparison to fax or telephone calls. There is hardly any chance of misdirection, if the email address is correct. Other methods always have some problems associated with them, such as fax machines may be out of paper or have some technical faults, which can disrupt proper receiving of important messages.

2. **Fast Service :** The service of an e-mail is fast. All e-mails are delivered at receivers' inbox in any part of the world, within seconds. This kind of prompt message delivery cannot be provided by any other communication medium. Important business decisions can be taken in just few moments by using e-mails.

3. **Inexpensive :** E-mails are inexpensive as compared to the other communication channels such as fax, telephone calls, courier service, etc.

4. **Easy to Filter :** A user can easily sort and filter different types of messages by using the subject lines of e-mails. Important messages can be immediately noticed by the users, enabling them to respond quickly. However, in case of other services such as a voicemail, users have to hear entire messages or have to go through the entire list of messages to identify important ones.

5. **Easy Managing :** A user can easily manage all his communication records with the help of e-mails. Without indulging in paper-work, a businessman can easily reply, receive, modify, store, send, and manage a large number of business proposals, applications, letters, suggestions, memos, invitations, etc., through e-mails.

Disadvantages of E-Mails

Following are the major disadvantages of E-mails :

1. **Impersonal Communication :** While writing a message, a person cannot express his feelings and emotions associated with the message, as it is in the form of simple text.

2. **Security :** E-mails are used to send vital business information very easily. However, this can also create a negative impact on the business as it is not known whether mails are sent intentionally or unintentionally.

3. **Time Consuming :** Although writing an e-mail is not a time-taking process but if someone wants to develop its hard copies, then it is quite a time consuming process. A person can receive many messages at a given time in comparison to conventional mailing system because sending e-mail is very easy. However, in some of the cases, a telephone call proves to be an effective method of communicating a message. Moreover, employee work efficiency is also hampered because of emails as reading and managing every mail also requires a lot of time.

4. **Misinterpretation :** Excessive use of various slangs, jargons and pronouns can make an e-mail hard to understand. Many kinds of short forms and abbreviations used in e-mails are often misunderstood or misinterpreted by the receiver. This creates bad impression on the readers and may cause a communication gap.

5. **No Emotional Touch :** Another limitation of e-mail is that most of the users treat e-mails merely as a mode of communication. Use of slangs, jargons and informal terms has replaced normal communication with e-mails. Thus, there is no scope of emotional touch, which can help a user significantly understand the message, as there is no such medium of seeing and interpreting each other's emotions or intentions.

Q.17. What do you mean by video conferencing? Explain in detail.

Ans. <h2 style="text-align:center">Video Conferencing</h2>

Companies of all sizes and in every industry are quickly adopting video conferencing as a way to stay connected, increase productivity and cut costs in these difficult economic times. As prices on conferencing equipment drop and the technology becomes easier to use video conferencing, this is gradually becoming an effecient way for business to communicate with employees, customers and sales prospects.

Video Conferencing is a tool, which uses Video cameras and microphones to capture picture and sound for transmission over networks. This is perhaps the most exciting innovation in the field of communication technology. Using this technology a meeting is conducted using television displays of the participants and with the sound of their voices. Thus, the participants can see one another on television monitor and can hear one another. They exchange their views. Of all the teleconferencing methods, Video Conferencing most closely resembles a real meeting. One of its obvious advantages is that the video tapes of meetings can be made and kept for record. Thus, Video Conferencing is bringing participants together through television displays. It allows people in different location to meet face to face. It is almost like being in the same room even though the participants might be thousand of miles apart. By looking at combined monitor/camera unit, a few feet in front, one feels as if his colleagues are sitting on the other side of the table. Thus, it makes a person slip into a natural conversation, picking up the nuances of body language and facial expressions so crucial to personal communication. And thanks to the open sound system everyone can say their piece without having to worry about cutting someone else off.

Video Conferencing may sound very complicated but actually, it is not so. It is very simple to operate as anyone who can handle the remote control of a television set can master the technique of Video Conferencing.

The Video Conferencing techniques are designed to make life simple, straightforward and natural. One can use flip charts or electronic whiteboard, show overhead slides and

transparencies and documents and look at the objects in close up. One can play videotapes and displays graphic. Every one who is a part of Video Conferencing can see and hear what is going on and can ask anything whenever he wants to do so.

One of the few things that cannot be done in Video Conferencing is to pass the coffee pot across the table, otherwise everything is carried on as normal.

In recent years big business organizations are using Video Conferencing method to conduct business meetings with the concerned executives who are geographically scattered. Thus, it saves a lot of time, money and also brings about a convenience.

You must have seen the news-reader on the TV, talking to a reporter at a faraway place and reporting directly to the audience. This is Video Conferencing. It can even be held between more than two persons located at different parts of the world.

Video Conferencing System

1. **Studio Based :** Traditional Video Conferencing typically very plush, broad room types surrounding with considerable concentration and room lighting and acoustics. Linked usually with a dedicated satellite like communication.

2. **Roll about :** The first move to mobility enabled by dialup communication. Practically, considerations such a weight of the equipment and fear of damaging limits movement in practice.

3. **Desktop :** It comes in two forms :
   (i) A compact dedicated Video Conferencing system
   (ii) A plug in option for existing PC.

4. **Video Telephony :** Video Telephony promised so much so long but has not been delivered. Now, perhaps it has started to emerge with a desktop market.

5. **Multimedia :** Very considerable overlap with desktop Video Conferencing Multimedia concentrate on creation, storage and reply than interchanging meetings.

Q.18. Explain the meaning of social media communication. Discuss the factors which make social media so influential.

Ans. ## Social Media Communication

Social media is a group of online communication options that allow users to participate, offer feedback, receive information and share ideas. Some examples are Twitter, LinkedIn, Facebook, Pinterest, Flickr, and Instagram.

The core principle of social media is the ability to share content with others. In order to upload content, users usually register and create a profile. Depending on the platform and purpose, users are free to choose whether their whole profile or selected content will be publicly accessible or only visible to selected audiences. Types of content might be short status updates, longer text pieces, links, images, audio or video files, publications or CV-related items. Other users can then subscribe to a profile to receive regular updates about new content. This connection might automatically be mutual or allow selectiveness depending on the platform. For example, becoming friends on Facebook or connecting in LinkedIn means that both users will see each other's updates, whereas on Twitter or Google, users can decide whether they want to follow a new contact.

Simply put social media is the superlative form of interaction available today. The reasons for this are threefold.

(i) Social media is the fastest form of communication.

(ii) Social media is the easiest way to send, share and receive information or content.

(iii) Finally Social media is an explosive hotbed, from which stems current cultural trends and increasingly groundbreaking news.

(iv) Social media is so influential because it is both free and that anyone can sign up for membership. Social media sites have massive memberships. Facebook alone has an active membership of over one billion users.

It's not just individuals who have made use of social media : small, local businesses and huge, transnational corporations have all made use of social media as part of their marketing strategies. The reason why social media is such an asset to businesses is not just that it offers free marketing and advertising; it's far more than that. Social media allows businesses for the first time to interact and engage directly with their customers, forming honest and sincere conversations, in an informal environment.

Social media is, in fact, an extremely valuable asset. A recent study revealed that 64% of Twitter users are more likely to buy products from businesses that they follow on the platform.

According to Global Digital Report 2018, the number of social media users worldwide in 2018 is 3.196 billion, up 13% year-on-year.

Factors Which Make Social Media So Influential

It's an excellent asset for businesses. More and more businesses are making use of social media as a tool to connect and engage directly with their clients and customers :

(i) 65% of small or local businesses stated that social media helped them keep connected with their customers.

(ii) 50% of Facebook users under 35 were reported to follow online recommendations for products or businesses made by friends.

(iii) 51% of Facebook users and 64% of Twitter users are more likely to purchase products and make use of services from business they follow on the platforms.

Q.19.Discuss the strategic importance of e-communication.

Ans. **Importance of e-communication**

Electronic communication has changed the way businesses communicate with each other. Electronic communication can be very beneficial if used effectively. Moving from paper to electronic communications can actually help the business to connect in an easy manner, while saving time and money. Knowing the strengths and weaknesses will help businesses conduct effective electronic communication. Email, instant messaging, websites, blogs, text messaging, voicemail and video-messaging are a few examples of electronic communication.

An advantage of using electronic media at work is that it allows employees to share files and collaborate in real time without being physically present in the office. Employees have the chance to work with culturally diverse teams and develop a global mindset. Digital communication platforms often have built-in analytics, automation and data management

tools, allowing for greater productivity and efficiency across the team. Skype, Asana and other digital communication platforms allow for remote work and can reduce travel expenses.

E-communication also cuts business costs as small business owners may lack the resources needed to employ a big team and rent an office building. Digital communication technology can significantly reduce their expenses. **For example**, they may outsource work or create virtual teams and communicate with their staff via email, instant messaging, live chat or online platforms. With this approach, business owners can cut costs and expand their services.

Knowing the proper medium to communicate your message is important to effective electronic communication. **Email** is a common communication method for sharing information with businesses. However, email is not always the best method of communication when sending to mass amounts of people. Many recipients of mass email will delete the email without reading it.

E-mail is a useful communication approach that instantly delivers messages between computers. Paper correspondence is no longer needed to transmit documents and other important information. Businesses have shown increased productivity and profitability by decreasing the time and money spent on correspondence. Unfortunately, they also commonly display a lack of attention to exactly who has access to certain information, and to whom such information is being transmitted. The likelihood for abuse of e-mail and the Internet in the workplace is great.

Effective electronic communication has a clear message. For email, clarity begins with the subject line. The subject should tell the reader exactly what e-mail is about. Breaking up what you have to say into small paragraphs helps to keep your message clear.

One weakness of electronic communication is the lack of communication support. In a face-to-face conversation nonverbal communication, such as tone of voice and body language, help to clarify the message you are sending. This lack of communication support can lead to messages becoming misinterpreted.

Another issue with electronic communication is security. If the computer is hacked, and infected with a computer virus, it can have an unfavorable effect on the computer system, and the network.

One more disadvantage is **email privacy**. An email is sent using data packets via computer networks. These data packets pass through routers and computers, before the email reaches its destination. Therefore, there is a chance of an individual tampering with the emails before the email reaches the recipients. in summary, electronic communication replaces the hassle of coordinating face-to-face meetings and productivity and provides a quick and easy way to communicate. However, as with most technological improvements, there are a number of ways that e-mail communication can create potential problems in the workplace, but the positives out-weigh the negatives.

❑

UNIT-II

Non-Verbal Aspects of Communication

SECTION-A VERY SHORT ANSWER TYPE QUESTIONS

Q.1. Enlist the various non-verbal aspects of communication.

Ans. Following are the various non-verbal aspects of communication :

1. Body language/kinesics
2. Proxemics/space language
3. Paralanguage
4. Signs and Symbols/Sign Language
5. Communication through silence
6. Time language/chronemics
7. Maptics/Touch language
8. Physical appearance

Q.2. What do you mean by Kinesics?

Ans. Kinesics or body language can be defined as an analysis of the body movement. It is a method of conveying the message without using verbal communication. This is done by using movements of different parts of the body. Almost all types of human emotions such as happiness, shock, surprise, regret, fear, sadness, etc., can be conveyed through body language. These are expressed through special movements of body and its limbs as well as through facial expressions. It refers to non-verbal signs that we use in conveying a message.

Q.3. Give any two guidelines for body language.

Ans. Following are the two guidelines for body language :

1. **Avoid Raising Arms over the shoulders :** People should imitate famous speakers like Steve Jobs during presentations and never lift their arms over their shoulders.

2. **Act Natural :** The words of a person can be more effective when they are supplemented with correct gestures. People should act and talk in professional situations in the same way as they do naturally. This will make them think more clearly, feel more assertive, stay in better pace and use natural punctuations thereby communicating in a better way.

Q.4. What is meant by proxemics or space langauge?

Ans. The study of understanding the way people utilise the physical space around them and what this utilisation reflects about them, is called as proxemics. Personal space feature can be defined as an invisible boundary that people create between them and other people.

Q.5. Define the term 'Paralanguage'.

Ans. Paralanguage can be defined as the meaning that is derived from how a message is said whereas oral communication deals with the content of the message. This feature explains the

difference as well as the association between paralanguage and oral communication. One cannot use paralanguage without using oral language. This relation between the two is similar to the one which exists between computer software and hardware.

Q.6. Give two advantages of paralanguage.

Ans. Main advantages of paralanguage are :

1. It is gauge of the nationality or the region to which a person belongs.

2. The paralanguage also reveals a lot of the mentality of the person. The kind of voice quality and modulation of the speaker has a big impact on the message that is received.

Q.7. Give some common signs generally used.

Ans. Following are some common signs that are generally used :

1. **Time :** Tapping of wrist.

2. **Do not know :** Shrugging shoulders, raising hands and eyebrows.

3. **Money, Expensive, How Much :** Rubbing thumb and fingers together.

4. **Little :** Holding thumb and forefinger close together.

5. **Eat, Hungry, Food, and Restaurant :** Patting the stomach, showing motion to open mouth.

Q.8. Explain the advantages of silence.

Ans. Main advantages of silence are :

1. Silence is a passive medium. It is thus often interpreted as an outcome of suffering or respectfulness.

2. This conveys the metal makeup of the person. Silence can be regarded a very important tool to give vent to many human feelings and emotions. It also offers the person moments of relaxation and helps in developing a perspective.

Q.9. Discuss about haptics/touch language.

Ans. It refers to the study of 'art of touch' and it plays a great role in non-verbal communication. It includes handshakes, brushing an arm, patting on a shoulder, back slapping, holding hands, etc. There can be self-touching also like licking, picking, holding and scratching, etc. Sometimes a message is sent unwillingly through one's non-verbal activities like running fingers in hair, chewing nails, twiddling with hands, etc.

Q.10. Discuss about effective communication.

Ans. An effective communication system is an essential part of good labour management relations. The prime objective of setting up a communication is to exchange facts and information in a manner which is acceptable to concerned and which will lead to a cooperative action by all concerned. Effective communication is essential for achieving the overall goals of an organisation. But perfect communication may not always be possible because both the sender and the receiver of a message are human beings. However, each of us must try our best to make communication as effective as possible.

Q.11. Which guidelines are observed to ensure courtesy?

Ans. The following guidelines are observed to ensure courtesy :

1. Always apologise for an omission.

2. 'Thank' generously the other person for any favour.

3. During the conversation, ensure that the other person's self-respect is not hurt.

4. Answer all letters promptly.

5. Donot forget to use the words 'please' for requesting something.

6. Words and expression having a negative connotation should be avoided.

Q.12. Discuss the principle of timeliness in effective communication.

Ans. Timing of communication is of great significance in making it effective. Information must be transmitted to the right person in the right time. It is often said that information delayed is information denied. Unnecessary delays and red-tapism on the communication process should be avoided. Many times the organisations lose profitable business opportunities due to delays in the communication.

Q.13. What do you know about principle of trust and cooperation in effective communication?

Ans. In order to make communication effective, it's necesary to have cordial relations based on trust and mutual faith in the organization. Lack of trust between management and workers, fails communication in evolving positive response. Due to which communication between the two parties is looked upon with the suspicious eyes of the other. Hence, management and worker must have trust and confidence in each other.

Q.14. Enlist the ten commandments of good communication propounded by American Management Association.

Ans. Following are the commandments of good communication :

(i) Listen the main idea carefully.

(ii) Do not attribute motives to others.

(iii) Keep the message brief.

(iv) Distinguish between the desire to know and the need to know.

(v) Distinguish among facts, references and conclusion.

(vi) Assign ideas to right categories and avoid repetition.

(vii) Pay attention to behavioural aspects as well as language.

(viii) Say enough but leave some things unsaid.

(ix) Shun unnecessary conflicts.

(x) Help the receiver when it is necessary.

Q.15. What is listening as an aid to communication?

Ans. Listening is the ability to understand and respond effectively to oral communication.

Listening is an important aid to communication though its importance has not been realised till very recently. In an American company, when a survey was conducted on how members spent their time communicating, it was surprising that 63 per cent of their time was taken up listening to one another, while reading took 4 per cent, writing 11 per cent and speaking 22 per cent. It is undoubtably that if people are bad listeners, they will also make bad communicators.

Q.16. **Explain the following : (i) Passive Listening; (ii) Selective Listening.**

Ans. **(i) Passive Listening :** When a person is not directly involved in response or feedback to the sender of the message, it is called passive listening. It takes place, when one listens to the radio, watches TV and neglects to respond to the speaker.

(ii) **Selective Listening :** It means that one does not take the message as it is, but makes additions or deductions according to one's own wish considering only that part of the message which supports his own beliefs and does not want to learn other person's point of view. Usually, the listener tries to identify himself with the situation either partially or totally and attempts to find his autobiography in the lives of others.

Q.17. **Explain any two internal factors that affect listening.**

Ans. Following are the two internal factors that affect listening :

(i) **State of Mind :** The concentration on listening is affected by the feeling of anger, envy, anxiety, or frustration. People often misunderstood the terms when they are emotionally charged. A person shows disinterest and disgust for the other activities and is unable to focus on what is being said in such situations.

(ii) **Ego :** It is quite common to observe that the ideas and suggestions are commonly ignored by others who are working on the same hierarchy level due to ego. The employees can assume that their colleagues are more inclined to highlight their own ideas. Thus, their opinions should be ignored. For effective listening, it is important not to have an ego and biased thinking.

Q.18. **What is meant by an interview?**

Ans. Interview is considered as a face-to-face conversation between two people where one asks the questions and other is expected to answer them. The term interview is derived from a Latin word 'videre' which means 'vision' and middle French word 'entrevue' which means to "see each other". During the interview, the questions are asked by the interviewer and the answers are given by the interviewee. The main purpose of conducting an interview is to gather information about each other.

As per Gary Dessler, "An interview is a procedure designed to obtain information from a person's oral response to oral inquiries."

As per Thill and Bovee, "An interview is any planed conversation with a specific purpose involving two or more people."

SECTION-B (SHORT ANSWER TYPE) QUESTIONS

Q.1. **Explain about communication through silence. Also explain its advantages.**

Ans. <div align="center">**Silence**</div>

A state where no verbal communication takes place and no words are being spoken is called as silence. Communication can take place in a state of silence. Silence can be perceived as positive or negative as per the situation. Sometimes silence maybe interpreted as a consent to a request, whereas, sometimes it may read as a negative response. For example, if anyone asks for a loan and we remain silent then it will be taken as non-acceptance of request.

In certain situations, silence may also be interpreted as disinterest. Our interest in something or somebody freely flows through our communication and comes to our mouth and is visible through our eyes. Interest has an intrinsic factor of excitement; on the other hand, lack of interest is best spoken through silence. Sometimes, we also remain quiet to hold back our anger. But a keen observer can easily track our behaviour and can understand our silence in such a situation.

Advantages of Silence

1. Silence is a passive medium. It is thus often interpreted as an outcome of suffering or respectfulness.

2. This conveys the metal makeup of the person. Silence can be regarded a very important tool to give vent to many human feelings and emotions. It also offers the person moments of relaxation and helps in developing a perspective.

Q.2. Explain physical appearance as a non-verbal aspect of communication. Also discuss its advantages.

Ans. 　　　　　## Meaning of Physical Appearance

First impression about a person is created by his/her physical appearance and personality. Generally, people develop an opinion about a person on the first meeting. The degree of importance a person gives to physical impression has a huge bearing on the social ranking, culture, or country to which the person belongs. A person's physical appearance is a significant form of non-verbal cue. The way a person dresses-up says a lot about his background.

For example, if an individual is well dressed for a formal dinner function, then he may be viewed as wealthy and successful by other guests. If a sales person of designer store is not well-dressed, people may not choose to purchase from that store.

Advantages of Physical Appearance

Main disadvantages of physical appearance are :

1. **Helps in Building Self-Confidence :** The self-confidence and assuredness of a person also improve if he/she has a good physical appearance. He/she has a better self-image and also a better opinion of his/her competencies. It creates a belief which is self-sustaining and this helps the individuals achieve success in life. It is, therefore, natural that everyone tries to have a good physical appearance and good looks.

2. **For Positive Approach :** People also feel impacted by how their peers and friends feel about them. Many a time they can develop a physical obsession about their physical appearance as a result. They often get the impression that a good physical appearance is important to be successful in society. Therefore, in order to have a positive approach towards the life a good physical appearance is essential.

3. **Helps in Attracting People :** There are advertisements which show the benefits of a clear skin or a particular type of hair style. These have a huge impact on moulding the attitude and thought process of people. The media shows being overweight or dark in a very negative way. This develops negative attitudes in the people for the above said persons. Therefore, in order to attract people, one should have a proper physical appearance. The dressing and body language should be simple and attractive. Physical appearance helps an individual to get the attention of the people.

4. **Face Value Matters :** It is very natural for human beings to be attractive to the opposite sex. There is a very strong psychological reason behind this. It is often seen that physical traits are given greater importance when a person is choosing his or her life partner.

Q.3. **Write the various merits of listening.**

Ans.   **Merits of Listening**

Following are the main advantages of listening :

1. **Listening for Enjoyment :** It can increase one's enjoyment of life and enlarge one's experiences. By appreciative listening, one adds to his interpersonal interactions.

2. **Listening for Information :** It is also called comprehensive listening which means when one listens to receive information and to acquire an answer to a question. In this case, one is concerned with the news of current interest etc. One can come to know the views of others which increases his knowledge.

3. **Listening to be Emphatic/Supportive :** When one is in trouble, he needs someone to listen to him. Then, he can express himself and can solve his problems. In such situations, the listener provides a climate of trust and support.

4. **Listening to Evaluate Critically :** Critical listening includes the evaluation of expertness and trustworthiness of others. One can do it by judging the quality of other person's evidence, support and reasoning while delivering the message. It may also include analysing the needs and motivations aroused in oneself. One can judge the message on the basis of facts and information rather than emotions or falsehoods through patience and assessing the speaker's thinking and reasoning.

5. **No Listening, No Learning :** One's mind and heart are more receptive for learning new ideas and opinions, if one pays a little more attention to one's listening habits. In learning organisations, the employees and executives are supposed not only to learn new things, but also to learn how to learn at increasing rate, in which listening plays a very important role.

6. **Building of Trust :** Proper listening assures that the listener is sincere and can be trusted. This leads to free communication and increased interpersonal influence.

7. **Success of Career :** Listening helps in the success of career of a person; e.g., it helps salesman discover the needs of people and market his products and services effectively. A manager after listening to his subordinates can motivate them in a better way.

Q.4. **Explain the importance of feedback in listening. How can feedback skills be improved?**

Ans.   **Importance of Feedback in Listening**

Feedback is the communication of feelings and perceptions by an individual to another about latter's behaviour. In communication situation, feedback is involved when the receiver conveys what he has understood. For example: A boss conveys his subordinates about his negative performance and suggests ways to improve. Managers avoid giving feedback, because they fear other persons' reaction and may lack concrete information.

It can be represented as follows :

1. **Shows Attention and Understanding :** The response of the listeners shows how attentively the listener is listening to the speaker and what he has understood from the message.
2. **One-way Communication :** Without feedback, listening will be one-way communication, but one-way communication is always incomplete and hence, useless. So, feedback is a must for effective listening.
3. **Response in Listening :** Feedback in listening can be received in the form of response in listening which can be through questions or asking for more information. It is through this response that the speaker can come to know about the interest of the listener and the listener can have more detailed knowledge of the topic.
4. **Open Communication :** With feedback, listening becomes an open communication as the listener can ask any relevant question which will be answered by the speaker. So, it becomes more like a discussion.

Improvement in Feedback Skills

The feedback skills can be improved by the following:

1. **Understanding :** Feedback skills can be improved if the message is properly conveyed to the speaker because the speaker can have feedback only if the listener clearly understands the message.
2. **Message-oriented :** The feedback should be message-oriented and not speaker-oriented. It means that the listener should ask questions only about the message conveyed by the speaker and not about the speaker himself. The feedback should be accurate and should not be so late that it loses its value.

Q.5. What are the various types of interviews?
Ans. <h2 align="center">Classification of Interviews</h2>

Interviews can be classified on the following basis :

1. On the basis of the Number of Candidates

(i) **Individual interview :** When the number of candidates is relatively small and time is enough then each and every individual is interviewed separately.
(ii) **Group interview :** When the number of aspirants is large, it is not possible to interview each candidate separately. Then this method is applied under which a group of candidates is formed which are interviewed at the same time.

