Centre for Distance and Online Education
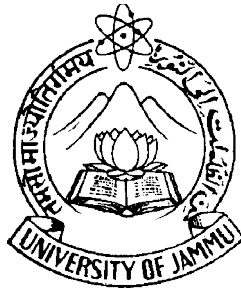
UNIVERSITY OF JAMMU
JAMMU

SELF LEARNING MATERIAL

B.COM. SEMESTER I

For the examination to be held in 2025 onwards

Course No. BCG –105	**Unit - I to IV**
Basic Business Communication	**Lesson No. 1-20**

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BASIC BUSINESS COMMUNICATION

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BASIC BUSINESS COMMUNICATION

Course No. BCG-105   Total Marks: 100

Duration: 3 hours   External Marks: 80

Internal Marks: 20

OBJECTIVE:

To impart knowledge about basic communication so that students can think, write, observe and speak efficiency in this competitive world.

Unit-I   LANGUAGE

Introduction – Meaning, Characteristics, Function of a Language, Purpose of a Language, Formal and Informal Language

Unit -II   UNDERSTANDING COMMUNICATION

Meaning, Nature, Importance and Functions of Communication, Communication – An Art or Science; Elements of Communication; Principles of Effective Communication; Barriers in Communication.

Unit-III   COMMUNICATION CHANNELS

Formal and Informal Communication – Merits and Demerits and Comparison; Types of Informal Communication; Classification of Formal Communication; Methods of Communication – Oral, Written and Gestural

Unit – IV OFFICAL COMMUNICATION

Business Correspondence – Complaint Letters, Enquiry Letter, Letter of Order, Letter of Rejection; Report Writing – Meaning, Characteristics of Good Business Report and Types of business report; Memoranda-Introduction, methods of writing memo and drafting of a memo; Presentation-Meaning and structure; Methods of presentation; Dos and Don'ts of presentation.

NOTE FOR PAPER SETTER

Equal weightage shall be given to all the units of the syllabus. The external paper shall be of the two sections viz. A and B.

Section A: This section will contain four short answer questions selecting one from each unit. Each question carries 5 marks. A candidate is required to attempt all the four questions. Total weightage to this section shall be 20 marks.

Section B: This section will contain eight long answer questions of 15 marks each. Two questions with internal choice will be set from each unit. A candidate has to attempt any four questions selecting one from each unit. Total weightage to this section shall be 60 marks.

BOOKS RECOMMENDED

1.	Varinder Kumar & Bodh Raj	:	Business Communication, Kalyani Publishers, New Delhi.
2.	C.S. Rayudu	:	Business Communication, Himalaya Publishing House, New Delhi.
3.	Lesikar R.V. & Pettet Jr. J.D.	:	Business Communication, Theory and Application, Tata McGraw Hill.
4.	Taylor Shinley	:	Communication for Business, Pearson Education, New Delhi.
5.	Bovee C.L. et al	:	Business Communication Today, Pearson Education, New Delhi.
6.	T.N. Chhabra & Ranjan Bhanu	:	Business Communication, Sun India, New Delhi.
7.	P.D. Chaturvedi	:	Business Communication, Pearson Education, New Delhi.
8.	Meenakshi Raman	:	Technical Communication, Oxford University Press.
9.	Rajinder Pal & J.S. Korlakalli	:	Essentials of Business Communication, Sultan Chand Publishers, New Delhi.

MODEL QUESTION PAPER
BASIC BUSINESS COMMUNICATION
Section - A (Marks 20)

Attempt all the questions. Each question carries five marks.

1. Explain the idea of bias free language?

2. Briefly explain the elements of communication process?

3. Discuss briefly the types of informal communication?

4. Draft a memo report?

Section - B (Marks 60)

Attempt any four questions selecting one question from each unit. Each question carries 15 marks.

1. Turn the following into plain English language: "The Government must strive to alleviate the sufferings of the starving population". Also discuss the concept of plain English.

OR

Explain the difference between formal and informal style of English language?

2. Define the term communication. Explain the barriers to communication?

OR

Is communication a science or an art or both. Explain?

3. Explain the various types of formal communication?

OR

Enumerate the merits and demerits of oral communication?

4. Explain the various steps for writing a good report?

OR

Enumerate the steps in writing a complaint about being overcharged?

Dear Learners

Greetings and welcome to the course on **Basic Communication Skills**!

Communication is at the heart of all personal, academic, and professional interactions. Whether you're writing an email, giving a presentation, or participating in a group discussion, effective communication helps you express your ideas clearly and confidently.

This Self-Learning Material (SLM) has