2. On the basis of Object

Sometimes interviews are conducted with a certain objective in mind. It could be either for ascertaining certain weaknesses in the candidate and eliminating them or collection of information. These types of interviews are sub-classified as below :

(i) **Reserach interview :** In this type of interview the cause of a problem is sorted out and analyzed in detail.
(ii) **Selection interview :** It is used after some type of screening process has already taken place. This interview is generally conducted by professionals who act as the candidate's supervisor. This type of interview is conducted for selecting a candidate on the basis of certain qualities or traits.

(iii) Clinical interview : As the name suggests a clinical approach is followed in this type of interview. What happens in a clinic? A particular disease is diagnosed and the various ways are explored to solve this problem. Similarly in this type of interview cause of a problem is found out and then the remedy is sought. Generally, this type of interview is used in the medical profession.

3. On the basis of Forms

(i) Unstructured interview : As the title suggests, in this type of interview there is no set structure or pattern. This type of interview is more flexible and open. Although it is true that the interviews are governed by the purpose for which they are being conducted, the working of such an interview is entirely in the hands of the interviewer. Also, no schedule whatsoever is used.

(ii) Structured interview : Everything in this type of interview is preplanned. The questions, form and presentation of questions, their time and sequence are fixed in a structured interview. An interviewer, however, may be allowed some liberty in asking questions. It also makes use of interview schedules which have been carefully prepared to obtain information relating to research problems.

Q.6. Write an application to a placement agency for a job.

Ans. The Placement Officer,

Arnav's Placement Service

Krishna Complex

Front Entrance, First Counter,

36, Sharda Road

Meerut-250 002

Madam/Sir

As I understand that you have been placing qualified young men/women in suitable careers, I am enclosing my resume for your consideration.

Please go through it and let me know as soon as possible as I have just obtained my six months' Diploma in Hotel Management with an overall A grade and I am anxious to put my skills to work in a well-known and prestigious Hotel, preferable in a metropolitan city.

Please call me at my residence. If I am not there please leave a message and I will call you back.

Thank you.

Yours faithfully

....

Enc. Copy Resume, Certificates and Grade Sheet.

Q.7. What are the contents of a resume or C.V.?

Ans. A resume should consist of the following details :

1. **Name, Address and Phone Number :** List your name, complete address and phone number. If you have a fax number and e-mail address, list those as well.

2. **Profile :** The profile is most effective for the experienced job hunter to prove to the employer that you are tuned to his needs and possess the qualifications he is seeking. In fact, anything favourable should be on the front page, in summary form, if necessary.

3. **Objective :** A well-conceived objective shows the prospective employer that you not only know what you want in a job but that you have also taken the time to learn what they want in a candidate.

4. **Education :** In the education section, mention the name of the institution attended, city and state of its location, name of the degree/diploma or certificate you received, the year of graduation. If you are a fresh graduate in a field relevant to the job and your percentages are good, listing your aggregates is a good idea. If you got A First Class Honours/Master's, mention it so that it is noticed, if you got a second class/pass, leave it out to explain later.

5. **Experience :** In this section, describe accomplishments, major job responsibilities, skills and knowledge acquired on the job. List your jobs in reverse order and with the latest and most interesting coming first. You may highlight internships, voluntary work, extracurricular activities, responsibilities handled, etc. if you have no professional experience.

6. **Activities :** Activities section is vital for fresher. Highlight those that are relevant to the job.

7. **Interests :** Your interests are best listed if they are either unique or relevant to the job. Professional memberships/continuing education, licences/certificates/publications are to be listed depending upon their relevance and contribution to your value as an employee.

8. **Publications :** If you are applying for an academic post and you have a significant number of publications, mention them in the top half of the front page.

9. **Referees :** It is quite all right to mention, "The names and addresses of referees can be provided if necessary." Talk to your referees; seek their permission and cooperation Go over your CV with them and discuss the kind of recommendation they will give you.

Q.8. Discuss about declining an offer for a job with an example.

Ans. While searching for a job, you may have applied to several organisations and may as a result receive more than one offer. You will then have to select the job which is most attractive to you and write your letter of acceptance. To the other employers, you must write a letter of refusal immediately.

When writing such a letter, begin by giving a thought to your readers. Remember that they have invested some time and effort in you, compared you with other applicants, and found you the best person for the job. They may have counted on your accepting the job. If you refuse the offer, they will have to do some of their work over again.

Therefore, in your letter of refusal, you must be tactful and courteous. Try to give honest and sincere reasons for your refusal. If you have accepted another offer, say so, and explain why. Do everything to ensure that you and your readers part company as friends.

You may begin the letter by first thanking them for offering you the post. Then make a reasonable excuse for not accepting the offer.

Example

Refusing Job Offer

Dear Mr. Ritesh

Thanking you for offering me the position of Marketing Executive in your firm. I was looking forward to working in your prestigious publishing house at Meerut, but as I had not heard from you for a long time, I accepted a similar offer two days ago in Vidya University Press at Meerut. I am sorry I am unable to accept this offer as Marketing Executive.

Once again, thank you for selecting me.

Your Sincerely

....

(Mr. Rahul)

Q.9. **NAS College Meerut wants to appoint a Principal in the grade of 8,000-400-12,000. Initially, the appointment will be on probation for a period of one year. The candidate must be M. Com. in the first division with good academic career, with an experience of teaching Intermediate classes at least for five years. Send an advertisement to the editor, The Hindustan Times, New Delhi, giving the details given above on behalf of the management of the college.**

Ans.

Letter to Editor

NAS Collge,

Meerut

15 Nov., 2021

To,

The Editor,

The Hindustan Times,

New Delhi

Dear Sir,

Kindly publish the following advertisement in your newspaper continuously for two days and forward the copies of the paper to us.

A bank draft No. 035319 dated 15th November, 2021 for ₹ 1,500 is being enclosed as an advance. The balance will be sent on receipt of the copies of advertisement and the bill.

Wanted a Principal in the revised grade of 8,000-400-12,000 for NAS College, Meerut. The candidate must possess a first-class post-graduate degree in commerce with good academic career and five years teaching experience of in Intermediate classes. The last date for receiving applications is 30th November, 2021. The application forms are available at college counter on payment of 50 and by post for 65. All correspondence should be made in the name of the manager of the college.

Yours faithfully,

A. Chaudhary

Manager

Q.10. **Discuss the elements and objectives of listening.**

Ans. <div align="center">**Elements of Listening**</div>

The elements of effective listening, arranged in the order in which they occur, are as follows :

1. **To hear :** To perform the physiological act of perceiving sounds as they reach our ears is called learning. It is essential to be an alert listener in order to be a good listener.

2. **To Filter :** The removal of unwanted stimuli is known as filtering. The stimuli may be internal as well as external. Internal stimuli can be the work deadlines, information needed for decision-making, or headache, etc. The external stimuli can be spoken words or physical experiences that affect our senses, the things beyond our control, etc. Filtering enables a listener to listen only to the important stimuli.

3. **To Interpret :** To interpret the message means to make understand the sense of the message being sent. It is significant for the listener to understand the sense of the message which is sent by the sender.

4. **To Evaluate :** The listener must assess the message, i.e., he must evaluate what is the essence of the message, what is being said in the message, whether it is partly or fully right or wrong, respectful or disrespectful, intelligent or stupid, logical or illogical, etc.

5. **To Respond :** Having listened to what the speaker has to say, the listener must respond to him so as to indicate that he has comprehended what was conveyed to him.

Objectives of Listening

Listening serves the following purposes :

1. To understand the problems of others who might want to share and lighten the burden of their sorrows. Someone may also listen because he wants some advice concerning the necessary action to take regarding a particular issue.

2. To obtain and understand information.

3. To evaluate the message, which involves estimating its correctness and also judging its relevance to a given situation.

4. People may also listen to something for their own delight, e.g., listening to a friend's experiences on a trip he had recently undertaken, listening to music or listening to birds chirping.

5. Listening allows individuals to know themselves and others in a better way.

Q.11. **Draft an application for the post of Manager in Arnav Industrices Limited, Meerut.**

Ans. To,

The Managing Director,

Arnav Industries Ltd.,

Meerut

Sir,

With reference to your advertisement in the daily Janwani for the post of a Manager, I would be grateful if you kindly consider me for the said post.

A view of my qualifications and experience, etc., is given below :

1. Academic Qualifications
    (i)   Passed High School Examination in 2013 from U.P. Board in First Division.
    (ii) Passed Intermediate Commerce Examination in 2015 from U.P. Board in First Division.
    (iii) Passed B. Com. Examination in 2018 from Ambedkar University in First Division
    (iv) Passed M.Com. Examination (Business Administration Group) in 2020 from Ambedkar University in Second Division with 58% marks.

2. Experience

    I am working as a Sales Manager in Jaipur Vegetable Mills since 1st July, 2020, I am applying in your concern to brighten my future.

3. Remuneration Expected

    At present I am drawing ₹ 35,000 per month in the present concern. However, the minimum remuneration acceptable to me is ₹ 36,000 per month.

4. Other Particulars

    I am a young man of 23 years of age and possess a good personality. I have also attended six months' managerial training course at M.B.A. Institute, Allahabad.

5. Letter of Reference and Certificates

    I am forwarding you the names of the following two persons of repute for reference :
    (i) Principal, St. Johns School, Meerut
    (ii) General Manager, Jaipur Vegetable Mills, Jaipur.

The photostat copies of my certificates and testimonials are enclosed alongwith this application.

I am sure that looking to my qualifications and experience you will kindly give me an opportunity to serve you under your kind control.

I assure you to satisfy you with my conduct and behaviour.

<div align="right">

Yours faithfully,
Amar Singh
New Market,
Ghaziabad

</div>

Q.12. Elaborate about e-mail interviews. Also discuss their advantages.
Ans.   **Meaning of e-mail Interview**

One of the changes witnessing in the way information is acquired by media agencies and other groups is the email interview. Celebrities, job prospects, scholarship applications, and a variety of other people are frequently interviewed through email rather than in person. Email interviews have grown so popular that college courses and employment seminars now teach students how to conduct them alongwith the face-to-face interviews.

Benefits of Email Interviews

Following are the benefits of email interviews :

1. **More Time to Think :** Candidates are put on the spot in a face-to-face interview. They must respond in real time, which, although it may encourage authenticity, may also obstruct deeper reflection and thinking.

2. **Saving of Time and Cost :** It is an inexpensive way to avoid the travelling costs particularly in case when candidates are from different geographical regions.

3. **More Job Opportunities :** Candidates have more job opportunities as they can appear for many interviews and do not have to limit their job search to a certain location where they know they can interview.

4. **Reach :** Reach to potential candidates around the world is one of the major benefits offered by the email interviews. Interviewer and candidates can communicate with each other no matter where they are.

Q.13. **What are the major guidelines that should be followed while writing a resume.**

Ans. Following are the main guidelines that should be followed :

1. Always prepare the resume in a word processor.

2. Ideally the resume should be of one page. If the experience level is very high, then the resume can be extended to two pages.

3. Proof reading should be done after preparing a resume. One can also utilise the services of a friend. There is no excuse for having typos and grammatical errors in a resume as that leaves a very bad impression.

4. Honesty is important in framing a resume.

5. One should not be verbose. Choose to write in a concise format.

6. The job description should be written with the help of verbs.

7. Attention should be paid to the visual aspect of the resume. The important details should be on the top of the resume. Care should be taken to include graphs, pictures and also while the spacing of the text.

Q.14. **Discuss about various types of resumes.**

Ans. ## Types of Resumes

The styles of making a resume can be as follows :

1. **Technical Resume :** Technology has wide ranging impact on all facets of our lives and the job market is no exception. This can be seen in the way the resume is designed for people from the Technological area or those from the support or technology management domains. The email has to be very clearly shown at the top of the page. In case the person has a website, then the URL of the same should be prominently displayed. This type of resume also gives a lot of weightage to industry certifications and technical skills. Therefore these two should be most prominently located on the resume. The technical skills should be laid out just below the objective. It is also necessary that the technological resume be constantly modified to keep abreast with new happenings in the sector.

2. **Functional Resume :** This type of resume is used by people who have work experience in diverse fields. It is also employed by those who have taken a break from their job due to various reasons. This format does not give too much importance to dates and periods. On the contrary it tends to group experiences on the basis of similarity in one section. It also points out specialty skills which differentiate the person from others. This type of resume format should be customised to the requirements of the job for which the person is applying. The strengths of the person should match the requirement of the job.

3. **Combination Resume :** The combination style mixes the characteristics of both the chronological and the functional formats. This format is very flexible and is the sought after style by people with great experience. It begins with a summary section which is an abridged form of the experience of the individual. It next gives the functional details of the experience of the person and makes no reference to the organisations where the person would have worked. This is followed by the narration of the organisations in which the person has worked along with the job titles and the period. The last section is reserved for the educational qualifications of the person and the key differentiators of the person with respect to his contemporaries.

4. **Chronological Resume :** Although, this format of the resume is most frequently used by fresh post graduates or graduates, yet it is widely used by people with job experience as well. In this format the information is presented in reverse chronological order. The most recent qualification and work experience are presented first. Various names, time periods and places of postings are mentioned along with the specification and description of the previous job. The educational qualification and the previous work profiles are mentioned in two separate sections. This style of resume is preferred by the employers as well.

SECTION-C LONG ANSWER TYPE QUESTIONS

Q.1. **What do you know about kinesics as a non-verbal aspects of communication? Explain its functions and benefits.**

Ans. **Kinesics**

Kinesics is a method of conveying the message without using verbal communication. This is done by using movements of different parts of the body. Almost all types of human emotions such as happiness, shock, surprise, regret, fear, sadness, etc., can be conveyed through body language. These are expressed through special movements of body and its limbs as well as through facial expressions. It refers to non-verbal signs that we use in conveying a message. It presents the mental and physical capability of an individual during a non-verbal communication. Different types of gestures, eye movements, body postures, etc., are an integral part of kinesics.

Such types of signals are widely used unintentionally while communicating with people and they are interpreted in a certain way during their transmission.

To illustrate in case, if a good boss is reprimanding his employees without showing a sign of anger on his face, it shows he is worried about the improvement of performance of his employees and it is taken positively by the concerned employees and leads to positive results.

Functions of Kinesics

Following are the functions of Kinesics :

1. **Eye Contact :** Eye contact has a great deal of importance in the art of communication. In fact when we communicate with someone, we rely a lot on eye contact to gauge the meaning of the message that is being transmitted. The movement of eyes, eye balls, dilation or contraction of eye pupils, movement of eyebrows and eyelids convey the deepest feelings of one's mind.

2. **Dress Code :** The dress that the person wears also has a role to play in communication. The dress includes the clothes that a person is wearing, the hair style, any accessories that one uses like watches, jewellery, perfumes, etc. Though they may seem to not have a direct bearing on body language but they have a deep impact on the way the body language is perceived by the audience.

3. **Facial Expressions :** There is a saying that "the face is the index of the heart." In other words the face reflects what our innermost feelings are. These expressions of face play a vital role in face-to-face interaction. A lot of information can be passed on through expressions without saying a word. For example, facial expressions can convey a variety of emotions like delight, surprise, grief, satisfaction, etc.

4. **Posture :** Posture refers to the way a person stands, walks and sits down. The posture reveals a lot about an individual. It is not just a reflection of the person's attitude and mental state but also the kind of control that he has on the topic that he is speaking.

5. **Gestures :** Gestures need not only emanate from the face or the eyes, other parts of the human body also represent gestures. This can be in the way the individual moves his arms, his feet, his torso, etc. Gestures play a big role in communicating a message without use of words.

    For example, if one shows a thumb and a forefinger touching to make a circle it means OK. In the same way, if one founds a fist on the table, it signifies anger while a forefinger held high above the head shows 'Number-1'.

    Similarly, if one's arms are spread apart these convey the meaning of 'wide' and if one shuffles from one leg to another it shows one's nervousness. Similarly one is understood to be in 'tension' or 'intense' if one's torso is erect and bent slightly ahead.

Benefits of Kinesics

The significance of body language is as follows :

1. **Helps in Regulating the Flow of Communication :** Body language has a very important role of regulating and timing the flow of communication. **For example,** when two or more people interact, the body language cues indicate when the communicator has started and finished speaking.

2. **Substitutes Verbal Communication :** Body language can also be used as a substitute of verbal communication. **For example,** while talking with a person who is not interesting or tends to be boring, one can utilise body language to convey one's lack of interest by glancing at the watch or looking in some other direction.

3. **Avoids Conflict :** Sometimes the body language is not synchronised with our verbal communication. At such moments, there can be a conflict. For example, a person may tell others that they made a great presentation but their body language may convey a totally different meaning. At moments like this people give greater importance to the body language than the words that are spoken.

Q.2. Discuss the following : (i) Sign language; (ii) Paralanguage.
Also give advantages of both of these.

Ans.

(i) Signs and Symbols/Sign Language

In some situations, signs and symbols create a lasting impact. Now-a-days only use of verbal communication is not considered enough for a long lasting impression. So, all forms of codes that include visual signs, signals, etc., which are used in place of words, numbers and signs of punctuations, come under the 'sign language'.

Communication is a process where messages and meanings are exchanged through signs/symbols that are mutually understood by the sender and the receiver. Most of the time, the signals or symbols used do not belong to a particular language like French, Hindi or English. These signs are not restricted by words and encompass different visual and audio signs. Man has been using drawings, sounds, pictures, etc., to communicate since the most ancient times.

Some common signs used by individuals are as follows :

1. **Time :** Tapping of wrist.
2. **Do not know :** Shrugging shoulders, raising hands and eyebrows.
3. **Money, Expensive, How Much :** Rubbing thumb and fingers together.
4. **Little :** Holding thumb and forefinger close together.
5. **Eat, Hungry, Food, and Restaurant :** Patting the stomach, showing motion to open mouth.

Advantages of Sign Language

The advantages of sign language are as follows :

1. **Fast Communication :** Signs also allow the person to communicate at a pace that is more conversational unlike other forms of communication.
2. **Helpful for speech Development :** Sign language is quite useful in case of communicating with autistic children as it uses various gestures which are integral part of vocal communication. These are greatly helpful for speech development.
3. **Easily Acceptable :** Sign language also has the advantage of being more easily accepted form of communication. There is also no stigma attached to this form of communication.

(ii) Paralanguage

Paralanguage may be described as the meaning that is derived from how a message is said whereas oral communication deals with the content of the message. This feature explains the difference as well as the association between paralanguage and oral communication. One cannot use paralanguage without using oral language. This relation between the two is similar to the one which exists between computer software and hardware.

They do not have any value when separated from each other. This method helps in finding out the purpose for which a statement is made. This is a method which tells us how something is said rather than what is the literal meaning, i.e., it stresses the manner of saying something. It involves the study of pitch, amplitude, rate, and voice quality of speech. In other words, it simply means that more attention is paid to the manner of speaking rather than the words used in the statements.

Advantages of Paralanguage

These are given as follows :

1. It helps in providing an idea about one's national or regional background. It plays a significant role in understanding an individual and gives a hint how to deal with him/her.

2. It helps in revealing the educational credentials of the person.

3. It acts as a gauge of the nationality or the region to which a person belongs.

4. The paralanguage also reveals a lot of the mentality of the person. The kind of voice quality and modulation of the speaker has a big impact on the message that is received.

Q.3. **Discuss the meaning and advantages of the following :**
  (i) Time language;   (ii) Haptics/Touch language.

Ans.   **(i) Time Language**

In time language, people convey messages to others in a way that emphasises the importance of time. Thus, time is symbolised in this way.

Most often, we listen to the maxim, "Time is money." Here, people convey signals related to that importance of time, a specific point of time, and so on. Today, time management is the most significant aspect of effective business management.

The importance of time cannot be undermined in the business world. Keeping this in mind, various devices have been invented that helps in saving time. Generally, all forms of formal communication are time bound. Time plays a major role in increasing or decreasing the productivity. It makes all the difference whether an individual reaches on time or late. Time consciousness varies from culture to culture, e.g., people belonging to the eastern culture have a relaxed attitude towards time, while people of North America are very time conscious.

Advantages of Time Language/Chronemics

Main advantages of time language are :

1. **Evoking Emotion :** Time can also be employed to communicate the emotions in a relationship. For example, a person may not get peeved when his/her spouse is late. However in a more professional setting, such behaviour can cause a very emotional outburst from the same individual.

2. **Expressing Intimacy :** Changes are also made when relationships mature or become more intimate. The time that is spent on mutual gazes, time spent in joint activity or for the other person and time that is spent in planning for the future are examples of changes that are made.

3. **Affect Management :** The advent of strong feelings and emotions also has an impact. This can manifest in extreme emotions like boundless joy or heart wrenching grief. They can also lead to negative behaviour like reduced time of gaze and inordinate delays while having a conversation. In these situations individuals should try to reduce the negative factors and try to increase positivity in relationships.

4. **Regulating Interaction :** This is done to elicit a change in the flow of conversation. For instance, the speaker may pause while speaking so that the audience may ask him a question. On the other hand, when he does not want people to ask any questions, his pace will be faster.

(ii) Haptics/Touch Language

It refers to the study of 'art of touch' and it plays a great role in non-verbal communication. It includes handshakes, brushing an arm, patting on a shoulder, back slapping, holding hands, etc. There can be self-touching also like licking, picking, holding and scratching, etc. Sometimes a message is sent unwillingly through one's non-verbal activities like running fingers in hair, chewing nails, twiddling with hands, etc.

Such non-verbal methods of communication actually give the idea of a person's involvement in the conversation process. These non-verbal gestures are widely known as adapters and can convey the real motive and purpose of communication as well as about the mind-set of the speaker.

Intimacy between people may be indicated by a number of non-verbal actions like smiling, touching, hugging, kissing, open body position and eye contact, etc. These are called immediacy behaviours. High contact cultures generally allow such public display of affection.

Advantages of Haptics

Following are the main advantages of touch language :

1. **Social Tool :** It is an important social tool for the development of human beings. It can be motivating, persuasive or threatening.

2. **Impart Comfort :** It can be used to impart comfort and solace.

3. **Magnifying the Content :** The touch plays the role of magnifying the content of the message. The importance of the message increases immensely if it is accompanied with a touch.

4. **Emotional Connection :** It is the most effective way of creating bonds with other human beings. The physical element of the touch reinforces the emotional connect between individuals.

Q.4. Explain the various principles of effective listening.

Or Discuss the ways of improving writing skills.

Ans. ## Principles of Effective Listening

Following are the main principles of effective listening :

1. **Stop talking :** In fact, most of us prefer talking to listening. But you cannot listen if you are talking. So you must stop talking before you can listen. One of the troubles of the modern age is that we have forgotten the act of listening and it became a rare

commodity. No one should talk when a speaker is giving a speech because talking diverts the attention of the listener due to which the listener may have to skip some important part or points of the speech.

2. **Put the talker at ease :** Welcome the person, and express your availability. If you make the talker feel at ease, he or she will do a better job of talking. So, help a person feel free to talk by making him or her comfortable. In your daily communication too, establish a permissible environment for each communicator.

3. **Show a talker that you want to listen :** Look interested. Establish eye contact and give non-verbal responses. In fact, establishing eye contact shows that you are listening, as does your posture. When any of the audience donot look at the speaker, it means he or she is not interested in listening. Doing things like reading, looking at your watch and looking away distracts the talker.

4. **Resist distractions :** Tune out internal and external distractions by facing and maintaining contact with the speaker. When a listener develops an ability to convert the distraction into the simple hearing, his listening skill increases manifold. It is because hearing is unsemantic while listening is a semantic process. The ability to throw away distractions is difficult to attain but not impossible. Looking at one's own watch, shuffling papers, reacting own mail, tapping with a pen or pencil, passing something along, offer to shut the door or the like distracting activities should not be practised.

5. **Empathize with a talker :** Empathy means placing yourself in the shoes of the speaker. True exchange of information can take place only if we place ourselves in the position of the talker. If you place yourself in the talker's position and look at things from his or her point of view, you create a climate that encourages others to communicate honestly and openly.

6. **Be Patient :** Be patient and allow the speaker to speak freely. Do not interrupt. Interruption merely serves as a barrier to information exchange. Do not become over-stimulated, too excited, or excited too soon, by what the speaker says. Remember that not everyone can get to the point as quickly and clearly as you. So allow the talker sufficient time to clarify his point. Wait out the short pauses. Don't start for the door or walk away.

7. **Hold your Temper :** Anger is the worst enemy of communication as it builds walls among the speaker and the listeners. An angry person takes the wrong meaning from words.

    Pause before you speak or respond.

8. **Give Feedback :** You must learn to give positive feedback non-verbally, by nodding, smiling. Be alert, so that you can provide a suitable remark or ask a question to assist your understanding of the message.

    Verbal feedback can be in the form of probing which is the close examination of the message. Probing can take two shapes :

    (i) **Prompting :** It means inspiring the speaker by using words like explain more.

    (ii) **Non-Directive Questioning :** It can be some indirect questions like I am not confident with your ideas.

9. **Take Notes :** He should take notes of the points, wherever and whenever necessary. He can prepare a list of questions which he wants to ask from the speaker. This is possible only if he listens to the speaker carefully and attentively.

10. **No Focus on Appearance :** The listener should not pay much attention to the appearance and the manner of delivering the speech of the speaker. He should concentrate on what the speaker is saying so that he can have that information to draw out conclusions.

Q.5. Explain the factors which should be considered while appearing in an interview.

Or Explain about the preparation of interviews.

Ans.   **Preparation for Interview**

In an interview, whether it is for job recruitment or for admission, a person has to give his best shot. He obviously will feel nervous but in order to outperform everyone else he has to shed his fears. He must present himself in the best possible way.

Following are the few points which must be kept in mind while presenting yourself in an interview :

1. Know the organisation and job for which you are applying

   Review the job title and description and seek clarification.

   (i)   Contact the organisation for a more complete description if necessary

   (ii) Arrange an Information Interview with someone who has the job or a similar one.

   (iii) Spend a day on the job observing someone actually doing the job.

   (iv) Find out who you would work for and ask questions of him or her.

   (v)   Research the organisation to become familiar with its reputation, work environment, *culture*, problems and prospects.

   (vi) Talk to people who would know about the organisation, such as job incumbents, former employees, family and friends, faculty, alumni, etc. Peruse the company binders, directories and other literature in the Career Services Library.

2. Prepare questions you will be asked during the interview.

   Examples include :

   (i)   How does the job/department fit in the organisation?

   (ii) What type of formal or informal training is given?

   (iii) How would I advance? What career paths are available?

   (iv) How is job performance measured?

   (v)   What is the salary? (Usually not asked during the first interview.)

3. Review the Questions Most Often Asked by Employers in Job Interviews and write out your answers to about ten of the most important ones.

   The two major types of questions to expect are :

   (i)   Why are you interested in/what do you know about our company?

   (ii) What can you offer us/why should we hire you?

4. Have a friend or family member (or Career Services staff member) ask you some of the above questions and give you constructive feedback on your answers.

   (i) Audiotape or videotape yourself.

   (ii) Schedule a Mock Interview with a Career Services Counselor.

   (iii) Want to take an online mock interview?

5. Make certain of the interview date, time and location.

   (i) Write these down on your appointment calendar along with the interviewer's name and phone number.

   (ii) Allow plenty of time, to get to the interview location.

   Look your best for the interview, conforming to the organizations standards whenever possible (check a company manual).

   (iii) Be conservative in your dress when in doubt.

   (iv) Make a trial run in new clothes so you'll be more comfortable.

   (v) Trim your hair, have shoes repaired and shined, etc.

   (vi) Bring a pen and paper, extra resume, etc.

6. **Punctuality :** Being punctual is the foremost essential for a candidate. It is imperative that the candidate reaches the interview site well in time, half an hour or so before the scheduled time of the interview. This will serve two purposes.

   First, you will make a good impression and second, you will not reach there in a flurried or flustered manner and will have enough time muster up a degree of composure.

   You should always be polite to everyone both before and after the interview. The nicer you are to the people, more they will help you. But if you try to out do a person by your churlish tricks, you will also get the same in reciprocal. So it is better to be cool, calm and nice to others.

7. **Appearance :** Appearance forms an important aspect of candidate's personality. Even before he speaks his looks can make an impression in the eyes of the interviewer. So proper attention must be given towards this aspect as opinion once formed at the beginning of an interview is difficult to change during the time span of the interview. So candidate must wear a smart and pleasant look. If everyone is at the same level in other aspects, then it is going to come down to looks. Sometimes appearance is given more importance than intelligence.

   Hence, in order to ensure a good impression, you must be wearing neat and clean clothes. The point here to be noted is that the clothes should neither look too casual nor too formal. Footwear should be well polished. Women should try to eliminate jewellery as much as possible.

8. **Body language :** Many people do not know that even when they are sitting quietly, they might be revealing a lot about their personality through their body language. Body language is the language spoken through facial expressions, gestures, postures, etc.

   Through body language we can sometimes express our ideas, emotions or feelings even more effectively than through our words.

To be successful in an interview, one must give the impression of being optimistic and self-confident. For this, one must be very conscious of one's body posture, while sitting, standing or walking.

9. **Brevity :** Brevity here implies, the conciseness of speech. The communication should be done in a most concise way. It does not imply speaking in a sweet mode rather it should be clear and unambiguous. A person who speaks too much is often looked down upon as a gossip monger.

10. **Skill of marketing oneself :** Interviewee can succeed only if he is able to sustain the interest of the interviewer. If the interviewer is not interested then no matter how good the candidate is, he would not be able to succeed. So interviewee must realize the areas of interests and the psyche of the interviewer and try to mould the pattern of the interview in that way.

Q.6. Discuss about the content of a job application letter.

Ans. <h2 style="text-align:center">Content of Job Application Letter</h2>

Job application must have the following parts :

1. **Name of the Candidate with Concerned Date :** Address should be given with current date on the top of the page, near the right margin. At least two lines should be left between date and address. For example,

Sharda Road
Meerut 250001
December 21, 2021

2. **Name of the Employer with Address :** It must be given below the date after leaving two lines and should be along the left margin of the page. It should be written in the following manner:

Example 1: The Advertiser GPO Box No. 107 Meerut 250001 Or The Advertiser GPO Box No. 107 Meerut 250001	Example 2 : The Advertiser Box 317 The Hindustan Times New Delhi-110001 Or The Advertiser Box 317 The Hindustan Times New Delhi-110001

3. **Subject :** Hiring managers receive a lot of e-mails and physical letters regarding various purposes. Hence, one should make it easy for them to filter the e-mails and letters that are sent for the purpose of job application. One should include his/her name and the job title he/she is applying for in the message's subject line.

4. **Salutation :** If a candidate is applying for a business post, then he/she must address the employer as 'Dear Sir' or 'Dear Sirs'. However, if one is applying for a government post, then he/she must address the government officer as 'Sir' only.

5. **Body :** There should be two to three paragraphs in the content of the application letter. Under these paragraphs, the candidate should explain about his/her credentials and experiences along with his/her skills and talents. The candidate should also give the

reason that why his/her CV must be considered. Before giving details in the application, one must properly read the advertisement and should write the content of the letter as per the mentioned requirements. As this is the main content of the job application, the candidates must highlight their specialisations where they have worked in the past. Also, they must explain how they have reached to that level by explaining their special abilities. This content motivates the employer to immediately go through the attached CV. These are certain methods to arouse the reader's interest in one's CV. One may begin with a sentence like 'The details have been given in the attached CV' and can continue giving specific details about the career and achievements, which may create reader's interest. After this paragraph, the candidates should give a concise and precise description of their personal skills. At this stage, one may again refer to the advertisement and write accordingly. For example, if some good coordinating skills are demanded, then a candidate must mention similar attributes. If it is related to leadership skills or good communication skills, it will be valued by the employer. Candidates can use certain adjectives like proven ability, strong skills, excellent interpersonal rapport, etc.

6. **Complimentary Close :** With all types of salutations, the subscription 'Yours Faithfully' is considered as the most appropriate. In case one wants to be more formal in his approach, he may use 'Yours Respectfully'. However, some candidates also use the expression 'Yours Truly'.

7. **Signature :** The candidate's signature must be quite clear and specific. Also, the candidate's name should be written in capital letters below the signature, generally in a bracket.

8. **Enclosures :** Whatever documents are attached with the CV must be clearly mentioned in the job application. If the list of enclosures is too long, one may write 'Encl. See list attached'.

❑

UNIT-III

Business Language and Presentation

SECTION-A VERY SHORT ANSWER TYPE QUESTIONS

Q.1. What is meant by the term 'whole communication'?

Ans. Whole communication means to communicate holistically so that a balance should be maintained between the content of the message and its emotional impact on both the sender and the receiver. This takes care of not only the facts of the message but also the feelings of the sender.

Generally, the sender perceives the message to be objective and accurate. The real problem occurs when the receiver does not share the same perceptions of the message. This way, the sender has to take care of the emotional reaction of the receiver that if he would attach the message a negative or a positive meaning. When the content of the message and the emotional impact are given equal importance then it is said to be effective communication.

Q.2. What do you mean by communication gap?

Ans. Communication gap occurs when there is no link between the content and the emotional impact. If the communication focuses only on one aspect, then it remains incomplete. This results in the wastage of time of sender as well as the receiver. On the other hand, the message which gives more importance to emotional impact ignores the content of it. The result is the negative perception about the sender's style of communication.

These communication gaps are the result of less consideration to emotional impact. But this is not intentional. In fact, the sender does not know that his message could have an unwanted and undesirable impact. Such possibilities can be reduced if the sender is careful about sending the message.

Q.3. Explain the term 'corporate communication'.

Ans. Communication is an inseparable part of business organizations. An organization cannot exist without communication. The managers have to ensure the free flow of communication to make the working of the organization smooth. They have to deal with the external parties. This all is covered under corporate communication.

Corporate communication means the process of exchanging information among internal group and external parties. The internal parties include different employees and executives. The external group include investors, suppliers, partners, govt. agencies, etc.

Q.4. Explain the media of external corporate communication.

Ans. The media of external corporate communication are as follows :

1. Letters
2. Press conference
3. Press release
4. Annual reports
5. Publication of quarterly results, chairman address, etc.

Q.5. What do you mean by the term 'vocabulary'?

Ans. The total number of words that a person can understand or the different types of words that can be used by a person during sentence formation is referred as vocabulary. A number of circumstances are witnessed by us during professional correspondence. Thus, adequate changes must be done in the correspondence as per situation. In order to develop better insight and application during professional correspondence, a number of technical terms that are commonly used in administration, constitution, economics, and law are mentioned. In order to develop better language ability, the most powerful source is vocabulary knowledge and it is related to almost every type of language skill.

Q.6. Enlist the major skills required for a good presentation.

Ans. Following are some of the skills required for a good presentation :

1. Selecting the proper structure of presentation.
2. Making an effective speech.
3. Using audio-visual equipment effectively by selecting proper material to be displayed.
4. Demonstration skills are necessary to be acquired in order to convey the message effectively to the audience and achieve the intended purpose.

Q.7. Discuss about monologue presentation.

Ans. Monologue presentations involve a speaker speaking continuously without being disturbed and, only at the very end, replying audience questions. The speaker of a monologue presentation must prepare the contents of his speech before hand keeping both the topic of the presentation and the audience in mind.

Q.8. What do you mean by extempore speech?

Ans. Extempore speech means speech delivered without any prior preparation. We come across a large number of people exhibiting their oratory skills on various social, political and official occasions. As they know in advance what they are supposed to deliver, they come well prepared with their respective topics of speech.

However, those who are called upon to deliver an extempore speech have to display a number of talents. They must have a keen presence of mind. They should be equipped with a good knowledge of events, of past and present.

Q.9. Explain about reminder as an official letter.

Ans. Reminder is a follow-up letter of the previous letter when no reply is received of an official letter or no required information is received from the address, another letter is written to remind him, such a letter is known as 'reminder'. This letter is written in the same form in which the previous letter was written. If it is an ordinary official letter, a D.O. letter or a circular letter, the reminder will be written in the same form. It is very necessary to mention the number and date of the previous letter in the reminder.

For example. I want to draw your attention towards letter no............. dated......., the reply of which has not yet been received from you.

Q.10. What are official orders?

Ans. Official orders are those official letters which are written to the employees working in any ministry or office to give them information regarding them. Such information can also be given in these letters which are concerned with all the employees of that office or many of them. Information relating to a particular person can also be given through them. Information of appointment, promotion, transfer, earned leave, list of holidays can also be given through official orders. Information regarding the rules of the office can also be given through them.

SECTION-B SHORT ANSWER TYPE QUESTIONS

Q.1. Write about the advantages of business language.

Ans. In business language skills help employees communicate effectively, thus reducing stress and helping drive optimal output. Employees who can speak to customers in their own language, will be able to build relationships and trust and increase customer loyalty much more effectively. Thus, it acts a way to express unique ideas and customs within different cultures and societies.

Importance of Business Language

Following points highlight the importance of business language :

1. **Stronger Relationships :** Language skills expose speakers to different cultures and patterns of behaviour. For global businesses that deal with clients, suppliers and employees around the globe, multilingualism bridges gaps between cultures, and fosters stronger personal relationships on which great business relationships rely.

2. **To interact with foreign clients :** The most obvious reason for knowing business language is to successfully interact with clients. Speaking to them directly in their mothertongue demonstrates a personal touch which cannot only be advantageous in the short term, but could in turn yield future growth.

3. **To retain Customer :** Just like with any business, the key to success is with happy clients. In order to keep them happy, business must understand their needs. For this, one needs to understand their culture and how they relate to our products/services. One of the ways is by offering them support in their native tongue. This, of course, implies hiring local people for customer service positions. This is necessary in order to maintain an open communication at the company level.

4. **For promoting a safe work environment :** If a business hires local employees, they need to be explained work safety measures. This is of utmost importance because all people must understand the procedures. If the communication is not clear the result could be injuries or worst so it's the duty of the manager of the team to make sure everyone understands what he is saying.

5. **For finding the real talents :** As a hiring manager, one will have access to talents from all over the world. This motivates people into being more efficient and increases the level of professionalism. If a business manages to attract the best manpower for the

business, the global value will increase. This also means better contracts, more business opportunities, and overall increased profit.

6. **For better penetration into foreign markets :** When a company wants to develop on a foreign market, it will first send the best managers to start the process. These people will be relocated and they will live in the targeted area for as long as necessary to get things going. However, many managers have to deal with language barriers that make the process more difficult. By hiring people who are already proficient in a second language and training them to become future managers, you will remove this issue. This leads to a smoother penetration process in foreign markets.

Q.2. Discuss about the words that are often misspelt.

Ans. Spelling seems like such a minor thing. But it's actually one of the most problematic issues we deal with in the business world. Bad spelling can put a dent in your professional reputation.

According to one survey, 43% of hiring managers automatically check a candidate's resume if it has spelling errors. Another showed that 79% of recruiters and human resource managers said spelling and grammatical mistakes were the biggest "deal breakers" in job hunting.

According to the Oxford Dictionary, spelling is hard and misspellings are not only common, but also awkward in professional contexts. When you receive an email on document with spelling errors, it is difficult to trust the person sending it. Correct spelling used in written communication shows the attention as well as level of education of the person sending it. There are a lot of tricky spelling rules in the English language. Following is a list of some of the most commonly misspelled words. Some examples :

Correct word	Commonly misspelt as
Consensus	Concensus
Usable	Usible
Readable	Readible
Achieve	Acheive
Government	Goverment
Loyal	Loyel

Q.3. Explain the various tips for avoiding misspelling of words.

Ans. Some major tips that can be followed to prevent the misspelling of words are given below :

1. **Avoid Spelling Words Phonetically:** Just for brevity and because of the limitation on word count, words are written phonetically rather than correctly in the era of writing. *For example*, in place of 'your', people use 'ur' for great, they use 'gr8'. These types of communications are ok with friends and family but it is not suitable for communication with the business partners. Writing 'skool' in place of 'school' is easy, 'dum' in place of 'dumb' or 'criticly' in place of 'critically'.

2. **Know Which Word You Want to Use and make Sure it is the Right One:** Are you aware of the difference between their, there, and they're? How about compliment and complement? There are also differences among the words advice and advise, and here

and hear. All these words are termed as homonyms- sounding similar and thus these are quite prone to be misused. As opposed to the deliberately misspelled word, these words may not be identified by spelling check when the incorrect words were written correctly.

3. **Check Where You Have Placed the Apostrophe:** The most misused punctuation mark is the apostrophe in the English language. Similar to the use of the incorrect word, the meaning of the word and sentence is completely changed by an misplaced apostrophe. The most common mistake is the use of 'it's' when actually the writer wants to write 'its'. "It's" is mainly a combination of two words 'it is, on the other hand 'its' is possessive. One should also take a note that in the case of it's, there is no apostrophe(yet other common mistakes)

4. **Look for Words with Double Letters:** While using these words, special care must be taken. It must be known whether to use one "l" or two in parallel and number of many "l"s or "c"s there are in the sequence. However, this can also be done with the help of a spelling check, but one should do it personally and search in the dictionary for the right spelling. If misspelling is not monitored, it can lead to an embarrassing situation.

Q.4. Elaborate about the common errors in English.

Ans. Following are the common errors in English.

1. **Incorrect subject-verb agreement :** It is a combination of factors that makes the sentence understandable. If the relationship between a subject and its verb is incorrect, it will convey a different meaning altogether.

2. **Wrong tense or verb form:** The verb form that shows whether you are referring to the past, future or present should be correctly used.

3. **Incorrect singular/plural agreement :** Agreement between noun forms should be proper.

   Incorrect : Tourism have been considered one of the most important factor in the town's economic development.

   Revised : Tourism has been considered one of the most important factors in the town's economic development.

   Note : Uncountable nouns such as knowledge, information, advice, progress, research and machinery can be problematic.

4. **Incorrect word form :** Using the wrong form-verb, adjective, noun or adverb--of a word may give a wrong understanding of the sentence.

5. **Unclear pronoun reference:** Unclear pronoun reference makes sentences confusing, vague, and difficult to understand.

6. **Incorrect use of articles :** The incorrect use or omission of a, an and the- is a common error in sentences.

7. **Wrong or missing prepositions :** Using the wrong preposition is a common error as most prepositions are not stressed or pronounced clearly in speech. They are also often left out accidentally in writing.

8. **Omitted commas :** Commas should be used in compound sentences, before conjunctions, after transitions and between clauses. Use or omission of commas can change the emphasis of the sentence.

   Incorrect : When it comes to eating people differ in their tastes.

   Revised : When it comes to eating, people differ in their tastes.

9. **Too many commas :** Unnecessary commas make sentences difficult to read.

   Incorrect : Field trips are required, in several courses, such as, botany and geology.

   Revised : Field trips are required in several courses, such as botany and geology.

10. **Incorrect word use :** Using a word with the wrong meaning often due to similar spelling or pronunciation can occur when using spell check!

    Incorrect : The recession had a negative affect on sales.

    Revised : The recession had a negative effect on sales.

Q.5. Explain the various factors that affect oral presentation.

Ans. The person making the presentation must be fully aware of certain factors :

1. **The topic/subject :** The speaker must be clear about the topic on which he is going to speak. He must collect all the relevant material about the topic from all the available sources like books, journals, libraries, internet, etc.

2. **Examples :** The speaker must support the topic with relevant examples. He can make the use of visual aids both traditional as well as modern, in order to have effectiveness in the presentation.

3. **Opening and closing of presentations :** Pay special attention to the opening and closing of the speech. The opening of the speech should be dramatic. It should capture the attention of the listeners. The closing part of the speech should sum up all the ideas that the speaker has presented.

4. **Notes :** Don't carry the written text on the stage. Only the prominent points should be written in order to avoid the situation of paper reading.

5. **Rehearsal :** It is an important factor for the speaker. For this, stand before your friends and rehearse the speech. If the friends are not available, then stand before the mirror. It will give the speaker a unique confidence.

6. **Dress :** Dress properly in accordance with the sensitivities of your audience. "Dress before address" is a popular saying. So, the speaker should have a dressing sense that suits with the mental level of their audience.

7. **Body language :** A speaker having eye contact with the audience is likely to impress more than a speaker reading out the hand outs. With eye contact, the audience feels that the speaker is talking to them.

8. **Use of visuals :** Visuals can enhance the professional image of the presentation. The speaker can always make use of modern audio-visual aids to make his points clear. But they work only if the technology on which they depend, works well.

9. **Audience analysis :** The speaker must analyze his audience in a proper way before his presentation. The style of the presentation is largely based upon the type and size of the audience. If the audience is large, presentation would be formal whereas informal presentation can work in small audience.

10. **Language and words :** To make the audience understand the message, the speaker has to talk in a language known to the audience. He should choose the catchy words that appeal to the heart and emotions of the audience.

Q.6. **What is meant by oral presentation?**

Ans. <div align="center">**Oral Presentation**</div>

An activity of exhibiting something is known as oral presentation. It is a formal verbal communication that may consist of a speech given to a group of persons; the speech may be accompanied by live demonstration, often using audio-visual equipment. Presentation is used to present products, concepts, findings, reports, techniques, or in general, any relevant information. Presentations are made with a definite purpose, which may be to sell a product, to demonstrate the working of a product already sold, to explain a new technique of performing a task, etc.

Most of the presentations involve business-related communication, wherein a prepared speech is delivered to a small audience on a specific subject related to the business activity of the organisation. It could be a product, a technique, a report, etc. The speech needs to be precise, formal, to the point, short, and simple. The presentation should be effective in achieving its purpose. In today's business environment, presentations are very common; hence managers should be adept at making effective presentations, which require in-depth knowledge of the subject, confidence, oratorical skills, and an ability to present facts logically. A good presenter should be a good speaker. Presentation skills are absolutely necessary for professionals of every field because in today's times, every professional is called upon to make a presentation quite often.

Q.7. **Write about the various elements of presentation.**

Ans. <div align="center">**Elements of Presentation**</div>

Following are the elements of a presentation:

1. **Presenter:** On presenter rests the quality and success of the presentation. An effective presenter plans well and prepares extensively. He/she is fully aware that it is necessary to rehearse the presentation with all its physical and psychological inputs.

2. **Purpose:** The presenter should think about the purpose of the presentation, which could be one or more of the following:

    (i) Selling some product or persuading listeners to opt for a particular action, which they may not be inclined to buy.

    (ii) Introducing a new concept or elaborate upon a business opportunity.

    (iii) Obtain feedback from listeners on whether a new proposal is worth accepting, whether a plan of action is worth implementing, or whether a purchase is worth executing.

    (iv) Seeking solutions to problems or gaining insight into the minds of listeners with regard to how they view these problems.

    (v) Creating awareness about an issue, a new technology, new projects the organisation is about to embark upon without expecting any reaction from the audience.

(vi) Informing about changes in work culture and provide motivation and any training that may be necessary in that regard.

3. **Audience:** It is essential to collect as much information about the audience as possible, because even the best of contents will fail to deliver if it is not in tune with the audience's capabilities to receive and assimilate the message. The language of the presentation should be comfortable to the audience. Other factors like the audience's knowledge level, needs, traits, attitudes, position in hierarchy, and educational background should be considered while preparing a presentation. When there is diversity in the audience with regard to these factors, the challenge before the presenter is to prepare the presentation to match the average level of the audience. A good presenter can make a presentation that the audience can relate to and find interesting. Therefore, when there is variation in the attributes of the listeners, the priority for the presenter is to base the presentation on the purpose and goal of the presentation and then, to the extent possible, cater to the diversity in the audience.

Q.8. Explain the main advantages of oral presentation.

Ans. <h2 align="center">Advantages of Oral Presentation</h2>

Some of the points showing the importance of oral presentations are being discussed here.

1. Oral communication increases level of participation.

2. Instant method of conveying as well as receiving information.

3. Provides better chance to the audience for understanding speaker's context by using relevant images and graphics to maintain audience interest.

4. It can be used for conveying confidential information to a selected group of individuals which ultimately improves the level of communication and exchange of information.

5. Presenter is able to acquire an instant feedback for his work and research by judging reactions as well as body language of audience.

6. High level of understanding and transparency.

7. It imparts proper flexibility to audience so that they can take an appropriate decision on a particular topic.

8. Effective oral presentation helps in saving efforts, time and money for listeners as well as the speaker. It saves money as well as time. No money needs to be spent for producing oral presentation since its only involves only the spoken words.

Q.9. Explain the various guidelines that should be followed while dictation.

Ans. Following guidelines should be followed while dictation :

1. **Dictate in a Natural and Relaxed Manner :** While dictating, one should keep in mind that he is being listened to be typed and will be read by the other people. So, he should think as if he is speaking directly to the listener or the reader. He should dictate in a natural tone of voice. He should talk at a slower rate than the normal and should use simple language appropriate to the level of his customer.

2. **Carefully Pronounce Confusion Words :** One should not drop the final syllables or letters; e.g.,

   (i) Buy new products; (ii) Buy new product.

The second pronunciation may change the whole intent like "Buy a new product." There are a number of words whose meaning are altogether different but sound exactly alike. Such words should be spelled out carefully; e.g, accept, except; access, excess; addition, edition; already, all ready, etc.

3. **Punctuation :** Common punctuation marks need not be dictated but unusual punctuation marks should be expressed like a quotation mark, exclamation point, dash, colon, brackets, etc.

4. **Read or Play back Significant parts of the Message :** One should read the message and state the corrections, if any, that are needed to be made at the appropriate place. He can ask his secretary to make some improvement in the manner of dictation, if possible.

5. **Learn how to use the Dictating Machine :** One should learn to turn on or turn off the machine, erase, rewind, forward, etc. from a trained person or from a representative of the company who manufactures the dictation equipment. He should learn to hold the speaking tube in one position and should not move it around as he speaks.

6. **Organise and Outline Letter in Advance :** One should re-read all the material relevant to dictation and mark the key points which he wants to address in his letter.

Q.10. Differentiate between official letters and demi-official letters.

Ans. Following points highlight the difference between official letters and semi or demi-official letters :

S.No.	Official Letters	Demi-official Letters
1.	These are purely official and formal. Usually, they deal with a policy or information subject.	These are personal official letters. They deal with some special subjects.
2.	Letter number is written below the headline that is the name of the place.	Letter number is written on the left hand side as D.O. No. Dr/II/21/2021.
3.	The style of writing the letter and the language both are conventional.	The style of writing and the language of the D.O. letters are quite different.
4.	These are routine letters. They are dry and not at all friendly.	These are friendly and are written like a personal letter.
5.	These are ordinary letters and can be opened by any person deputed for it.	D.O. letters are addressed to an officer by name and so they are opened by the addressee himself.
6.	No complimentary phrases are used in these letters.	A D.O. letter generally ends with regards.
7.	An official letter is generally divided in many paragraphs.	A D.O. letter is generally written in one paragraph only.
8.	It generally ends with the subscription 'Yours faithfully' and below it signature and designation of the writer.	It ends with the subscription 'Yours sincerely' and signature below it. Designation is never used.
9.	These letters are generally not confidential.	These are generally confidential.
10.	Several letters can be enclosed in one envelope.	Generally, a separate envelope is used to send DO letters.

Q.11. What are circular letters? Explain with giving an example.

Ans. <div align="center">**Circular Letters**</div>

When a copy of the letter is required to be sent to many or all the departments of government, it is called a circular. For example, if Home Ministry liberalises the rules regarding leave travel concession every employee working in any ministry or any office of the Government of India is affected by it so this letter will be sent to all concerned persons.

Circulars are, generally, issued in following cases: (i) when the memorandum about same subject is to be sent to all State Governments, (ii) when any memorandum is to be sent to all ministries of Central Government, (iii) When any memorandum is to be sent to all departments and subordinate offices of a ministry.

A circular, depending on needs, can be in the form of a letter, or office memorandum.

Example :

<div align="center">

CIRCULAR NO. : MOH/P/107

Government of India, Ministry of Food

</div>

From :

   Sender:

   Shri A. Chaudhary

   Deputy Secretary, Govt. of India.

To

   Chief secretaries   New Delhi

   All State Governments   Dated : 25th June, 2021

<div align="center">**Subject :** Procurement of Foodgrains</div>

Dear Sir,

I have been directed to inform that in view of the flood situation prevailing in the country, the Government of India has decided to procure foodgrains from all surplus states. Detailed information about quantity to be procured and price to be paid will be intimated to each state very soon. You are, therefore, requested to procure foodgrains without loss of time on receipt of detailed information and send a weekly report to this ministry.

<div align="right">

Yours faithfully,

Kuldeep Singh

Deputy Secretary,

Government of India

</div>

Q.12. Write an ordinary official letter on behalf of the Principal, Meerut College, Meerut to the Secretary, University Grants Commission, New Delhi, requesting him for a grant for the construction of a hostel for girls.

Ans. <div align="center">**Principal's Office, Meerut College, Meerut**</div>

Reference No. : UGC/3/10/21   Meerut

From :   Dated : 8th May, 2021

Dr. Sardar Singh,

Principal,

Meerut College, Meerut

To

     Dr. A. Singh

     Secretary,

     Unvierstiy Grants Commission,

     New Delhi,

<div align="center">Subject : Grant for construction of a Girls Hostel</div>

Sir,

I want to draw your attention towards the letter No. UGC/3/10/2021 dated 8th, May 2021 sent by this office. Fundamental information regarding the college was also sent with it. The perusal of that letter must have convinced you that Meerut College is the biggest college of this region and the number of students reading in the college is increasing every year. The number of students in this session is about 8 thousand.

About 15% of the total number of students lives in hostels. At present the college has five hostels. One of them is reserved for SC/BC students. There is no arrangement of a hostel for girls students. In absence of hostel accommodation many girl students have to give up their studies in despair.

Therefore, I request you to please sanction sufficient grant for construction of a hostel for girls on the basis of information supplied to you.

<div align="right">Yours faithfully,
Sardar Singh
Principal, Meerut College, Meerut</div>

Q.13. Write a letter to the Secretary, Board of Secondary Education, Uttar Pradesh, Prayagraj on behalf of the Principal, D.N. Inter College, Meerut requesting to sanction the permission of opening Intermediate Commerce classes with effect from 2021-22 session.

Ans. <div align="center">**D.N. Inter College, Meerut**</div>

From,

     Arnav Chaudhary

     MA, M.Com. B.Ed.,

     Principal,

     D.N. Inter College

     Meerut (U.P.).

To,

     The Secretary,

     Board of Secondary Education,

     Prayagraj (U.P.)   Meerut

     Letter No. E/98/M/2021   Dated : 20th Oct., 2021

Subject : Application for granting permission of starting Intermediate Commerce classes with effect from 2021-22 session.

Sir,

I want to bring to your kind notice that DNA College, Meerut is an old, established and reputed educational institution of Meerut city. This institution is permanently affiliated upto intermediate standard in Arts and Science and upto High School in Commerce. Local citizens of the city are demanding for starting Intermediate classes in Commerce also for the last five years. It is unfortunate that although there are other intermediate colleges not a single possess intermediate commerce classes within an area of more than one kilometre from our college. Thereby, the local children are deprived of getting inter-cummerce education.

This college has a big building consisting of 245 rooms in all. Out of these 24 rooms, 4 rooms are lying vacant. The college possesses a large playground and a good library. The college management is prepared to spend ₹ 10.000 immediately for purchasing books on commerce. The college is baving an endowment fund of ₹ 10 lakh. The college will require one additional Assistant Professor in commerce for teaching first-year commerce classes.

You are kindly requested to sanction us the permission of opening intermediate classes in commerce with effect from 2021-22 session. I assure you that the financial burden on the administration will be very limited as the college management is prepared to bear most of the financial burden.

An early action will be appreciated.

<div align="right">

Yours faithfully

Principal

D.N. Inter College, Meerut

</div>

Q.14. Write a letter on behalf of Secretary, Home Ministry, U.P. to the Secretary, Home Ministry, Government of India for corresponding in Hindi.

Ans. <div align="right">Letter No. : 958/90-P</div>

<div align="center">

Government of Uttar Pradesh
Home Department

</div>

From,

    Secretary, Home Department,

    Government of Uttar Pradesh,

    Lucknow

To,

    The Secretary, Home Ministry,

    Government of India,

    New Delhi.

<div align="right">

Lucknow

Dated : 25th November, 2021

</div>

Subject : Correspondence between Centre and U.P. governments

Sir,

I have been asked to inform you through this letter that the government of Uttar Pradesh has decided to do all his correspondence with the Central Government in Hindi.

Therefore, Centre Government is requested that in future all the letters etc. to be sent to the government of Uttar Pradesh should be written in Hindi,

Please inform all the ministries and departments of the Central Government about this decision of the government of Uttar Pradesh.

Please acknowledge the receipt of this letter.

<div align="right">

Yours faithfully

(Sd).......

Secretary, Home Department

Govt. of Uttar Pradesh

</div>

Q.15. Write a letter to the Commissioner, Agra Division on behalf of Chief Secretary, Government of U.P. and containing details of assistance provided in drought areas of Agra division.

Ans. <div align="center">

Government of Uttar Pradesh
Lucknow

</div>

<div align="right">

Letter No. Drought/2021/151

</div>

From,

    The Chief Secretary

    Uttar Pradesh Government,

    Lucknow (U.P.)

To,

    The Commissioner,

    Agra Division, Agra   Dated : 15th Sept., 2021

<div align="center">

Subject : Assistance provided for drought areas.

</div>

Dear Sir,

With reference to your letter No. 2021/35 dt. 31-8-2021, I am directed to inform you that the Government of Uttar Pradesh has sanctioned a grant of ₹ 5 crore (five crore) for drought affected areas of Agra Division. Out of this grant, a sum of ₹ 3 crore (three crore) will be provided in cash and the rest ₹ 2 crore (two crore) in kind, i.e., food, sugar, cement, etc. Further, it is also proposed to start some relief work in Agra division under which grain will be given to labourers in consideration of their labour. Some liberal loans are also to be distributed in the drought-affected areas. You are directed to see that the grant reaches into the hands of needy persons only.

<div align="right">

Yours

Chief Secretary

Uttar Pradesh Government

</div>

Q.16. **Write a letter to the Chief Secretary, Uttar Pradesh on behalf of Collector of Meerut stating the huge loss occurred on account of heavy rain in Meerut district and demand financial assistance.**

Ans.   **Collector's Office**

Reference No. 863-2021

From,

    Rajendra Kumar, I.A.S.,

    Collector, Meerut   Meerut

                                     Dated : 20th Aug., 2017

To,

    The Chief Secretary,

    Uttar Pradesh Government,

    Lucknow (U.P.).

        Subject : Loss due to heavy rainfall and demand for financial assistance.

Sir,

I want to draw your kind attention to the heavy rainfall in Meerut leading huge loss of men and material. Most of the crop in the villages have been destroyed. The entire city is under water. About one lakh people have been seriously affected by this heavy rain. They have been provided shelter in relief camps. Relief work is being carried on a large scale.

The local social societies and social workers are active in providing financial and non-financial assistance as well as relief work to the victims. However, looking to the heavy loss, the assistance given so far is quite insignificant.

Under the above circumstances, you are kindly requested to sanction and provide at least fifty lakh rupees financial assistance so that immediate help can be provided to the needy persons.

Q.17. **What are the essentials of good presentation?**

Ans.   **Essentials of Good Presentation**

Following are the essentials of a good presentation :

1. **Logical Sequence :** Presentation is a live interaction between the presenter and the audience. Hence, it is important that the presentation progresses in a proper logical sequence. Unlike the reader of a book, the audience should not be required to move back and forth to connect the dots and create a logically sound picture in their minds.

2. **Language Comfortable to the Audience :** The audience should be comfortable with the language in which the presentation is made and also with the degree of complexity of the language. The selection of jargon and difficult-to-understand words should be limited for the audience's comprehension capacity. The effectiveness of the presentation can be enhanced by the use of graphics and vivid language.

3. **Appropriate Humour :** A good presentation consists of appropriate and tasteful humour. A serious message mixed with humour gets easy acceptance. It also saves the presenter and audiences from getting bored.

4. **Contents Matching the Audience :** The most important feature of a good presentation is that the contents should be in tune with the grasp and mind-set of the audience. The presentation will fail to achieve its purpose if the audience will not grasp or accept the content of the presentation. The content, as well as the mode of presentation, should be interesting.

5. **Mastery and Preparation :** Mastery of the subject and extensive preparation are prerequisites of a good presentation. With these factors backing a presentation, it will consist of illustrative cases, accurate statistical data, and appealing audio-visual effects, and the delivery of the presentation will be confident and seamless. All these help enhance the credibility of the presenter and the confidence of the audience in him/her.

6. **Energetic Delivery :** Delivery of a good presentation should be full of zest and vigour. Contagious qualities get transmitted from the presenting professional to the audience through eye contact. An energetic countenance, well-modulated voice, and appropriate gesticulations make the presentation dynamic and interesting.

7. **Brevity :** As the proverb goes, "Brevity is the soul of wit', a presentation should be concise. The length of the presentation should be judiciously decided, keeping in mind the audience, the purpose, and the situations.

SECTION-C (LONG ANSWER TYPE) QUESTIONS

Q.1. Explain the main features of oral presentation.

Ans. **Features of Oral Presentation**

Following are the main features of oral presentation?

1. **Clarity :** Clarity is the first major characteristics of a good speaker should be clear in his idea and he should have good command over language in which he is speaking to express his ideas clearly so that they are instantly understood by the listeners.

2. **Length of the speech :** The length of a good speech should neither be too brief nor too long. If the speech is too long, it will fail to sustain the interest of the audience for a long time. If it is too brief, it may end even before it exercises to hold once the attention of the listeners. Speaker should express his ideas in a lucid manner and talking most relevant to the topic.

3. **Natural voice :** Usually it is seen that some speakers deliberately cultivate an affected style under the impression that it would make them look more sophisticated. But it is not so, because nothing impresses so much as the natural way of speech. So a good speaker always try to tone down an artificial accent and discard all affection for speech and tries to cultivate a pleasing voice and speak clearly and distinctly.

4. **Informative :** Good speech should be informative and illuminating so that the audience can gain something from it. If a speaker is repetitive he will simply bore the audience who will turn the deaf ear to whatever is being spoken. A speaker has to reach his audience, his public, and the method and means by which he does it is his own. He has to bring out his individuality through his speech so that his image stands separate from that of others.

5. **Interesting :** A good speech should be interesting and it should appeal not only to the mind of the listeners but also to their hearts. If the speaker makes an appeal to the emotions of the listener he can easily join their hearts over to his side.

6. **Balance between formal and informal :** A good speech should not be too formal that personal touch is lost. If the personal touch is missing, the speech will easily go off the heads of the listeners.

7. **Avoiding Hackneyed phrases and cliches :** Cliche means phrase which is used often but has no meaning. Speaker should avoid the making use of hackneyed phrases like "What I mean', 'Isn't it', 'I see', 'You see', 'Do you follow', etc. Such words and phrases interrupt the flow of their speech and impede quick grasp of meaning. When you speak you are saying, "This is me!" Don't try to be a better speaker than you are a person.

8. **Brevity :** People take pleasure in talking. So speech should be brief, informative and to the point. But if a speaker keeps in talking for long, his message will get lost in a sea of verbosity and distraction.

9. **Live :** Speaking before an audience requires a slower pace. Slow down, think of every word as you use it. Listeners do not want a tape-recording. It should be live. One should put one's heart into the talk. It should look as if speech is not flowing out of the mind but also out of the heart of the speaker.

10. **Concrete facts :** A good speech should convey concrete facts rather than vague or abstract ideas, otherwise speech will fail to sustain the interest of listeners. A good speaker should speak with such intensified and exacted naturalness that his hearers never even dreamed that he has been trained. Speech has a great power. Many professional skills depend on this power. The lawyer wins cases, the salesman sells products, the dictator rules over his subjects with his hypnotic speech-power.

Q.2. Explain the process to make an effective speech.

Ans.   **Process to Make an Effective Speech**

The following tips are designed to make an effective speech :

1. **Preparatory Steps :** There can discussed as follows :

    (i) Choose the topic of speech well in advance before the date of the speech. If possible, make-up the index card and notes or key phrases to refer to during your speech. Do not put the entire speech on the cards and read it word by word during your speech.

    (ii) Discuss the topic with your friends.

    (iii) Think of your experience for illustrations.

    (iv) Think of your audience, what they want and what can be of interest to them. What do you really wish to say to it?

    Every talk should have one, two or three major points. You should be able to state the whole message of your talk in one sentence. e.g., "Your organization should sponsor a district 'Kabaddi' tournament because 'Kabaddi' is inexpensive, full of fun and educative."

    (i) Read and find out what others think about the subject.

(ii)   Select and arrange the material which you have gained through the above process.

(iii) You should plan as to which visual aid is to be used. These days overhead projector is extensively used by the speakers.

Surveys show public speaking is the number one personal fear in the world. But with some planning, preparation and practice, you can be successful.

According to **Dale Carnegie**, "A well prepared speech is already nine-tenth-delivered."

A speech can't be cooked like a meat just a few minutes before its delivery. It must stem and grow out of the head and heart of the speaker. For this the speaker must collect, organize, analyze the facts to be presented in the light of the purpose to be achieved.

If proper attention is paid to one's speech, one will realise that one should never speak from the lips but from the heart and head. A person may be said to be speaking from lips when he is babbling out whatever comes readily to his mind. A more conscientious man would weigh his words and speak only what is reasonable and relevant. Some people, again, may entertain the notion that one should not suppress the truth and, however painful it may be, it has to be spoken out. There is no denying that they are right, but at the same time, it is equally true that avoiding what is painful would do away with much misery of which there is already plenty in the world. Thus, the rule we should follow in our speech, in our private, as well as public dealings, is that hurting others is to be avoided at all costs, because, as the saying goes, the wound made by words goes deeper.

2. **Arresting Attention :** The points under this step are given as follows :

(i)   You may find it helpful to sit quietly for a few minutes before your speech and gather your thoughts, breathing deeply, relax for a while, tell something new and of interest to the audience.

      Grab the attention of the audience with an incident, a 'slice of life' from your own experience.

      Example, "Late last night by the university gate, a man suddenly caught my arm."

(ii) Arouse curiosity.

      Example, "Next week a 'Tantrick' is coming to this department who has the power to change the course of your life."

(iii) Introduce the topic to the audience.

(iv) Use general illustrations.

(v)   Be natural.

(vi) Talk in a conversational way.

(vii) Emphasise important words.

(viii) Talk with the specific points.

(ix) Secure goodwill, by smiling and other humorous ways.

(x)   Crowd your audience together.

(xi) Check the physical arrangement like proper light, ventilation, as far as possible. Do not keep other members on the platform.

(xii) Do not roam on the platform.

3. **Opening :** This can be discussed as follows :

   (i) How to open your talk : The speech should have three parts : introduction, body and conclusion. The introduction should be such that it appeals directly and quickly. Never begin with an apology. Arouse curiosity by giving some factual statement. Begin with an illustration. Shocking facts have great power to make people attentive.

   How to capture an Audience :

   (a) Eradicate all ill feelings.

   (b) Get a yes response from your audience.

   (c) Do not challenge.

   (d) Present the facts and let the audience form their own opinion.

   (ii) Using Humor in Speech : Using humour is an effective way of making a speech lively, interesting and entertaining. It makes the even dullest speech light and easy to understand. While considering to incorporate a joke into your speech the following questions will help the speaker to decide the appropriateness :

   (a) Is the joke genuinely funny?

   (b) Does this joke fit into the purpose of my speech?

   (c) Will the audience understand the joke?

   (d) Is the joke fresh and unheard?

   (e) Will the joke be appreciated and liked?

   So, it is better to be safe while including jokes into the speech rather than making a joke of oneself.

4. **Closing :** This can be discussed as follows :

   How to close : In any speech, the beginning and the end are very important. Closing is most important because the final words are remembered longer. Closing should have smoothness. Summarize your points and appeal for action. Give sincere compliments. Close with humour, if possible. Close with practical quotations, if possible. Plan the conclusion in advances. The conclusion makes the review of what has been said.

   When the speaker has said what he wanted to say, "Stop". Speaking is like drilling for water; when you have struck water, stop boring. Remember the advice, "Be clear, be brief, be seated."

   After the speaker has spoken the last word, pause for just a moment. Then sit down or leave the platform with purpose and decision.

5. Never try to play down a member of the audience, or to embarrass a question by implying that his question is stupid (even if it is).

6. Try not to get angry, even if the provocation is extreme and unfair. If you do get angry, avoid showing it (if you can).

7. If a question period is to follow the talk, let the audience know this, so that they can be gathering points.

8. When asking questions, use questions which provoke thought among the whole audience, not just one or two persons or sectors of it. When initiating a question period,

don't ask are there any question? The silence can be very embarrassing. Instead ask. "Now, who has got the first question?"

9. When you ask the audience a question, ask it generally to all of the group, then single out a respondent and identify him. This causes everyone to listen and think about it; if you say, "Mr. Sharma, what do you think about such and such?" Everyone else will relax and watch Mr. Sharma try to get himself off the spot. But if you say, "What do you think about such and such....(then) Mr. Sharma"; all the audience will think about the question just in case you call on them and not on Mr. Sharma.

10. Stop a question period before people run out of questions. Don't keep asking for questions. Here, again, the resulting silence can be very embarrassing and may take the wind out of what has already been said.

11. Avoid giving a talk right after a meal. Mental capacity is at its lowest after eating. A full belly makes a dull brain.

12. Keep your speech as short as possible without its becoming meaningless. Better to stop while their interest is still aroused than to keep on until they get restless and become tired and bored.

Q.3. **What are the various types of presentations? Explain in detail.**
Ans. **Types of Presentation**

Presentations can be of the following types :

1. On the Basis of Purpose

On the basis of purpose, presentations can be of following types :

    (i) **Monologue Presentation :** Monologue presentations involve a speaker speaking continuously without being disturbed and, only at the very end, replying audience questions. The speaker of a monologue presentation must prepare the contents of his speech beforehand keeping both the tonic of the presentation and the audience in mind.

    (ii) **Guided Discussion :** A guided discussion is like a guided tour where the speaker acts as a guide to the audience and takes them on a tour with regard to the subject of discussion. The speaker acts like an expert guide who shows the audience the salient features of the topic being discussed. In a guided discussion, the questions raised or issues analysed are those which both speaker and audience have agreed on beforehand. Guided discussion works at its best when the audience too has knowledge of the subject. The task of the speaker, then, becomes merely to supplement, i.e., to complete or enhance the knowledge of the audience using his expertise and specialised knowledge. Guided discussions are better than monologue presentations in the following ways:

    (a) They involve greater audience participation. (b) The analysis involved is much more detailed. (c) There is more commitment to finding solutions to problems discussed or issues raised.

    The disadvantage of guided discussions is that they take up more time than monologue presentations.

(iii) **Sales Presentation :** The purpose of sales presentations is to inform the target audience regarding certain products or services or some new ideas. In a sales presentation, the speaker tries to convince his audience to buy his products or services by talking to them, raising their curiosity, encouraging them to ask questions. This helps them clear their negative notions about the products or services and finally assist the customer in decision-making about the buying of the product or service.

(iv) **Persuasive Presentation :** A person making a persuasive presentation wishes to induce his listeners to agree with his proposals. A successful persuasive presentation offers a solution to a heated disagreement, argument, or an unwelcomed or harmful situation by presenting enough logic, evidence, and emotion to bring its audience to consent to its thinking.

(v) **Energising Presentation :** An energising presentation is meant to encourage its audience to take action to accomplish a certain objective. A successful energising presentation must make its audience to do something instead of just thinking about it. The speaker should first try to win over the audience perspectives or viewpoints; he must make them embrace with zeal. To make an energising presentation, the speaker needs to employ the art of effective speaking in the best possible way, e.g., by using figures of speech and other devices in order to convey his message. It would also be extremely helpful if the speaker himself has immense charisma.

(vi) **Informative Presentation :** Information exchange, (i.e., the purpose of informative presentations), can take place in many ways. It could be through a direct presentation, a seminar, a workshop, a conference, a meeting or a talk addressed to a group of people within or outside one's own organisation. In the world of business, presentations are made by supervisors to subordinates at different organisational levels to pass on or exchange information regarding organisation's products, services or procedures.

(vii) **Goodwill Presentation :** If someone from an organisation or company makes a goodwill presentation to an audience, its purpose is to build goodwill, i.e., to earn the trust of the members of the audience and also earn regard for the organisation and its product not only from the members of the audience, but also from one's own colleagues, supervisors and subordinates in the company. Goodwill presentations, often made in the form of speeches take place after dinner, are meant to be amusing or enjoyable.

(viii) **Training Presentation :** A training presentation can be on a topic which enables an audience to develop new abilities or help them learn to perform a new task, such as operating unfamiliar equipment. It gives its audience the opportunity to participate actively in the presentation by trying out the product live, practice working on the product and provide feedback so that mistakes can be corrected.

2. On the Basis of Number of Persons

On the basis of number of persons, presentations can be of following types :

(i) **Individual Presentation :** An individual presentation is one made by a single person. In this kind of presentation, the person may speak about the details of some work he has done in summary fashion. Individual presentations can be

made in a number of possible situations, i.e., a small classroom, in the workplace, as part of a comprehensive lecture, in a team meeting or in a one-to-one tutorial.

(ii) Work-Team Presentation/Group Presentation : Group presentations involve not just a single speaker but many participants. They are often better than individual presentations since not just one but many perspectives come into play and interact with each other. While preparing to make a group presentation, each participant should be given enough time to get ready with his points, encourage diverse viewpoints on certain matter or issue so that the best of them or even a combination of them can be used on the final day. Let each speaker present that section of the presentation for which he has the talent and ensure that the overall presentation appears as a coherent whole, even though different parts of it are presented by different people.

3. On the Basis of Medium of Delivery

On the basis of medium of delivery, presentation can be of following types:

(i) Written Presentation : Presentation in which written or printed words are read by the audience, are called the written presentation. They include more or less any presentation which requires an audience to read the content, e.g., presentations in the form of pamphlets, brochures, etc.

(ii) Oral Presentation : An oral presentation involves a presenter actually speaking to an audience in order to present his ideas and points of view. It is not an oral report. The crucial part of the word is "present". The presenter should be able to confidently "be present" before his audience and have an extremely good grasp over his subject-matter so as to make his presentation both educative and entertaining.

Q.4. What are the various types of oral presentation? Also explain the importance of oral presentation.

Ans. ## Types of Oral Presentation

Generally oral presentations are of following types :

1. **Formal Presentation :** When an oral presentation is delivered to particular audience in a formal way, it is called formal oral presentation. Conferences and seminars are some of the examples. An individual is required to thoroughly talk about a given topic for certain duration in front of the pre-known audience. Entertaining questions from the audience is an essential part of the formal oral presentation. A definite format is followed in formal oral presentations like introduction, body text, and conclusion. The whole presentation is executed in a technical way. The purpose here is to share the findings of a particular research or important information with large audience.

2. **Academic Presentation :** Oral presentations used in academics are called 'academic presentations'. In this, a particular research topic is assigned to a student or a group of students and they orally present their findings in order to educate the fellow students or to convince them towards certain viewpoint. They are required to answer questions from the other students in the class. The teachers evaluate their presentation.

3. **Informal Presentation :** When an oral presentation is delivered to audience in a casual way, it is called 'informal oral presentation'. Generally, it can be seen in team

meetings. Every team uses informal presentation so as to communicate with team members and discuss the status of the work-in-hand. No formal approach is required in such presentations, only few accessories like projector, pointer, hand-outs, etc., are required. Sometimes oral presentations are delivered without any prior preparation, e.g., in case of weekly team meetings.

Approximately five to ten minutes are allotted to each teammate for such presentation, in which he is supposed to brief his accomplishments since last meeting. Here, only the disclosure and explanation of required information is essential. It is not necessary to follow a prescribed pattern for presentation, yet the process should be carried out correctly so it can be a productive one.

4. **Political Presentation :** When oral presentations are used for political purposes, they are called 'political presentations'. In this, different politicians deliver their speeches so as to inform the citizens about the policies, plans, and achievements of the government. It is also used for publicity and promotion of different political parties and for criticising the opponent parties.

5. **Religious Presentation :** Oral presentations which are used to inform or persuade the common people about certain religion and its principles are called 'religious presentations'. In this, preachers describe the value and relevance of religion in the human life.

6. **Judicial Presentation :** Judicial presentations are the oral presentations where lawyers or prosecutors present certain facts and information so as to accuse or defend an individual. In this, lawyers question different witnesses and present their evidences in front of the judge or jury.

Importance of Oral Presentation

Following are the importance of oral presentation:

1. It facilitates audience to make effective decision on any specific topic.

2. Oral presentation may facilitates in sending private information to a small number of people, which promotes communication and information exchange.

3. Oral presentation helps the presenter in getting immediate feedback for his/her presentation by judging the body language and reactions of the audience during the time of presentation.

4. This form of communication facilitates higher level of understanding and transparency due less interruption of outside noises or any other distractions,

5. Both listeners and speaker are able to save efforts, time and money with the help of effective oral presentation.

6. It facilitates audience to clearly understand the speaker's point of view.

7. Oral presentation facilitates instant transmission of messages.

Q.5. Explain the process of planning and preparing a successful oral presentation.

Ans. 			**Planning of Presentation**

It is said that there are six great helpers to the oral presentation. These helpers are also known as 5 W's and 1 H. These are :

1. **Why : purpose of the presentation :** Before delivering the presentations, the speaker must ask himself, "What is the purpose of this presentation."

   An oral presentation can have different types of purposes :

   (i)   To inform   (ii) To persuade

   (iii) To educate   (iv) To influence

   (v)   To entertain and so on.

   The speaker should analyze all types of purposes and decide the main theme of his presentation.

2. **Who : audience level :** The next question the speaker should ask himself is, "Who are the persons he is going to address?" What is the age, education, status and knowledge level of his audience?

   All this would help him in deciding the format, tone and the manner of the presentation.

3. **Where : venue of the presentation :** The venue of the presentation should be a quiet place so that there is no noise, distraction in the oral presentation. The sitting arrangement should be made with care so that the speaker is within the reach of each and every member of the audience.

4. **When : time of the presentation :** The time of presentation should be so fixed that it is suitable both for the speaker and the listener. Presentation after the office hours should be avoided because at that time, concentration is at the lowest level. The speaker must stick to the time limit allotted to him. He must conclude his speech within the specified limits. Speaking endlessly would bring a negative response from the audience.

5. **What : subject-matter :** The subject-matter should be decided after studying the character of the audience. The speaker can anticipate the response of the audience and decide about the subject-matter.

6. **How : method to achieve right effect :** For this, the speaker must arrange his topic properly. Only the important and the relevant points should be employed. He must also be careful about his language and words but all these should match the expectations of the audience.

   These six helpers go a long way in helping the speaker to plan his presentation.

Preparing a Presentations

Next important stage is preparation of presentation and for this following points are to be considered:

1. **Development of Central Idea :** The central idea of the presentation is always audience-centred and should be developed in such a way that it describes the entire presentation in a single sentence.

2. **Assembling Supportive Material :** Every supporting material should be gathered by the presenter so that it can be utilised effectively and appropriately when required without wasting his as well as audience's time.

3. **Plan Audio-Visual Aids :** The aids that are to be used for the presentation should be prepared in a well organised way so that they can be used promptly at appropriate time. These aids may include speech notes, instruments and their connections, data slides, etc.

Q.6. **Elaborate the various techniques of presentation.**

Ans. <div align="center">**Techniques of Presentation**</div>

The different techniques used while making presentations are :

1. **Role-Playing :** Role-playing usually includes the presenters of a presentation taking on different roles or playing different characters to get their point across to an audience. The best advantage of role-playing is that it can bring into play a number of perspectives on a particular issue by making different characters expressing their individual viewpoints.

   Even questions of the audience can be anticipated in this manner, i.e., one of the characters in the role-playing is for asking questions which the presenters think the audience might want answers to. Rather than one person making the entire presentation, role-playing can be used to convey important information in a less monotonous way by means of interactions between the characters.

2. **Lecture :** A traditional method of oral communication is giving a lecture to an audience. A lecture is an educative talk, given especially to students in a school or a university. Teachers, since time immemorial, have been teaching students by lecturing. A good lecturer understands the importance of lecturing on the subject-matter with a healthy dose of humour and some anecdotes to make it easy for the audience to understand. For a lecture to be effective, it is helpful if the speaker provides the audience with a list of the points that are going to be covered in his speech. This indicates not only that the lecture has been carefully organised but also that it will be simple to keep up with. The best lectures, by teachers or others, encourage the audience to think in ways different from the generally accepted norms.

3. **Audio-Visual :** Using audio-visual aids while making a presentation on a given subject means to use both sight and sound to appeal the audience rather than to use just spoken words or visuals. They are a powerful way of arousing the audience's curiosity with regard to the subject and also ensuring that the audience actually remembers what was said in the presentation. One good audio-visual could perform the job of a thousand words.

   The way the audio-visual aids are to be handled should be well understood and mastered to avoid mismanagement during the presentation. Examples of audio-visual aids are a film projector, VCD player, television, computer and LCD projector.

4. **Demonstration :** A demonstration is the act of displaying the operation or use of a product, machine, process, device, or the like to a prospective buyer. For example, in business, a demonstration refers to showing the working of a product or service performed by a company. A demonstration can also be used to educate voters as to how to exercise their voting rights by casting votes through electronic voting machines. A demonstration is also a part of presentations made by a salesman wherein

he tries to show to a potential customer how the former's products can meet the latter's needs. To do so, he must not only arouse but also maintain the customer's interest in his products.

5. **Dramatisation or Skits :** One of the techniques that can be used while making a presentation is to present information through plays, i.e., through dramatisation, or through skits. Instead of the presenter simply appearing on stage before an audience and reading out his presentation in a boring way, dramatisation or skits provide a much more interesting way to communicate with an audience. Skits involve different characters talking to each other, allowing the audience to grasp important information in an entertaining way. A successful presentation consists of preparation and delivery in the ratio of 75:25. Thus, it is crucial to plan the dramatisation part in an oral presentation and organise its contents in such a way that they produce the best possible effect on the audience.

6. **Case Studies :** A case study can also prove to be a valuable source in making presentations. It is an in-depth investigation of a certain subject. It often involves merely noticing, or reconstructing the case history of a single person or group of individuals or a situation over a period of time. Case studies allow a researcher to investigate a topic in far greater detail than might be possible if they were trying to deal with a large number of research participants with the aim of "averaging'. If a case has been studied and examined thoroughly, the content of the presentation should pose no problems. The advantages of case studies are that they provide detailed, rich qualitative information and insights for further research. The disadvantages of case studies are that the results cannot be generalised to a wider population, the researcher's own subjective feelings may influence the case study, and that they are time consuming and difficult to replicate.

7. **Problem Solving :** The emphasis here is on problems such as stress, conflicts and peer pressure. Solving these problems requires methods such as brainstorming, reverse brainstorming, Gordon methods, etc.

8. **Sentence Completion :** Sentence completion techniques involve giving the audience members half or partly formed sentences and asking the audience to complete them. Getting or expecting answers from the audience is not the sole objective of the presenter. The main aim is to bind the audience and check whether the audience is attentive to the presentation or not. Hence, the way the audience completes a sentence reveals much more about the thoughts, feelings and mental conflicts of the audience.

Q.7. Explain the various types of Visual aids.

Ans. <div align="center">**Types of Visual Aids**</div>

The various types of visual aids are explained below :

1. **Handouts :** A handout is a sheet of paper provided to each of the audience members with a gist or an outline of the entire presentation or information to support the presentation such as graphs, tables, and charts. Handouts can aid the audience members by reminding them of the core subject and information of the presentation. Handouts are useful in the sense that the listeners can refer to them during the presentation or carry them after the presentation is over. Also, if the audience

members wish to take down notes, they can do it on their handouts. Generally, however, many speakers give handouts in the last after the presentation is finished because at times, it happens that the audience starts reading the handouts instead of listening to the presenter and thereby making handout to be a material for distraction rather than being a presentation aid.

2. **Tables :** Tables add weightage to a presentation and present data, i.e., words, numbers, or both, in the form of columns and rows. They may be the least visually appealing technique of presenting information, but they are by far the most effective.

3. **Graphs :** In all probability, graphs are the most often used visual aids for presentations. A graph is a simplified drawing showing the relation between variable quantities, typically two variables, each measured along one of a pair of axes at right angles. These visual methods can make the point in a much stronger way than simply describing the data. Graphs can be of the following types :

   (i) **Line Graph :** It is a graph in which data is represented by dots joined by lines. Together, they show how the value of one variable changes as the value of some other variable increases or decreases. The line derived by plotting data shows a certain trend.

   (ii) **Bar Graph :** A bar graph is one which represents the values of variables with the help of vertical bars. It is mainly used for the purpose of comparison.

   (iii) **Pictographs :** Similar to a bar graph, a pictograph, rather than using bars to represent the values of the variables, uses symbols to do the same.

   (iv) **Geographic :** It is a kind of graph which uses pictures. It is used for comparing geographic divisions like regions or states, etc.

   (v) **Pie Graph/Chart :** A pie graph consists of a circle which is divided into sectors, each of which contains one category of information; the area covered by each sector represents that category's proportion in relation to the whole. The total sum of all the area is 100%.

4. **Chalkboards and Whiteboards :** When one is speaking to a small number of people and wants to quickly jot down their ideas during a brainstorming session or otherwise, chalkboards and whiteboards are very useful. In a presentation, the presenter can use not only one but many boards and can prepare text or graphics beforehand and display it when necessary. Using such boards facilitate flexibility as the information written on them can quickly be erased and new information can be written in its place. They can, however, prove to be too messy to handle in some situations.

5. **Flip Charts :** A flip chart is a set of sheets, stuck together at the top so that each sheet can be turned over to reveal the next to show information or illustrations in sequence. The sheets can be made of cardboard or paper. Each of the individual charts has a point to make. There may be a few lines summarising the entire presentation on one chart, a graph or diagram on another chart, and so on. By using different coloured markers the presenter can highlight his ideas as he goes along. While addressing small, informal groups, this technique is very effective.

6. **Slides :** Slides may contain pictures, text, or graphics. Slides of best visual quality can strongly influence any audience. However, a room with dimlights is needed for the

images to be seen vividly and this causes loss of eye contact with the audience. Unlike with other methods of presentation, it will not be possible for the presenter to add any impromptu notes or records to the slides. When one is working with slides, it must be made sure that they have been arranged in the right order. It would be ideal to number the slides so that if there is any disruption in the order of the slides, they can quickly be reordered.

7. **Computers :** Creating, storing and delivering graphical presentations are a few of the uses personal computers may be put to. Multimedia presentations can be made by using personal computers by means of diverse combinations of various kinds of media such as animation, video, text, images, and sound, which computers allow access to. Using these multimedia presentations, the presenter's message can be delivered to the audience in a much more effective way. The simple devices required for this purpose are:

   (i)   A personal computer,

   (ii) Presentation software, and

   (iii) A projector to display the images larger on the monitor so that the audience can view them appropriately.

   After the presentation is complete, the presenter can give away printouts of the different slides used in the presentation to the audience. Computer presentations can, through e-mail or snail mail, also be mailed to potential clients.

8. **Videotapes, Audiotapes, Filmstrips and Films :** While audiotapes are useful in their own way, they only appeal to the human beings' senses of hearing; video, however, is more powerful and appeals to both the senses of sight as well as hearing. For example, in a human resources management training seminar, a videotape showing mock interviews would be an extremely helpful resource to discuss valuable interviewing strategies. The presenter should use video to bring sound, pictures and movement into his presentation. The video clip on display must be directly relevant to the content being spoken. Just as with computer presentations, these tapes, if required, can also be mailed to several reverent clients or even to the employees.

9. **Overhead Projector (OHP) :** Transparencies or OHP slides are displayed on an overhead projector. They are basically used in the case when the presentation is to be given in front of a large group of audience.

   Content can be written on them with the help of sketch pens or colour pencils. The presenter's slides can be produced in the following ways:

   (i) **Pre-Prepared Slides :** These may comprise pictures or words, either written by hand or produced via a computer.

   (ii) **Spontaneously Produced Slides :** These slides may be written down by the presenter while he is speaking. The purpose of these slides is for the presenter, i.e., it helps to make his own points or jot down comments from audience members. New comments should be added by the presenter to pre-prepared slides as the presentation proceeds. This will mark out change, show movement and signal in depth relationships between points.

There should be such an arrangement so that the text on the presenter's slides can be read even from the back of the room. The amount of information on each slide should be precise. Excessively complicated diagrams should be avoided as this distracts the audience from listening in a focussed way. Lists of abstract words can be misleading or uninformative and, therefore, they should also be avoided.

10. **35 mm Slider :** Though PowerPoint has fundamentally replaced 35mm slides, they do make their presence felt in presentations at times. Both PowerPoint slides and transparencies are less expensive than 35mm slides. The number of 35mm slides used in a presentation should be limited because too many slides create confusion and are less effective. They should be used by the presenter to make very valuable points that he wants his listeners to remember. An actual photographic image in a dark room is what it is used to show. Some tips to keep in mind while using 35mm slides are:

    (i)   Clean the dust on the lens using a soft cloth.

    (ii) A remote control device with a long cord should be used.

    (iii) Always face the audience while describing the slide.

    (iv) If power fails, be ready to grab the attention of the audience without the slides.

11. **LCD Projectors :** LCD projectors are an important means to make the presentation more effective. Graphics, images, graphs, charts, etc., can be used to give the presentation an eye-catching look. LCD projectors can be easily connected to the computer in order to make the presentations of high quality. LCD projectors can be applied to broad areas but its initial investment is costly.

12. **Models and Physical Objects :** To make a presentation more memorable, models and physical objects are often used to show and make the audience understand the entire procedure of how to do something. For example, medical colleges use a lot of models and dummies to demonstrate the anatomy of the human body which gives the students a much clearer picture of what is being talked about. Also, the use of a smaller model, e.g., a house in a presentation gives the audience an idea of how much area it will cover, how large or small certain rooms will be, how much space will be needed for the garden, etc.

Q.8. **Explain the process of preparation of PowerPoint presentation.**

Ans. **Preparation of PowerPoint Presentation**

The presentation prepared with the help of Microsoft PowerPoint programme is called PowerPoint Presentation. This consists of number of slides which comprise information regarding a particular matter. The use of PowerPoint presentations can be usually seen in education and training purposes, business meetings, etc.

Mostly, the PowerPoint presentations are synchronised, i.e., the information from the first slide of title to the last slide of conclusion is properly organised. With the use of presentation, either prepared from PowerPoint presentation or through other software, it becomes easy to understand the speech, interpret meaning out of complex information and attract attention of the audience.

On the other hand, if the presentation is not well organised then the result can be negative, i.e., if the speaker has used lots of content or bad graphics, then it will irritate audience and they

will lose focus. The communication becomes effective with the use of PowerPoint presentation and it does not make any difference what the topic is.

The process of preparation of PowerPoint presentation as follows :

1. **Design :** Design is the most important element that offers a professional touch to any presentation. For a range of topics, presentation helper assists with large choices of free PowerPoint templates. One must remember following points, while creating a PowerPoint presentation:

   (i) **Compose Slides :**

      (a) Avoid copy-pasting of slides from different sources.

      (b) Try to use the basic designs that are simple and easy.

      (c) Select the font that is easy to read.

      (d) Font size for text and header should be selected cautiously.

      (e) Space should be left for pocket notes, images, comments, etc.

      (f) Slides should not look too decorative; give it more professional touch.

      (g) Use such design which has enough space to accommodate your message. Do not try to restrict your message.

   (ii) **Use Consistency :** One can follow certain rules related with consistency while preparing a presentation:

      (a) Same font face and size should be used in all the slides.

      (b) Colour scheme and theme should be kept same in all the slides.

   One can use different elements in their presentation such as highlight headers, create new frames for images/figures, company logo and create customised slides, etc. However, one must avoid excess usage of these elements.

2. **Colours :** A presentation will be spoiled if one makes wrong choice of colours. In case one is not certain about the choice and suitability of colours, he/she should use colour blender to have a group of up to six similar colours shades. It can be done just by moving the RGB ((Red, Green and Blue) sliders to and fro. Point to be remembered while choosing colours are:

   (i) **Use Contrast :** It involves :

      (a) Using black colour text on white background can be monotonous yet best option as it gives a clear contrast.

      (b) If one is interested in using different colour than black and white, it should be pleasing to the eye and a fair contrast must be used so that the audience does not have to stress their eyes in order to interpret what is written on the slides.

   (ii) **Apply Brilliance :** In order to apply brilliance, keep following points in mind :

      (a) For highlighting messages in the presentation colours must be used cautiously.

      (b) Try not to use too many colours at the same time as it will reduce the effect of colours in the presentation.

(c) An excellent selection must be made for colours that match the design and fair contrast to highlight the message.

3. **Text :** In a PowerPoint presentation, text also plays a crucial role. It involves:

   (i) **KISS :** Keep it Simple and Straight:

   (a) Easy and to the point text should be used.

   (b) The presentation should contain only keywords.

   (c) Writing sentences in the presentation should be avoided.

   (d) One should not read the slides in a presentation; he/she must talk freely to the audience.

   It should be remembered that slides are there only to assist and not to substitute ones conversation. If one wishes to discuss on certain subject, furnish some data or elucidate a situation, the only thing one should use is the keywords given in the slides.

   In case one reads completely from his/her slides, the audience will be displeased and may stop paying attention to the discussion.

   (ii) **Take Home Message:**

   (a) A take away message should always be conveyed in a presentation.

   (b) It can be anything such a story, a message or a synopsis of ones data.

   (c) It must be presented like an icing on the cake.

4. **Images :** In a presentation images play a very crucial role. Involving more senses to the discussion will make the presentation more effective. The audience has eyes and ears and they want to have a glimpse of what the presenter is discussing about. A decent image can assist the audience in understanding the message in a better manner. One should take into account following points discussed below:

   (i) Minimal text should be used. However, try to use more images.

   (ii) The purpose of images should not be decorative.

   (iii) Message can be balanced or strengthened with the use of images in the presentation.

   (iv) Images must be employed for imagination and explanation.

   (v) An image can define a situation better than thousands of words.

5. **Animation and Media :** Animations can be very influential method to explain and imagine a complex subject. There is a slight distinction between a professional and comic impression in animations. A decent animation not only enhances the ability of the audience to comprehend messages but also attaches the messages to the audience. Hence,

   (i) Make cautious use of animations and media.

   (ii) Attention of the audience can be attracted by using animations.

   (iii) For highlighting an effect or explaining a model, animations can be used.

6. **Target and Content :** The content of the presentation is determined by the target audience. For example, it is pointless to give a presentation on complicated matters

related to economy to the school kids. However, one can make them understand what economy is and what its significance is.

(i) Keep Your Audience in Mind : It involves :

   (a) What is the audience aware of?

   (b) What the presenter wants to tell the audience?

   (c) What is the audience looking for?

   (d) What will attract the interest of the audience?

   (e) What the presenter can make them learn?

   (f) What will keep the audience motivated and determined?

   (g) The above stated questions must be answered while moving to the slide containing the essentials.

   (h) The essentials must be described brilliantly while having conversation with audiences using ones favourite mode, i.e. animation, images and text.

(ii) Practice : One can convince the audience and keep them involved with the help of a well-developed and enthusiastic conversation. Points to be kept in mind for a nice conversation are discussed below :

   (a) Be well-acquainted with all what is in the slides.

   (b) Speak openly.

   (c) Be confident while speaking and conversation should be loud and clear.

   (d) Not speak too fast.

   (e) Not lose eye contact with the audience while having conversation.

Q.9. Explain the merits and demerits of PowerPoint presentation.

Ans.   **Merits of PowerPoint Presentation**

Following are the advantages of PowerPoint Presentation :

1. **No Need for Hand-outs :** One of the advantages of PowerPoint presentation is that, when the slides are projected, the effect is good and the words written on slides are easy to read. However, this requires a big screen and a good projector. Therefore, there is no need for hand-outs.

2. **Can be Easily Modified :** PowerPoint Presentations can be easily modified or altered in comparison to other visual aids like objects, posters and charts.

3. **Easily Re-Order Presentation :** It is very easy to reorganise the content in PowerPoint Presentations. One can do that by just a drag and drop.

4. **Attracts the Audience :** While delivering presentation, PowerPoint slides help to attract the attention of large audience as they can clearly see and read what is written on the slides.

5. **Easy to Present :** PowerPoint presentation has the feature of automatically changing the slides. So, it is an advantage for the presenters as they can present the topic without losing eye contact.

6. **Useful for Preparing Attractive and Colourful Design :** Even without having proper knowledge about graphic design, one can easily prepare a presentation with the help of standard templates and themes.

Demerits of PowerPoint Presentation

Following are the disadvantages of PowerPoint Presentation :

1. **Oversimplification of Topic :** In a PowerPoint presentation, the individual cannot give the topic in much detail. He/she has to compile the topic in short and present them usually under bullet points. In such presentation, the detailing of the topic cannot be done, hence, it is inappropriate to point out the complexity of an issue.

2. **Lose of Focus :** The presenter sometimes loses focus in making the presentation more attractive, *i.e.*, they forget to add the main content. Additionally, if the presentation is too attractive, then the audience may give more focus to slides instead of the presenter's words.

3. **Blend of Content and Graphics :** At times, it comes to blunder when the presenter is not able to strike a balance between texts and images.

4. **Slides become Congested :** The other disadvantage of PowerPoint presentation is that the presenter, in order to avoid speaking, fills the slides with texts and images. As a result, the slides become congested. For example, presenter has filled the slides with his/her creative ideas which help him/her to speak less.

5. **Focus on Medium, not Message :** Many presenters do not realise the fact that the prime focus should be on giving the presentation or getting the message across. PowerPoint should only be considered as a medium.

6. **Ease of Creation :** One of the disadvantages of PowerPoint presentation is that the presenters prepare the presentation as per their comfort. For example, using only text or only images throughout the slides.

Q.10. Elaborate the turm 'writing skills'. Also discuss various purposes of writing.

Ans.

Writing Skills

The writing ability plays a very important role while communicating with the customers. Effective written communication is essential for business proposals, customer documentation, status reports, technical support, as well as for replying to the e-mails.

Writing skills are very essential for communication, no matter which level of organisational structure the employee belongs to. Improving the writing skills can provide maximum benefits to the employees of managerial level.

Managers need to draft reports, e-mails, letters, and memos in order to give instructions to their subordinates and to direct them. If the message is not communicated clearly, then the subordinates will waste much of their time only in interpreting and the message.

The chances of misinterpretation also exist if the written communication is inefficient. Hence, this particular skill is of utmost importance for a manager to foster his career.

Purpose of Writing

Following are the main purposes of writing :

1. **Writing to Inform :** If a writer provides some information and attempts to explain it, then that written information is known as 'informative writing'. It is also known as 'expository writing' as it explains or elaborates the facts and ideas. This form of writing generally focuses on the topic or subject under discussion.

   It is the information and not the opinions that are presented through the informative writing. It is drafted with utmost objectivity because its purpose is to inform or educate the readers and not to persuade them.

   Informative Writing- A Checklist : In order to determine whether a document is written in an effective informative manner, the below mentioned questions are asked. If they have a positive answer, then the writing is effective informative writing:

   (i)   Does it target the topic to be discussed?

   (ii) Does it inform the readers rather than persuading them?

   (iii) Does it provide precise and accurate information?

   (iv) Can the details and source of information be verified?

   (v)   Whether the information provided by it is clear and logical?

   (vi) Is it good to read?

2. **Writing to Persuade :** This form of writing is called 'persuasive writing' as it attempts to convince the readers for certain viewpoint on a controversial or arguable topic. The matter under consideration generally has two or more opinions towards it. The job of the writer is to convince the reader to acknowledge the point stated. In this type of writing, the opinions are stated and not the facts. This form of writing is also known as argumentative writing. The focus of persuasive writing is on the reader. The aim of the writer is to try and amend the thoughts of the reader and make it similar to that of their own thoughts. Opinion essays, editorials, business research reports, reviews, religious books, brochure of a political party, etc., follow persuasive form of writing. Expressing an opinion is just a single aspect of persuasive writing. There is much more to it. The opinion expressed by the writer should be convincing and backed by the facts and evidences. The viewpoint must be argued properly. The explanation of the opinion must be acceptable, logical, and well-organised.

Q.11. Explain the procedure of planning a business message. Discuss the major techniques of writing the message.

Ans. **Planning a Business Message**

The main focus of this step of the writing process is to have anything something- written on paper or on the screen of the computer. In the case of the majority of the writers, the toughest part is to start. But the individual becomes more confident and comfortable if the one sees the ideas written down in front of him. Criticizing and understanding become easier when there is something to see.

If the topic is properly researched, it will make the starting more easy as there will be something solid to comment on and to develop on it. Every element of the activity will be

connected to and support the other. Cautious research is an important element of the pre-writing stage of the writing procedure. Yet, it is not easy to begin the writing procedure. The different types of strategies can be used to develop, prepare and customize the correct information for the audience. Any one of the below-mentioned methods can be used either individually or in combination with other:

1. **Clustering :** The words or phrase that explains the topic in the best possible manner should be written in the middle part of the paper sheet and then other words or phrases that are generated in mind should be written down. This can also be done on the computer screen with the help of "mind mapping" software such as FreeMind, XMind, or iMindMap for creating different clusters. Encircle every word or phrase while writing and relate it to the word from which it is developed.

2. **Brainstorming :** The writer should explain topic in a word or phrase at the top of the paper sheet or the computer screen and then make the list of the information known or that is obtained related to the topic-using any sequence and as fast as possible. Brainstorming can be seen as thinking aloud apart from recording these thoughts.

3. **Outlining :** The majority of writers may find that outlining is the easiest and most comfortable method for starting or continuing the report or letter planning. There may be a number of steps in outlining so there is nothing to worry about if the first step is short and disordered. It is not important to have it in a formal format (having roman and Arabic numbers), good looking or comprehensive.

   It is not to be presented to anyone else apart from the writer. The preliminary outline can be used as a faster method to develop some ideas, a comfortable place where different information can be stored. Some important points can be written down some sub-points in this method.

Techniques for Writing the Message

Some of the techniques for revising a matter are as follows:

1. **Always Keep it Simple :** Keep the sentences free from any complex words and phrases. For example, 'It would not be inadvisable for you to affix your signature at this point in time' can be written simply as 'you may sign now'.

2. **Keep it Conversational :** Write the sentences in such a way that it conveys the meaning clearly. For example, "Our Accounting Department takes this opportunity to inform you that we have credited your account with the aforementioned amount" can simply be written as 'We're pleased to credit your account with 100.'

3. **Remove Opening Fillers :** Avoid using such fillers which unnecessarily extend the sentences. For example, write 'we must promote four new menu items' instead of 'there are four new menu items that we must promote'.

4. **Eliminate Redundancies :** Some unnecessary combination of words exists where either both the words reflect the same meaning or only one of them is sufficient to convey the meaning. Such words should be avoided. For example, personal opinion, collect together, contributing factor, etc.

5. **Try to Reduce Compound Prepositions :** 'At such time' and 'at which time' can be replaced with 'when'. Similarly, 'due to the fact that' can be written as "because".

6. **Try to Purge Empty Words :** 'In the case of', 'the fact that', 'as for the', etc., are some of the examples of empty words and they should be avoided. For example, 'In the case of Jet Airways, the airline improved its in-flight service' can be written as 'Jet Airways improved its in-flight services'.

Q.12. Discuss the rewriting and editing of the final draft.

Ans. <h2 align="center">Rewriting and Revising the Final Draft</h2>

The important steps in the writing process are revision and rewriting. This will need more than just looking at the work. One should not try to skip the revision step as one has written down the required number of words or sections or one thing that enough time has been allocated to it.

Once the draft that is expected to convey the suitable message to the audience is produced only after that the revisions are performed. Revisions made by the writer will decide the quality of the letter, memo, or report.

Allow Enough Time to Revise : Similar to the planning or drafting, revision is also not performed in a single step. It is done over a long-time frame. Proper allocation of time must be ensured.

1. Drafting and revision must not be done in one go. If time permits, then wait for at least one day before revision.

2. Take the help of any friend or co-worker who knows the topic and can provide some feedback.

3. Read the revised work atleast twice.

4. **Eliminate Redundancies :** Some unnecessary combination of words exists where either both the words reflect the same meaning or only one of them is sufficient to convey the meaning. Such words should be avoided. For example, personal opinion, collect together, contributing factor, etc.

5. **Reduce Compound Prepositions :** 'At such time' and 'at which time' can be replaced with 'when'. Similarly, 'due to the fact that can be written as 'because'.

6. **Purge Empty Words :** 'In the case of', 'the fact that, as for the', etc., are some of the examples of empty words and they should be avoided. For example, 'In the case of Jet Airways, the airline improved its in-flight services can be written as 'Jet Airways improved its in-flight services'.

Editing of the Final Draft

Editing can be seen as a quality control step for the reader. This step in the writing activity can be seen as equivalent to automobile detailing- the preparation that is done by any car dealer to prepare the new car for the potential customers. Once the writer is ensured that all the big decisions related to content, organisation, and format are made as desired and the manner in which and when it is needed for the audience, then the editing is performed.

While editing, one has to look for the work to be readable and accurate. This is the step in which the main focus must be on following:

1. Sentences, 2. Spelling, 3. Word choices, 4. Grammar and usage, 5. Punctuation, and 6. Tone.

Similar to writing, one should not miss or fast pace the editing activity considering that once the ideas are written, the entire work is also completed. If reading the work is not easy or some spelling or punctuation mistakes are there, then the reader may believe that the research and ideas are also having some mistakes.

During this step of writing process, writer needs to check the smallest of the details. A spelling and grammar checking software can be used. Another better way is to ask someone else to read the article because it is very likely that the other person may spot those errors which might have went unnoticed from the writer.

Q.13. Differentiate between government letters and business letters.

Ans.

Difference between Government Letters and Business Letters

S.No.	Basis	Government Letters	Business Letters
1.	Definition	Government letters are exchanged between government officers or employees in connection with government work.	These are written between businessmen in connection with business or profession.
2.	Formality	Government letters are completely for- mal and are of serious nature. Set kind of rules are followed about their language and structure.	These are less formal and are more intimate. Some business letters, can be lengthy also.
3.	Closeness of relations	There is no question of emotions in government letters. There is no inkling of the mutual or personal relationship between correspondents.	In some business letters there may be touch of personal relationship. By reading them one may guess that there are some personal relations between cor respondents.
4.	Method of writing	In government letters, in addition to mentioning date and reference number, the writer has to follow certain accepted method about their structure.	These letters may have date and refer-ence number and the style of writing has to be as per accepted ractice but there are o hard and fast rules.
5.	Subject	The subject of government letters is always official and one letter cannot simultaneously deal with two subjects.	More than one subject may be taken in a business letter.
6.	Language and style	When writing government letters it is ensured that there must be restraint in the writing style. Metaphors and poetic language has no place in government letters, only facts are mentioned in clear and straightforward manner.	In business letters, one can use flowery or skilful language and say things in a round about manner so that the reader may be impressed and the purpose of the writer may be served.
7.	Name of receiver	Except in demi-official letters the correspondence is done not in the name of writer or receiver but by their designations.	Business letters may be written by names or by designations of writer and the receiver.

8.	**Originality**	There is no place for originality in government correspondence. Their format and way of writing is as per laid down rules.	Though business letters are also written in an accepted style but they can be changed according to the needs.
9.	**Signatures**	In the case of government letters the writer signs it (*i.e.*, puts his name) but does mention his post or designations also.	In business letters the writer mentions on whose behalf he is writing it and mentions his position such as partner, proprietor or manager etc.
10.	**Size of paper used**	Government letters are written on full scape paper of the size 13" x 8" or half size papers. The colour of paper is, generally, white or light yellow. A margin of 2" is left on the left side for comments etc. The envelopes used in government offices are also of different size and style.	There is no standard size or colour of business letters. The envelopes used by private business-houses are also of good quality.

Q.14. Elaborate demi-official letter. Also discuss the features and specimen of demi-official letter.

Ans. **Meaning of Demi-official Letters**

Such letters are written between government officers of equal ranks on official matters requiring urgent disposal. This method is resorted to when any officer feels that any matter needing urgent disposal is being lingered on because of red-tapism. Demi-official letters are exchanged between officers on somewhat personal level but these are in all respects official letters and about official business. These letters are written to draw personal attention of the officer concerned. Such letters are addressed by name and the sender of the letter does not mention his designation. In other words, Such letters are addressed to the receivers, not by their official designation, but by their names. For example, one Mr. Gopalan may be a Deputy Director in a department, the demi-official letter will not be addressed to 'Deputy Director' but to Shri Gopalan as: 'Dear Mr. Gopalan'. The complimentary close is also different instead of writing 'yours faithfully', the writer writes 'yours sincerely.' Such letters are opened personally by a person to whom they are addressed.

Features of D.O. Letter

The following are the main features of a demi-official letter:

1. Demi-official letters are written in the form of a personal letter.
2. The place and date is written above as in a business letter.
3. It is written in personal and friendly tone.
4. It is written in the first person.
5. If the officers are well-aquainted with each other and have good relations, the usual salutation is 'My dear........' But if the relations are not very close, the salutation is 'Dear Shri............'
6. The address of the addressee is written below the signature at the left hand side corner.

7. The subscription is as 'yours sincerely' and not as 'Yours faithfully.'
8. The designation of the writer is not written with his signature.
9. The D.O. letter is signed by the writer himself.

Specimen of D.O. Letter

Arnav Chaudhary

Sr. Stupid

R.M.S. Delhi.

D.O. No. P/RN/2021

Dt. Delhi 10th May, 2021

Dear Shri, Ankush

Kindly refer to correspondence resting in your office vide our letter No. P/RN/2021 dated 10th May, 2021 regarding fixation of pension of Shri Rajesh, retired senior assistant of this office. It is almost six months now when Shri Rajesh's case was referred to your office for fixation of his pension but unfortunately no progress in the matter has been made inspite of repeated reminders. Mr. Rajesh has not yet started getting his pension and you know how difficult it is these days to pull on without a regular source of income.

I hope you will personally look into the matter and get the pension of Mr. Rajesh fixed at the earliest.

Yours sincerely,

Arnav Chaudhary

Shri Ankush

Asst. Accountant General,

Posts & Telegraphs,

Delhi.

Q.15. What are official letters? Discuss with an example. Also discuss the difference between business letter and official letter.

Ans. **Official Letters**

Official letters are the ones that are written by a business or non-business organisations on topics related to the official issues. Alternatively, official letters indicate the correspondence between two or more organisations on any issue other than the business issues. Official letters may have the various parties in the form of Governmental, semi-governmental, no trading concerns, and so on. With the help of this letter, a person can interact with the some other entity on any official issue related to it and the organisation in which he is working in. Normally, discussion about the deal or payment orders and service quality provided by the organisation can be discussed via official letters.

Official letters are commonly used in daily life, for example, applying for the different jobs, leave or permission. It can also be sent to various officials for lodging complaints or for asking a favour or for conveying appreciation, etc. It is important to follow the formal style and have clear and accurate writing.

Example of Official Letter :

To the Manager of a Company Applying for the Post of a Data Entry Operator

From

Arnav

11, Sadar Bazar

Meerut, 250001

To

      The Manager,

      Sytel Tech Ltd.,

      25, New College Road,
      Ghaziabad, 210001

Respected Sir,

This letter is to apply for the post of Data Entry Operator in your esteemed organisation. My age is 22 years and I have completed B.Sc. Computer Science with First Class. I have also qualified typewriting higher in English and possess good computer knowledge. A copy of my certificates is enclosed with this letter.

If I am selected, I assure to fulfill all the duties and responsibilities with honesty.

My address is mentioned above.

Yours faithfully,
Arnav
Address on the envelope
The Manager,

Sytel Tech Ltd.,

25, New College Road,
Ghaziabad, 210001

Difference between Business Letter and Official Letter

Following are the differences between business letters and official letters :

S.No.	Basic	Business Letters	Official Letters
1.	Relation	Both personal and business relations are considered while writing business letters.	Only official relation is considered. No personal touch.
2.	Structure	The structure of business letter is not defined.	Official letter has defined structure.
3.	Complementary Close	Complementary close is an important part for business letter.	Complementary close is absent in official letter.
4.	Objective	The objective of business letters is to transmit the business-related information.	The objective of official letters is to transmit the official information only.

5.	Subject	Information related to commercial is the main subject in business letters.	The subject of this letter includes official information and news.
6.	Nature	Business letters are trade and commerce oriented.	Official letters are completely office-oriented.
7.	Method	This letter uses persuasive and direct method while drafting.	This letter uses indirect method while drafting.
8.	Language	The language used in business letters is clear and technical.	The language used in official letters is traditional.
9.	Size	The size of letter can both small and medium.	The size of official is always small.
10.	Clarity	It is simple.	It is comparatively complex than business letters.

Q.16. What is meant by office memorandum? Discuss the various categories of memorandum.

Ans.

Meaning of Office Memorandum

A memorandum refers to a formal message that is communicated in a written form to a person within an organisation in order to fulfil some special needs. It is generally documented in traditional form and is also known as a business memo or inter-office memorandum. Memos are quite significant medium of internal written communication.

The main purpose of writing a memo is to gain prompt response to the writer's query. Memos are used by people belonging to different departments and designation in an organisation, it may be a government official, a sales executive or a director of a company. Generally, all departments of an organisation whether big or small often use memos to convey certain information to their employees and to receive feedback.

Many objectives are obtained using business memos as they also help in the

process of decision-making. Memos can be quite useful in :

1. Discussing and explaining a problem.
2. Making a request for replenishing the shortage of resources or for providing some information.
3. Making proposals and requests for more of these.
4. Conveying policy statements of the company.
5. Communicating official directives and guidelines.
6. For requesting quick response from the reader.
7. For inviting the receiver for attending business meetings and conferences.
8. For giving suggestions, recommendations and feedback.

Various Categories of Memorandum

Various categories of inter-office memo are as follows:

1. **Direct Memos** : These can be understand as follows :

   (i) **Routine Enquiries :** Memos related to routine enquiries starts with the request made and then proceeds in sequence while discussing all the necessary points. It emphasises on logical and clear expressions.

These memos start with the aim with which the memo is being written, after that the required clarification is provided in logical format. Polite words are used to end the memo.

(ii) Routine Responses : This type of communication involves passing on the routine information to the concerned persons. Here the sender and the receiver interact on the topic related to the query and there is no exchange of personal feelings.

This type of memo is generally used for communicating a direct order. It shows the content in a sequential form. It highlights the important topics like transportation, room and board, etc., in an orderly manner. Here the language used is to the point and quite simple.

(iii) Policy Memos and Directives : Memos can also be used to convey certain instructions and policies of the organisation that include some written communication pertaining to guidelines of doing work, methods and instructions. These memos are always to the point, formal, simple, and chronological. The rules and policies to be communicated are generally highlighted so that the important information stands out from rest of the message. In the policy manuals, such memos are assembled together generally in the form of loose-sheets and put inside a notebook. These leaflets are updated with the issue of new memos.

2. Indirect (Bad News) Memo : Certain memos which convey negative news to the employees are also very common in different organisations. In such a case utmost diplomatic skills are needed. These memos are used to convey personal information to the concerned person.

Such messages require the writer to be diplomatic which simply means giving out logical explanations, justification, etc., leading to the disclosure of bad news. In other words, it is a type of message where negative words should be conveyed while emphasising on the positive points. These memos must have an indirect positive tone although they convey a negative message. However, it should not have any improper or ambiguous words to ensure that the message is interpreted in the intended manner.

Q.17. What are office orders? Explain the drafting office orders with an example.
Ans. <div align="center">**Meaning of Office Order**</div>

The term 'order' implies agreement or consent. An order must be complied with, since it carries a stamp of authority alongwith it. An office order follows the organisational hierarchy, i.e., from top level management to the subordinates or the low level executives. Thus, it is a downward communication mechanism. Generally, office orders are associated with:

1. Posting, 2. Promotion, 3. Bestowing or retaining specific benefits, 4. Bestowing or retaining accruals, 5. Notification of disciplinary activities, 6. Enacting specific conditions and limitations, 7. Cancelling of services,

Office orders are usually drafted when the communication is associated with the rights and the service conditions of an employee.

Drafting Office Order

It is very important to carefully draft an office order as it is an extremely sensitive and delicate kind of communication. There is a high probability of an office order resulting in some grave unintentional outcomes if it is misinterpreted or misunderstood.

At the time of writing an order, the drafter should be mindful of the following:

1. Office orders should be short and crisp. No irrelevant information should be included therein.

2. The person to whom the order is addressed should be distinctly mentioned, for example, some orders are designed to be exhibited on noticeboards of the organisation whereas some others are forwarded to the concerned people with copies to the concerned divisions of the organisation.

3. Besides employing a particular format, a person must cautiously select the style and language at the time of drafting an office order.

4. Language used therein must be clear and without any ambiguity. Simple, easy to comprehend words and terms should be used in the office notes so that every concerned person can interpret it easily. Refrain from using idioms, slangs and phrases in the orders.

5. It should be in an objective format mentioning all the reasons and statistics. While drafting the order, one should make use of lucid, incisive and chivalrous language.

Example of an Office Orders : Transfer Order

<div style="text-align:center">

ABC Pvt. Ltd
Meerut

</div>

Ref: 24/70Per   Date: 27.08.2021

<div style="text-align:center">

Order

</div>

Mrs. E.M. Ducat stands transferred to our Meerut branch and shall report at Meerut to Mrs. V. Bobbie (Area Manager), latest by Sep 4th, 2021. She shall bestower current duties to Mr. Sainath by Sep 29th, 2021.

Sd/-

Ajay Chaudhary - Manager (Human Resource)

cc: Accounts Officer,
 Administrative Officer

❑

UNIT-IV

Report Writing

SECTION-A VERY SHORT ANSWER TYPE QUESTIONS

Q.1. Define the term 'report'.

Ans. Report may be described as communication from someone who has to inform someone who wants to use that information. Report states or describes about the events or facts to someone who requires it. These reports can be written by the individual or by the committees. Reports can be prepared only after careful investigation, experiments, research, surveys and logical thinking. Such reports end with expert advice, suggestions and recommendations.

The word 'report' means 'to carry back' and has been derived from the Latin word *'reportare'*. A report refers to a description of the happening of a certain event that is carried back to a person who was not present on the spot. Generally, all types of memorandums, news items and letters come under the category of reports.

Q.2. What are statutory reports?

Ans. Statutory reports are prepared according to the legal provisions. *For example*, a report that is to be submitted to the office of the registrar of joint stock companies is prepared by the directors or secretary of the company as per the provisions of the Indian Companies Act.

Q.3. What is meant by informal reports?

Ans. Informal reports are prepared as per the needs or requirements of the company. Such reports do not have a formal structure. These reports are used to provide information about a certain matter or only to give suggestions.

These reports being informal in nature can be in both oral and written form. They are prepared for conducting an investigation, providing information, writing a report on an event, recommending an approach, carrying-out an operation, etc.

Q.4. What are accounting reports?

Ans. These reports provide an honest and to-the-point account of assets, liabilities, expenses, revenues and financial results of a company. These reports provide a variety of information and are written in different formats. Such reports provide the reader valuable information regarding an aspect or a part of a business.

Q.5. What do you mean by the term 'Scheduling' as a principle of report drafting?

Ans. A proper scheduling is required for report writing in order to avoid any type of unwanted pressure on the writers and to provide them with the sufficient amount of time for drafting the report. However, it must be kept in mind that there should not be a very long time gap between data collection and the report presentation because such reports are very likely to be out-dated and of no use.

Q.6. What is meant by proofreading?

Ans. Proofreading involves correction of grammar, punctuation, spellings, format, and the flow of content. When all the formatting work and revisions are done, each page is sent for proofreading. When texts are proofread, all the typographical errors and overall report's outlook are checked carefully. For this purpose, all the pages should be arranged in correct sequences and stapled. Also, the readability and appropriate brightness of all the report's copies must be checked when a photocopy is being submitted. No smudge or wrinkle should be present in the submitted pages of the report.

Q.7. What is meant by pie diagram or circular diagram?

Ans. Pie diagram is also known as the circular diagram. These diagrams are in two dimensional formats. In this diagram, total part, or the module parts are shown in a single circle. During comparison of the data, this diagram doesn't use the absolute value but it takes the percentage value.

Pie chart is generally used where data is represented in percentage form (100%), where every slice size is the % proportion of the category it shows. In this graphical representation, the segments are arranged clockwise.

Q.8. What are technical reports?

Ans. Technical report is that which is based on presentation of data in technical and scientific manner. Such reports are written not by laymen but by technical experts. Use of scales, logarithms, calculators, scientific formulae and illustrations is a must for technical reports. A technical report is well paragraphed, logical, exhaustive and authentic. Nothing is left to imagination or conjecture.

For example, writing a report on the causes of short-circuiting in a factory, latest bye-pass surgery techniques, present day tele-banking, project report regarding setting up some new project, roadworthiness of a new car, etc. are all technical reports.

Q.9. Discus the progress report.

Ans. Progress reports may be defined as reports which state progress made by an employee, or a section or a department or a branch over a period of time. For example, a salesman may be required to show the orders procured by him for a month, a quarter or a year. A branch may be required to submit annual progress reports about results achieved by it.

Progress reports may be prepared at a regular frequency, e.g., monthly, quarterly, yearly or as and when an occasion arises. Director's Annual Report is an example of the progress report.

Q.10. Elaborate the presentation of a report.

Ans. After rewriting the report, it is presented to the authorised person or the concerned person. It may be typewritten, printed or handwritten depending upon the number of copies required. Sufficient margin should be kept on the left hand side (L.H.S.). Reports should be written on one side of the paper. Proper paragraphs should be made and numbering should be done wherever required. Important information should be presented in the form of diagrams, illustrations, charts, etc. and these should be numbered.

SECTION-B SHORT ANSWER TYPE QUESTIONS

Q.1. Explain the meaning and definition of 'report'.

Ans. **Meaning of Report**

Reports are vital to the communication needs of all large organisations. The larger the organisation, the greater the need for the report is likely to be. Also the more technical and complex the work within the organisation, the more likely it is the report will be needed.

The word 'report' is derived from the Latin word 'reportare' which means 'to carry back.'

Thus, the report is a document or description of the event, which is carried to someone who was not present on the scene. In the broad sense, memorandums, letters and news items are reports.

Dictionary meaning of the word report is 'to convey' or to transmit. As have been said reports are always written for any event that has already occurred.

Definition of Reprot

According to **Johnson and Savage**, "A good business report is a communication that contains factual information, organised and presented in clear, correct and coherent language."

According to **Lesikar and Pettit**, "A business report is an orderly, objective communication of factual information that serves some business purpose."

According to **Terry**, "Report is a written statement based on a collection of facts, events and opinions and usually expresses a summarised and interpretative value of this information. It may deal with past accomplishments, present condition or probable future developments."

According to **C.A. Brown**, "A report is a communication from someone who has information, to someone who wants to use that information."

Q.2. Explain the various features of a report.

Ans. Following are the main features of a report :

1. **Formal statement :** A report is a formal statement of facts or information or an account of something. It is in a systematic way as planned or described earlier.

2. **Conventional form :** It is presented in a conventional form.

3. **Communication :** Report is one of the ways of communication from downward to upward or horizontally.

4. **Factual information :** The report communicates the factual information, events and records in the course of business.

5. **Specific business :** A business report serves the purpose of a specific business. It designed the specific business.

6. **Specific audience :** Reports are written for a specific audience, i.e. for the person who wants to use that information, like directors' report for the shareholder.

7. **Systematic presentation :** The report should be presented systematically. It should contain faces, procedure of collecting data and the significance of such data. It should contain conclusions and recommendations.

Q.3. Classify the reports on the basis of frequency.

Ans. On the basis of frequency, the reports can be classified as follows :

1. **Routine Reports :** These are the reports which are prepared and presented at regular intervals. Such reports are submitted annually, half-yearly, quarterly, monthly, fortnightly, weekly or daily.

   Such reports are also termed as ordinary reports. Such reports are used for providing feedback from various departments to the management.

   Routine reports are used to inform the management regarding the functioning of various functional areas of the organisation. Such reports are quite accurate, to the point, factual and regular.

   Various examples of these types of reports are audition's report, annual reports, monthly sales statement report, etc.

2. **Special Reports :** Such reports exclusively pertain to a particular or single situation. A special report may be about opening a new branch and various aspects related to it or it may be about the grievances of the staff of a particular branch. Such reports are related to problem of non-recurring nature.

Q.4. Classify the reports on the basis of legal formalities.

Ans. According to the legal formalities, reports are of two types as described below :

1. **Formal reports :** These reports are prepared and presented according to some established statutes or procedures. These are having a certain structure. The formal structure/elements of business reports includes:

   (i) Prefactory parts : Title, Copyright Notice, Preface, Acknowledgements, and Table of Contents, etc.

   (ii) Main body : Introduction, Discussion or Description, Conclusions, Summary, Recommendations, etc.

   (iii) Supplemental parts : Appendix, List of References, Bibliography, Glossary, Index.

2. **Informal reports :** Informal report is a person-to-person informal communication. It neither abides any formal procedure of communication nor any statutory obligation but concentrate on the body of the report.

Q.5. Explain the various advantages of report writing.

Ans. <center>**Advantages of Report Writing**</center>

A report serves many purposes for the organisation and plays a crucial role in management. Writing a report is important due to following reasons :

1. **Assists in Making Desirable Changes :** Reports help in making desirable changes in a department, organisation, market, or economy, by understanding its consequences and giving valuable suggestions. It identifies the factors responsible for poor performance of a particular plan, policy, scheme, or organisation, and provides ideas or solutions to eliminate those factors so that positive changes could be implemented.

2. **Assists in Evaluation :** A report helps the managers re-evaluate their prevailing problem as well as plan for the future efficiently. Reports also help various departments to co-ordinate and control their activities. Reports assist general public in finding probable suggestions regarding their problems.

3. **Facilitates Measuring Performance :** Reports can also help in evaluating performance of a particular department/organisation, town, district, state, or country. They also provide relevant and complete information about the performance, which in turn help in finding out the ways for betterment.

4. **Predicts Future Trends :** Reports contain the facts and figures related to some crucial incidents or occurrences that help in predicting the future occurrences. Reports can also forecast the changing trends of consumer buying, upcoming variation in the market or economy, or need of technical advancement.

5. **Helps in Communicating the Information :** A report can be used as a means of communicating facts and information to the top management or executives in the organisation. With the help of reports, the ideas, suggestions and concepts of the organisations are conveyed to their shareholders, customers, general public, top management executives, etc. Communicating information through reports allows the managers to make efficient decisions.

Q.6. Elaborate the various problems faced in report writing.

Ans. Following are the major problems faced in report writing :

1. **Poor English Skills :** Poor grammar and wrong spellings may highly affect the report writing. Because most of the times reports are written in English language and if the vocabulary of the writer is poor then he should not be able to express his views, findings, recommendations, etc. Reading English newspapers, magazines, story books, etc. and listening to English songs may help in overcoming this problem.

2. **Lacking of Data/Raw Materials :** Shortage of raw data may also lead to problems in report writing because if we do not have proper data then we would not be able to make and effective report. The major problem arises when one does not gather information from different parties/departments such as services dept., sales and marketing dept., finance dept., manufacturing dept., etc.

3. **Unknown Format :** If the proper format of report writing is unknown then one cannot prepare an effective report. There are different formats of report writing depending upon the types of report. One has to decide that which type of format is best suited to his idea or the data he has collected. Missing items related to the format is the major problem encountered while report writing.

4. **Out of Topic :** Not putting the topic of the sentence at the beginning, due to which readers have to remember all of the words in the sentence before they find out what the sentence is about, is the biggest problems faced during the report writing. Topic states the theme of the study and if the topic is disguised then it would be difficult for the reader to understand the context of report. The major obstacle arises when one does not review his final report.

5. **Unorganised Information :** Sometimes we gather unorganised information which affects our quality of report writing. Proper planning is required to avoid this type of problem. To overcome from this problem one should select only some of the information available and choose the most important information. The purpose of reports is to solve problems or take advantage of opportunities, so if the information is not related to solving the problem or taking advantage of the opportunity the report is considered as useless.

Q.7. Discuss the term 'drafting' as a step in writing a report. Discuss its various principles.

Ans. Writing of a report is known as drafting and it is considered as an important stage of successful report writing. Drafting is necessary as it lays down the elementary outline of reports. Good report writing is very likely when the outline of report is well established.

Principles of Report Drafting

The following principles must be followed while drafting a report:

1. **Simplicity :** Simple language should be used in report writing.
2. **Certain :** No uncertainties should be present in the report.
3. **Organisation :** All the elements of the reports are required to be organised and planned effectively in the correct order.
4. **Cost :** The report should always provide benefits more than the cost incurred in developing it.
5. **Objective :** There must be a clear and specific objective of every report, Preparation of the reports and their use depend on how clearly the objectives of reports are defined.
6. **Understandable :** The report must be easily understandable to the readers especially to the target group of legislation.
7. **Concise :** Reports should use short sentences, which should also be clear and understandable.
8. **Complete :** The report should include any facts and figures which are related to the regulations or any facts and figures which can be resulted from regulations.
9. **Consistent :** To remove the chances of ambiguity, consistent words should be used throughout the report.
10. **Scheduling :** A proper scheduling is required for report writing in order to avoid any type of unwanted pressure on the writers and to provide them with the sufficient amount of time for drafting the report. However, it must be kept in mind that there should not be a very long time gap between data collection and the report presentation because such reports are very likely to be out-dated and of no use.
11. **Communicate :** The legislations should be communicated to the readers accurately.

Q.8. Explain the major guidelines to be followed for report revision.

Ans. The process through which content and layout of the report is improved is called 'revising'. It may include a particular addition, removal, or modification of the written content of the report.

Guidelines for Report Revision

Following guidelines can be adopted for the report revision :

1. **Conciseness :** During the process of revision, care should be taken to use the least possible words for conveying the message. The reports are easily understood and are more definite when loose phrases are avoided and closure is easier to realise. It helps in focussing on the main theme of the report. The precious time of readers can be saved by using appropriate messages. In fact, it is not easy to have a concise writing. It is not

compulsory to be harsh, rough, or simple-minded for the purpose of drafting short and concise messages. Rather, one should focus on giving enough time for limiting the word length during revision process. Identification of lengthy and loose phrases is required before this is implemented.

2. **Conversational Tone :** A conversational tone should be present in the text of the report. This does not signify that the words to be used in the report should be talkative. In fact, one should try to give a feeling of professionalism in writing in place of formal or artificial look. Use of technical words, third party constructions (like the writer, the researcher), and legal terms should be avoided. A friendly and conversational style of business message should be used in place of being complex. To do this, first person pronouns, i.e., I, We, etc., and frequent contractions, i.e., can't (cannot), don't (do not), etc., should be included in it. These friendly words can be used in almost every report but should be avoided in most formal business reports.

3. **Clarity :** Evaluating the clarity of the report is the prime task of report revision. The message which is understood quite easily and instantly is considered to be clear. In order to achieve this, show-off must be avoided and writing style should not be fancy. Impressing the instructor is not the motto of report writing. Expressing not impressing is the fundamental objective of business reports. The following two rules can be implemented:

(i) Keep it simple, and (ii) Keep it debatable.

Q.9. **What do you know about proofreading? Discuss its major guidelines.**
Ans. **Meaning of Proofreading**

Proofreading involves correction of grammar, punctuation, spellings, format and the flow of content. When all the formatting work and revisions are done, each page is sent for proofreading. When texts are proofread, all the typographical errors and overall report's outlook are checked carefully. For this purpose, all the pages should be arranged in correct sequences and stapled. Also, the readability and appropriate brightness of all the report's copies must be checked when a photocopy is being submitted. No smudge or wrinkle should be present in the submitted pages of the report.

While proofreading, one must:

1. Obtaining the hard copies of the report (preferably double-spaced).
2. Allowing sufficient time for careful proofreading.
3. Being prepared to locate errors.
4. Reading the content (preferably twice).

Guidelines for Effective Proofreading

Following are the main guidelines for effective proofreading :

1. Corrections should be written in a precise form. Modifications should not be backed up by any explanation as the proof page will be in disorder due to unnecessary comments. This also creates ambiguity for the typesetter when implementing such changes.
2. Once a segment is corrected, a back-up copy should be maintained.

3. Corrections should be mentioned in the margins and not between the typed lines because markings between lines are often misread or overlooked at the time of implementation.

4. While writing corrections, block letters should not be used. This is because the difference between block letters and lowercase letters is not interpreted by the typesetter.

5. One should proofread at a slow pace by paying special attention to individual words in order to locate mistakes in the content.

6. A horizontal line can be used for any incorrect word and a vertical line is drawn through an incorrect character of the text.

7. The corrections should be specified in the margin in suitable order, distinguished by a slash, when more than one correction occurs in a single line.

8. A deletion sign adjacent to margin should be made to ensure that the crossedout content is deleted.

Q.10. What are the various advantages of tabulation?

Ans. Following are the main advantages of tabulation :

1. **Assists in Interpretation and Presentation :** It is convenient to interpret tabulated data. Tabulated data make it easy to present the facts in a graphical and diagrammatic form.

2. **Economy :** It occupies less space than textual reports, hence saving of paper and time. Required figures can be located more quickly.

3. **Helps in Reference :** Tabulated data are good for reference purposes.

4. **Facilitates Computation :** it helps in computation of different statistical measures. For calculation average, dispersion, correlation, etc. data must be presented in tables.

5. **Helps Classification :** While classification is a theoretical process of data analysis, tabulation is an applied process. Tabulation is helpful in classification also. After classifying data, the characteristics of different classes are not clear till they are placed in a suitable table.

6. **Ensures Comparison :** Tabulation makes comparison easy. Comparable figures are placed in juxtaposed columns; hence a comparative study can be made.

7. **Helps in Simplifying Facts :** Tabulation is helpful in presenting mass of complex data clearly, so that their features can easily be understood.

Q.11. Explain the merits of charts and diagrams.

Ans. The use of diagrams is becoming more and more popular in the present time. Diagrams occupy an important place, because:

1. **Attractive and Impressive :** Diagrams are attractive and create interest in the mind of the readers. They are more appealing to the eye. Even a layman can understand them very easily. Diagrams have greater attraction than mere figures.

2. **Saves Time and Labour :** Diagram saves much time and labour to understand it and enables one to draw meaningful inferences from it. Human beings may not like to go through numerical data, but may go through a diagram or graph, because without strain one can understand it.

3. **Universal Applicability :** Diagrammatic presentation of statistical data is followed universally. It is greatly used in almost all walks of life as a good guide in economics, business, social institutions, administration and other fields.

4. **Helps in making Data Simple :** Diagrams can be remembered easily, as they render comparison in an easy and possible way. They render the whole data readily intelligible. For example, the study of profit pattern of two firms with the help of figures may not be clear, but when the figures are put in the media of diagram, the trend can be very clear at once.

5. **Helps in Making Comparison Easy :** Diagrams render comparison between two or more sets of data. In absolute figures comparison may not be clear, but diagrammatic presentation makes it easier and simpler.

6. **Provides More Information :** A diagram will reveal more information than the data in a table. Cold figures can speak in clear tones, if translated into diagrammatic language.

Q.12. Explain the process of control on report system.

Ans. In any large organization proper check on the number of routine reports is essential. It has been observed that with the passage of time, the number of periodical routine reports increased to such an extent that preparation of such reports consume a lot of time of employees and in the end, result is rather nil. Unnecessary reports are a tremendous waste of time, energy and money. In government offices the number of reports prepared is so large that nobody bothers to read them, reports are prepared and filed. This is known as GIGO, i.e., garbage in and garbage out.

It is essential that the report system in the organization should be evaluated from time to time. In the absence of such a control, it is possible that unwanted and irrelevant reports may keep on being prepared in the organization. To keep a check on the preparation of reports, it is better to keep a Master Report Control Schedule. This schedule will show :

   (i) title of the report,

  (ii) interval of preparation, i.e., monthly or quarterly;

 (iii) contents of the report;

 (iv) purpose of the report;

  (v) number of copies prepared;

 (vi) to whom circulated;

(vii) retention period.

When evaluating a report, the questions to be borne in mind are:

 (a) is this report relevant and necessary now?;

 (b) can its frequency be altered?;

 (c) can this report be combined with other reports?;

 (d) does the benefit accruing from this report, more than compensates for the time and money required in preparation of that report:

 (e) can this report be condensed?;

 (f) is the data contained in the report relevant to the purpose and use of report?;

 (g) do all the persons who receive a particular report really need and use it?

If a report needs a change in its format or frequency, it should be amended. If a report seems useless, it should be discontinued for the sake of economy, efficiency and smooth flow of work.

Q.13. Write a report about misbehaviour of Mr. Ajay Singh Account Clerk in account department.

Ans. The General Manager,

Arnav Engineering Co. Ltd.

Dear Sir,

I am to report an incident of indiscipline which occurred in the Accounts Department of our company on 1st January.

Mr. Ajay Singh, a clerk in the Accounts Department had been continuously coming late to the office. He was found missing from his seat quite often; Mr. Sharma the Accountant had complained to me about the behaviour of Mr. Singh. I asked Mr. Sharma to reprimand Mr. Singh verbally. When the things did not improve and Mr. Sharma complained about the continuous misbehaviour of Mr. Singh, I asked Mr. Sharma to issue Mr. Singh a written warning:

On receipt of the written warning, Mr. Singh walked upto the seat of Mr. Sharma and started abusing him for issuing him the written warning. Mr. Sharma asked Mr. Singh to go to his seat and behave properly. On this, Mr. Singh lost his temper and slapped Mr. Sharma. It was with the help of other employees that Mr. Singh could be persuaded to go to his seat. Mr. Sharma immediately reported the matter to me. I called for a written explanation from Mr. Singh but he has sent me no explanation even after the expiry of time given to him to explain his conduct.

From inquiries made by other employees working in the Accounts Department, I have found that Mr. Singh is a quarrelsome type of person, even his work is very unsatisfactory. He has joined our organisation only three months back. It has come to my knowledge that Mr. Singh was made to resign from his job with the previous employer because he had beaten his colleague there also.

I find Mr. Singh guilty of grave misconduct and insubordination. It is not in the interest of our company to retain such type of people with us. I suggest that Mr. Singh should be dismissed from service.

Yours faithfully,

Dated 7th January, 2021 Ankush Jhaji

Accounts Officer

Q.14. Give the specimen of progress report.

Ans. **Specimen of Progress Report**

Progress reports are reports which state progress made by an employee, or a section or a department or a branch over a period of time. For example, a salesman may be required to show the orders procured by him for a month, a quarter or a year. A branch may be required to submit annual progress reports about results achieved by it.

Progress reports may be prepared at a regular frequency, e.g., monthly, quarterly, yearly or as and when an occasion arises. Director's Annual Report is an example of the progress report.

Specimen of Routine Progress Report

Some progress reports are required to be submitted about the progress of a branch or a department at a regular interval. There is no use of drafting such reports in narrative form, mostly there are printed or cyclostyled forms containing different columns, the person submitting the report has just to fill in the necessary figures in the blank spaces.

Monthly Progress Report of Meerut Branch

1. Report for the month of January 2021...
2. Name of the Manager ....
3. Total net sales for the month...
4. Total expenses for the month...
5. Number of employees on payroll during the month :
    (a) Officer...
    (b) Salesmen..
    (c) Store clerks..
    (d) Peons and watchmen...
6. Goods received from Head Office during the months ₹ ....
7. Value of goods damaged during the month ₹ ....
8. The stock of goods held on last day of the month ₹ ....

Dated:...........................

Manager

As an Office manager of Capital Trading Co., draft a report to be submitted to the General Manager regarding mechanisation of office services.

Q.15. What do you mean by APA (American Psychological Association) style documentation in report?

Ans. The APA style is used in reports of science, business and social research. To cite the references within the text, a simple author-date format is used, in which the last name of the author is written at first and the list is alphabetically arranged. Various citations are referred in the parentheses. All the citations are collectively mentioned at the end of the report with the list under the name of "references".

Since, the materials available on web can be changed, therefore, APA now prefers including Digital Object Identifier (DOI) as per the availability instead of URLs. In modern times, APA style does not require the date of retrieval to be mentioned. APA format focuses on definite sequencing and capitalisation, therefore provides following guidelines for effective bibliography:

1. For including author's name, the last name should be written first and then the initials, like Kothari CR., leaving the middle names.
2. There should be publishing date following the author's name in parentheses, like Chaudhary A.K. (2021, Jan 20).

3. The titles of the books should be written in italics using "sentence-style" capitalisation. In this style, only first word, proper noun, or first word following the internal colon, are capitalised.

4. Underscore should not be used in the titles of journal articles and magazines, nor should they be italicised. For article titles, sentence-style capitalisation should be used.

5. The names of journals, magazines, and newspapers should be italicised along with capitalising the first letter of all important words.

6. The DOI (Document Object Identifier) should be included for all periodicals which are available on web if possible. In case, DOI is not available then URL can be given, but the date of retrieval is not required.

7. Incase, there is an online material which is also available in printed form, then the title of online article should be mentioned in brackets following the title of article's printed version. Moreover, mentioning the name of URL is not required.

8. If an article is easily accessible from an online database, then the print information for the same has to be provided. However, the researchers may provide the accession number which is not necessarily required.

SECTION-C (LONG ANSWER TYPE) QUESTIONS

Q.1. What is meant by report writing? Explain in detail.
Ans. **Report Writing**

A report conveys a real message and it is not the result of some emotional outlet and presents some authentic information about any matter. In other words, it can be said that it never expresses anyone's mind-set or personal opinion regarding some information.

When a person writes a report, he/she must take great care in presenting the data objectively and with specific purpose. Whatever suggestions or opinions are expressed should be based on real facts and figures.

A report by definition is a "statement describing what has happened" or "describing a state of affairs."

According to Raymond V. Lesikar and John D. Pettit, "A business report is an orderly, objective communication of factual information that serves some business purpose."

The word 'report' means 'to carry back' and has been derived from the Latin word 'reportare'. A report refers to a description of the happening of a certain event that is carried back to a person who was not present on the spot. Generally, all types of memorandums, news items and letters come under the category of reports.

It refers to "a statement describing what has happened" or "what is the state of affairs" as per a well-known definition. Sometimes, in business premises, a certain form of 'report' is required.

A report is generally understood to have a detailed examination of a problem or condition, the action taken, and the findings of some enquiry. A report is always prepared in a good and knowledgeable way, drawing certain logics, making suggestions and recommending a certain way of action.

A report is prepared for a certain reason and it is a form of formal communication. A report derives conclusion and makes recommendations from the data collected and evaluated. A report is much different from other forms of communication as it is generally in the form of a formal message which serves a special need.

A report should be written very carefully so as to stimulate thought and lead to action. Report writers should concentrate on the collection of relevant data, organising the data and arriving at a conclusion. The contents of the report plays a very important role in stimulating action.

In report writing, there must be regular references between outlines and notes. It is always good to prepare a rough draft first and then revising, pruning, and polishing of it should be done.

If a report writer has enough time, he may come back to his rough draft after a number of days and it always proves beneficial in the long-run. The person who writes a report must always take care of the language which should be very simple, clear cut and free from grammatical problems. Then it should be typed, given a proper format, and then should be submitted.

Report writing is an art which must be learnt through hard work, practice and effort. The information and recommendations placed before the management are of little value unless they assist in making judgements and lead to decisions.

Q.2. Explain the various types of reports classified on various bases.

Ans. **Classification of Reports**

Reports may be classified on various bases as follows :

1. On the Basis of Subject-Matter

On the basis of subject-matter, the reports can be classified in the following three parts:

    (i) Marketing Reports : Such reports give information regarding various types of customers, major market players, potential customers, prospective market areas, types of suppliers, various types of sales and distribution channels, etc.

    (ii) Accounting Reports : These reports provide an honest and to-the-point account of assets, liabilities, expenses, revenues and financial results of a company. These reports provide a variety of information and are written in different formats. Such reports provide the reader valuable information regarding an aspect or a part of a business.

    (iii) Production Reports : Such reports provide employee feedback to the management. These reports try to tell the top management about the performance level of an individual employee or it may be about a unit of the company regarding the information whether it has met its performance goals or not. It also gives information about quantities and units produced by the company in a certain time duration.

2. On the Basis of Formality

On the basis of formality, the reports can be classified as follows :

    (i) Formal Reports : Such reports are written according to a set pattern or a formal form and are prepared on the basis of pre-determined procedures. These are communicated through formal channels.

(ii) Informal Reports : Informal reports are prepared as per the needs or requirements of the company. Such reports do not have a formal structure. These reports are used to provide information about a certain matter or only to give suggestions. These reports being informal in nature can be in both oral and written form. They are prepared for conducting an investigation, providing information, writing a report on an event, recommending an approach, carrying-out an operation, etc.

3. On the Basis of Function

On the basis of function, the reports can be classified as follows :

(i) Informational Reports : It consists of only the collected data or the facts in a systematic form. It gives an exact picture of the situation. It avoids giving any judgement or suggestions on any matter.

It is considered to be an important report as it puts all the relevant data in an easy to understand format which can be used by the management of the company to refer as per the requirement. Following are the examples of informational reports :

(a) Conference reports, (b) Seminar reports, (c) Trip reports, and (d) Periodic reports.

(ii) Interpretive Reports : This report also has certain features which are similar to that of an informational report. Along with providing the information, it analyses, evaluates, and also draws conclusion from it. It also provides recommendations to the management regarding a future corse of action.

4. On the Basis of Length

Depending upon the length of the report, it can be categorised in the following two parts :

(i) Short Reports : Such reports are considered in situations where the problem is well-defined. They have a simple approach and limited scope. These are generally of four to five pages.

(ii) Long Reports : Such types of reports give detailed information about an idea or a problem. These reports give a detailed description of the problem whereas in a short report only a particular area of the problem is discussed. These reports are quite comprehensive and longer than short reports.

5. On the Basis of Frequency

On the basis of frequency, the reports can be classified as follows :

(i) Routine Reports : These are the reports which are prepared and presented at regular intervals. Such reports are submitted annually, half-yearly, quarterly, monthly, fortnightly, weekly or daily.

Such reports are also termed as ordinary reports. Such reports are used for providing feedback from various departments to the management.

Routine reports are used to inform the management regarding the functioning of various functional areas of the organisation. Such reports are quite accurate, to the point, factual and regular.

Various examples of these types of reports are audition's report, annual reports, monthly sales statement report, etc.

(ii) Special Reports : Such reports exclusively pertain to a particular or single situation. A special report may be about opening a new branch and various aspects related to it or it may be about the grievances of the staff of a particular branch. Such reports are related to problem of non-recurring nature.

6. On the Basis of Number of Persons

On the basis of number of persons, the reports can be classified as follows :

(i) Reports by Individuals : Such reports include the reports written by the auditors, solicitors, company secretaries, marketing managers, personnel managers, branch managers, etc. Generally, these reports focus on the functioning of the department that the report writer belongs to.

(ii) Reports by Committees or Sub-Committees : Reports by committees are written on the topics that are of significance for more than one department.

It is recommended that these reports should be prepared by people from different departments so that different opinions can be included in the report. So, in order to prepare such reports, committees and sub-committees are formed.

These reports are considered quite authentic and are written in formal style using impersonal tone. Moreover, these reports are prepared after a thorough discussion with the concerned persons of various departments.

7. On the Basis of Legal Requirement

Under this, the reports can be categorised in two parts as follows :

(i) Statutory Reports : Statutory reports are prepared according to the legal provisions. For example, a report that is to be submitted to the office of the registrar of joint stock companies is prepared by the directors or secretary of the company as per the provisions of the Indian Companies Act.

(ii) Non-Statutory Reports : Reports that are not required to be prepared in accordance with the legal provisions are termed as non-statutory reports. These are written to help the management of the company in formulating certain guidelines or policies and taking other important decisions.

8. On the Basis of Nature of Subject

The reports which are based on the nature of a subject are broadly of the following two types :

(i) Problem Determining Reports : In such reports, there is generally a discussion on why a problem exists and the causes behind it. It tries to know whether the problem actually exists or not.

(ii) Technical Reports : These reports provide data on a specialised subject. It is not mandatory to provide comments while writing technical reports.

Q.3. Explain the process of report writing.
Ans. # Process of Report Writing

The stages involed in the process of report writing are explained as follows :

1. Pre-writing Stage

   (i) **Deciding the purpose and nature of report :** The first stage is to determine the purpose of the report. Whether the report should be statutory or non-statutory report. The purpose of the report will determine the other three stages.

  (ii) **Determination of Readers :** It should be determined whether the intended readers belong to top level or middle level of management, general public, etc.

 (iii) **Background Research Material :** It should be collected from libraries, industrial sources, etc.

  (iv) **Analysis of Data :** The data collected is analysed and evaluated at this stage.

2. Deciding Structure of the Report

There are various ways to design the structure of the report. There are some of the points that are almost the same. They are :

   (i) **Heading :** There should be a clear, short meaningful and attractive heading on the report.

  (ii) **Address :** The reports are made for the persons who require the information. So it is essential to right the name of reader or readers.

 (iii) **Contents :** Report should contain the list of contents. It should be arranged in serial order along with page numbers on which such contents are to be found.

  (iv) **Terms of reference :** It gives a reason for writing the report. Brief description of the problem is stated. The object and scope of investigation are also given in this part.

   (v) **Body of report :** This is the main part of the report. It is lengthy and important. In this part, the facts and date are stated. It includes the presentation of data in the form of graphs, tables, diagrams etc. along with the analysis of data.

  (vi) **Recommendation :** This part consists of conclusions and recommendations. The conclusions are made on the basis of the facts and collected data. Recommen dations are given on the basis of conclusions.

 (vii) **Reference :** It is customary to mention a list of references, indicating the sources from where the material has been taken.

(viii) **Signature :** There should a signature of the person who is responsible for its preparation.

3. Drafting of a Report

It is an important stage in report writing, this stage includes the following considerations :

   (i) **Collection and analysis of data :** The first step in drafting is to collect the information, facts, and data. Investigations, observations and interviews or surveys, etc., help in collecting the information, facts and data. Then this has to be analysed properly.

  (ii) **Writing of report :** Report writing is an art that can be developed by practising report writing and by studying the reports of other writers. Reports are written for others so it should be properly written.

4. Revision/Editing a Report

The last stage of writing a business report is rewriting of the report. This involves reviewing, revising and recopying the matter already written. Therefore, a report must be revised or edited with care so as to remove all errors, grammatical mistakes, repetitions, etc. It must give the impression of logical coherence in the final draft.

5. Presentation of Report

After rewriting the report, it is presented to the authorised person or the concerned person. It may be typewritten, printed or handwrit ten depending upon the number of copies required. Sufficient margin should be kept on the left hand side (L.H.S.). Reports should be written on one side of the paper. Proper paragraphs should be made and numbering should be done wherever required. Impor tant information should be presented in the form of diagrams, illustrations, charts etc. and these should be numbered.

Q.4. Elaborate the various contents of the report.

Ans. <p style="text-align:center">**Contents of a Report**</p>

Various contents of the report can be summed up in the following points :

1. **Cover :** The first impression of the report is usually formed on the basis of the report cover. The cover of a report should not provide too many details but give only the clues of the content inside. Generally, three goals are achieved by the cover. The first two generally are of functional nature while the third one is psychological and aesthetic. These are as follows:

   (i) It keeps the content, i.e., manuscript safe.

   (ii) The subject matter, nature of report, title of the report, author's name, name of the department or organisation for which the report is made, its date, its report number, etc., are mentioned on the cover page itself. This information about the title, writer, and date of submission can easily be identified by the reader with the help of the report cover.

   (iii) Making available such information on the cover itself actually requires a lot of creativity, taste of designing and innovative thinking. So, in a psychological and aesthetic sense, good report covers increase the value of a report.

2. **Title Page :** The title page helps in providing the information to the readers about the title of the report, its writer, and date of submission of the report. Title page is very important part of a report as it indicates essential information about the report and provides help in case of future need. Several functions can be performed together by using this page. This page gives a certain dignity to the report.

3. **Table of Contents :** Table of content enlists various sections of research report along with their corresponding page numbers. It includes various sections and subsections in a sequence of their appearance in the report. It allows the readers to directly go to a certain topic of their interest rather than searching the entire report for it.

4. **Executive Summary or Abstract :** Executive summary is that part of the report where the writer writes a brief summary of a complete report. It gives an overview of the report. Executive summary is an important part of the report as sometimes managers

do not want to read the complete report. Hence, this section introduces them with the objectives and contents of the report briefly, which helps them in decision-making. Generally, it is of 100 to 175 words, but sometimes, it may extend up to maximum of two pages. Although the executive summary comes before the actual discussion points, it is written only when the report is compiled so that all the information can be accurately included in it.

5. **Introduction :** It discusses the scope, range and background of work by making use of the following points:

   (i) **Objective :** It highlights the goals, purpose, reference points, and the content of the report. It also gives out information about the organisation and the probable questions which the organisation hopes to answer through the report.

   (ii) **Methodology :** This section helps a person to know about the methods used in the report for collecting, analysing, evaluating and concluding the report findings. Moreover, an explanation is also given regarding why a certain method was selected to derive conclusions. Sometimes, a person is also able to get a broad outline of content and range, highlighting the problems likely to be faced while making a project.

6. **Body of the Report :** All the information and the required explanation regarding the report is provided by this part of the report. Here all types of queries are taken up and are answered as per the knowledge of the writer. It answers all questions beginning with what, how, where and why. The drawn conclusions in a report are divided and sub-divided in different and systematic sections and sub-sections. The following elements are included in the body of a report:

   (i) Literature review,

   (ii) Methods used for data analysis and interpretation,

   (iii) Findings of the report, and

   (iv) Discussion related to what are the findings and the relation between them.

7. **Conclusions and Recommendations :** Conclusions are made on the basis of approval or disapproval of hypothesis. These either verify or deny the assumptions or hypotheses set for the data analysis. After deriving conclusions, report writers are also required to give recommendations so that future researches can be done more effectively. These recommendations include various possibilities and decisions that can be applied so that the limitations can be minimised and credibility can be enhanced.

8. **Bibliography and References :** Bibliography and references are the lists that highlight the books, reports, journals, articles, etc., which have been referred while preparing the report.

   These lists mention the name of author, publication, year of publication, volume/edition, etc., in a certain format. When only citations of the entire report are listed chronologically with the last name of the author, it is called "reference". Bibliography and references validate the research work conducted by the researcher.

9. **Appendix :** The set of all those materials that are supplementary to the report such as formulae, computations, questionnaire, statistical tables, etc.is called as appendix. The readers can refer to supplementary materials while reading a particular section for better understanding.

10. **Glossary :** Various terms used in a report are listed in this section. It gives explanation of each and every term used in the report. It helps a reader regarding the technical and contextual terms that are quite difficult to understand. The section of glossary is attached alongside the appendix. A glossary is required if there are more than five technical terms in a report. If there are less than five terms, they can be explained using foot notes or can be explained in the introduction of the report itself as working definitions.

Q.5. **What are the major essentials of report writing?**
Ans.   **Essentials of Report Writing**

Report writing can be considered as an art which is learnt through practice and experience. Essentials of report writing are as follows :

1. **Conciseness :** The reports should be concise and brief enough to represent all the information needed by the executives, as they want the facts and results only. But due to this feature of report, clarity and completeness of the report should not be compromised. The report should be able to highlight the essential points briefly without damaging its quality.

2. **Should be simple :** An ideal report should be simple in every aspect. The layout, wording, grammar, phrasing, sequencing, tabulation, etc., should be developed with full attention to keep it simple.

3. **Clarity and Completeness :** A report should be clear' and `complete'. These two terms are complementary to each other. Report writers should not use ambiguous words or sentences while preparing a report. The report should be clearly defined in terms of its objective, scope, sources, findings, etc. The concepts and techniques of the report should be explained appropriately to make the report complete in every sense.

4. **Accurate Information :** A report should contain accurate information about the research problem and research objectives, as inaccurate information may mislead the managers and can cause problems in decision-making.

5. **Comprehensibility and Readability :** A report should be comprehensive and easily readable. There should be no confusion in the language or grammar of the contents. Technical language or terms should be avoided in the preparation of questionnaire. The language and content of the report should be in such a way that it can be understood by everyone.

6. **Should be Reliable :** The information included in the report should be reliable and valid. It is also essential that all important facts should be included so that readers may understand it easily. Writers should prepare the report with special care. The erroneous information should not be included, as it confuses the readers.

7. **Free from Errors :** The report should not contain any errors such as spelling errors, missing data, grammatical errors, incorrect calculations, etc. report writers should ensure the report to be error-free before presenting it finally.

8. **Logical Content :** All the contents of a report should be written in a logical way. None of the information should be included without proper investigation and analysis. There should be a sequence applied to all the components of report. The entire report should be categorised into several parts containing distinct facts and information and should facilitate the ease to locate the concerned topic in a report.

9. **Original Content :** The contents of a report should be original and specific. The report should address some specific problem. The writer should attempt to provide a solution to the problem being addressed.

10. **Timelines :** The unique feature of report is that it should be prepared within a stipulated time. Timeframe is the crucial aspect of a report, as data included in the report may become obsolete or irrelevant after a certain period of time.

Q.6. **On the behalf of a senior executive of a bank, write a report about suitable premises for shifting the bank branch.**

Ans.
<div align="center">

SBI BANK

T.P. Nagar, Meerut

Telephone 0121 25xxxx

</div>

20 November, 2021

The General Manager

SBI Bank, Canaught Palace

New Delhi

Dear Sir

<div align="center">

Need For Shifting The Bank Branch

</div>

In accordance with your instructions in your letter AC-M/9 dated 10 November on the subject above, I would wish to submit as under :

Observations

1. Our branch is located in an old, rented building, the roofs of which have developed visible cracks, and anything untoward can happen at any time.

2. As there is no adequate parking space, customers find it very difficult to park their vehicles.

3. With the expansion of our business, there is hardly any space to be used for any addition in our services.

4. The business of the bank has experienced a decline over the years because of these factors.

Proposals

1. There is an immediate need to shift the bank branch.

2. There is a big building available for the purpose of the new market in Gandhi Chowk.

3. There is sufficient parking space outside and business space within.

4. This building is owned by some NRI.

5. The N.R.I. has settled in the U.S.A. and wants to sell the building.

6. The building is suitable and meets the requirements of a modern bank.

7. Accessibility by even large, luxury cars is no problem here.

8. The area is inhabited by the rich, high-class people.

9. The N.R.I. can be contacted through his local agent or e-mails.

10. Even if we have to pay more rent we should avail of the opportunity to shift our branch to new premises. The increase in the volume of business will easily offset the increase in rent.

11. A committee may be constituted for negotiations with the owner of the proposed building.

Yours faithfully

Arnav Chaudhary

Branch Manager

Q.7. What steps should be taken while conducting an enquiry.

Ans. When any person is asked to conduct an inquiry, he should take the following steps :

(i) **Understand as to what went wrong :** For example, if an employee has beaten his colleague, the inquiry officer should ascertain as to who beat whom or if a typewriter has been stolen from the office, he should ascertain which typewriter was stolen and to which department or employee, it was in charge of.

(ii) **Ascertain full facts :** The inquiry officer should gather full facts about the incident and collect evidence about it. For example, if the typewriter has been stolen, the inquiry officer should inquire in whose custody the typewriter was. On what date, and at what time it was stolen? Was it kept under lock and key? Whose duty was it to keep a watch on it? Was there any burglary? When and who reported the matter to the police? Who was the watchmen on duty at the time of theft? Does it appear to be an act of an outsider or there is a possibility of involvement of any staff member in it? Similarly, if an employee is charged with an act of negligence, detailed facts should be ascertained about time, place and nature of negligence, etc.

(iii) **Fixing responsibility :** After analyzing full facts the inquiry officer should fix the responsibility for breach of duty or act of negligence or act of indiscipline on person responsible for that incident or mishappening. It is not always possible to precisely fix responsibility on one particular person or a group of persons or a department.

(iv) **Suggesting action :** The inquiry officer after fixing responsibility on guilty person should also suggest what action should be taken and against whom? For example, if a watchman was found missing from his duty when the typewriter was stolen, the inquiry officer may be required to suggest action to be taken against the watchman. For example, the inquiry officer may suggest that the concerned watchman may be dismissed from service or his increment may be stopped or an adverse remark may be made in his confidential report. If the management so desires, the inquiry officer may not be asked to suggest suitable action against the guilty person, the management may itself decide about the action to be taken.

(v) If the terms of the inquiry so require, the inquiry officer may also suggest ways and means for avoidance or reoccurrence of such incidents in future. For example, if the typewriter has been stolen during the day time and there is a possibility that such a theft may take place again, the inquiry officer may suggest appointment of security guard at the entrance or may suggest about closure of certain exists or fixing of grills on the windows, as the situation may demand.

Q.8. **As an office manager, write a report about the theft of a typeriter of Mr. X from account department.**

Ans. The General Manager,

Star Co., Ltd.

Dear Sir,

On the morning of 2nd January, 2021, Mr. X a typist in Accounts Department reported to me that his Remington typewriter No. AX 34137 was missing from his table. Mr. X reported that he had left the typewriter on the table when he left for his house with some other colleagues, namely Mr. B and Miss. C. Both Mr. B and Miss. C testified that they saw the typewriter on Mr. X's table when they left the office.

The practice in the office is that the watchman on duty checks each and every window and locks the room when the employees leave the room. The watchman on duty on 1st January was Mr. Bahadur. Mr. Bahadur told me that he had checked that the windows were properly bolted from inside and he had locked the door of the room. The night watchman Mr. Ram Singh says that he kept vigil for the whole of the night and he saw nobody entering the premises of the office.

In the morning of 2nd January when the matter was reported to me, I found that one of the two windows of the room was not lying bolted from inside, it had been shut only.

It seems that somebody carried away the typewriter through the window and shut the window from outside. From the facts, it is presumed that the person who stole the typewriter knew that one of the windows was lying open.

Had somebody from outside the office stolen the typewriter, he could not have checked dozens of windows to find which one was open, moreover an outside thief would have broken open the window to enter the room but there were no signs on the window being broken opened.

It seems that the watchman Mr. Bahadur who is supposed to bolt the windows and lock the room purposely kept one window unbolted and removed the typewriter late in the evening of 1st January himself. On inquiry it was found that Mr. Bahadur had been caught stealing small items of stationery previously also and he had been issued a warning about those petty thefts. Mr. Bahadur was seen in the compound of the office on 1st January at about 8 p.m. when his duty hours are over by 7 p.m.

The night watchman Mr. Ram Singh has been working in our office for the past seventeen years and has a clean record of service.

After making necessary inquiries, I reported the full facts of the matter to the local police who have registered a case FIR No. 31 dated 2nd January, 2021

I suggest that till the police inquiries are complete, Mr. Bahadur be suspended from service.

To avoid reoccurrence of such cases in future, the windows of the office should be fitted with grills. The typists and employees using calculators and other costly equip ments, have been ordered to lock their equipments in steel cupboards when they leave the office, after the day's work.

<div align="right">

Yours faithfully,

Ankush Jhaji

Office Manager

</div>

Dated 2-1-2021

Q.9. Explain the following :

   (i) Chicago Manual of Style Format (CMS)

   (ii) Modern Language Association Format (MLA)

Ans.   **(i) CMS (Chicago Manual of Style) Format**

It combines the styles of APA and MLA for citing references. Therefore, it uses both the 'notes and bibliography system and 'author-date system'. This style of writing bibliography cites references either using notes or footnotes at the end of each page or using endnotes at the end of each section.

The salient features of this style of writing are:

1. Blocked quotations should not be inside the quotation marks.

2. An extra line space must be put before and after the subheadings and these should not end with time periods.

3. The preferred font size should be 12 pt. However, it should not be less than 10 pt.

4. There should be single-spacing in figure captions, block quotations, and table titles.

5. A prose quotation including five or more lines must be blocked.

6. The margins selected for the paper should be neither less than 1" nor larger than 1.5".

7. There should be one extra line space before and after the blocked quotation.

8. The entire blocked quotation must be indented 0.5".

9. An extra line space must be there between the references of notes and bibliographies; and the words within notes and bibliography should be single spaced.

10. From the first page of the text, the page numbering should start by putting Arabic number 'l' in the header.

11. For longer content or papers subheading must be used.

12. An appropriate and readable font should be selected like Arial or Times New Roman.

(ii) MLA (Modern Language Association) Format

In this format, the author's name and page number are cited within the parentheses. In case, there is a source for which the author is not known, only a short version of the title is given. All these references are listed alphabetically under the head "Works Cited" or bibliography at the end of the report. The MLA does not require the mentioning of URLs as these are likely to

change and readers can search for the URLs by using a search engine and search for the content. The MLA also requires that the researcher mentions the source of the reference material as either print or web.

The major guidelines of MLA bibliographic format are as follows :

1. Electronic sources should be cited in following sequence : Name of author, name of article enclosed in quotation; title of the website, project or book in italics; name of institution, organisation, or publisher affiliated with the site; page numbers if available; URL; publication medium (such as web, print, or PDF); and access date.

2. The titles of newspapers, journal articles, and magazines should be enclosed with quotation marks. In case of journals, volume and issue number should be mentioned.

3. The title of the sources should be written in italics and all main words should be capitalised.

Q.10.You as a marketing manager have been entrusted with the task of conducting and preparing a market research to know the market potential of a new product which your company is intending to launch in the market in near future. Prepare a draft of Business Report.

Ans. **Report on Feasibility of Launching a New Brand of Laptops**

Submitted By

Arnav Jhajj

Submitted To

General Manager

Introduction

Laptops are becoming one of the crucial needs of people. As laptops are becoming increasingly cheaper and handier, these devices represent an alternative to handheld computers for electronic data collection in research. Laptops are portable devices, usable in a natural environment, which also have wireless network facilities allowing data to be transferred quickly and efficiently over long distances.

Objectives of the Study

1. Assessing the practicality involved in launching the new brand of laptops.
2. Evaluating the difficulties involved in launching the new brand of laptops.
3. Recommending the best possible time for launching the new brand of laptops.

Research Methodology

The research tool used for the study was interview.

Population Survey

The survey was conducted in the 4 zones of India, namely, north, south, east and west. A total of 400 people were selected using random sampling technique based on the parametres of gender, age, income level.

Results

1. **Practicality in Launching New Brand :**

   (i) The new brand will be practical if the laptop has high resolution screen preferably 1366 × 768 resolution screens.

   (ii) If our new brand of laptop two-in-one PC, it will be successful, a laptop that can fold flat for getting things done or detach its screen for a slate experience.

   (iii) If our new brand of laptop has a better RAM management and packs 8GB or more it will be more practical in Indian market.

2. **Difficulties in Launching New Model :** Launching new of any Laptop creates many difficulties such as :

   (i) Parts availability of newly launched Laptop in market,

   (ii) Problem faced by after sales service as technicians are unaware of new brand of laptop.

Conclusion

The survey shows that the people are interested in buying laptops with higher resolution, detachable screen and better RAM management.

Recommendations

It is feasible to launch new brand of laptop in between October to November as these are the months which are full of festivals and survey revealed that people in India like to buy new electronic items in these festivals. The other reason for launching is that, other laptop companies do not prefer to launch new brands at the end of year and just give offers on their old medals.

❑

MODEL PAPER

Business Communication

B.Com.-I (SEM-I) [M.M. : 75

Note : Attempt all the sections as per instructions.

Section-A : Very Short Answer Type Questions

Instruction : Attempt all **FIVE** questions. Each question carries **3 Marks**. Very Short Answer is required, not exceeding 75 words.

1. Enlist the various elements of communicatin.
2. Give any two guidelines for body language.
3. What do you mean by the term 'vocabulary'?
4. What are accounting reports?
5. Discuss about monologue presentation.

Section-B : Short Answer Type Questions

Instruction : Attempt all **TWO** questions out of the following 3 questions. Each question carries **7.5 Marks**. Short Answer is required not exceeding 200 words.

6. Elaborate the scope of communication.
Or Explain physical appearance as a non-verbal aspect of communication. Also discuss its advantages.
7. Discuss about the words that are often misspelt.
Or Explain the various features of a report.
8. What is meant by oral presentation?
Or What are the various advantages of tabulation?

Section-C : Long Answer Type Questions

Instruction : Attempt all **THREE** questions out of the following 5 questions. Each question carries **15 Marks**. Answer is required in detail, between 500-800 words.

9. Explain the prominent features as well as elements of communication.
Or Discuss the following : (i) Sign language; (ii) Paralanguage.
   Also give advantages of both of these.
10. Explain the process to make an effective speech.
Or Explain the various types of reports classified on various bases.
11. Elaborate the various contents of the report.
Or Explain the main features of oral presentation.
12. Explain the various principles of effective listening.
Or Explain the major importance of communication in management.
13. Elaborate the process of communication.
Or What is meant by report writing? Explain in detail.

❑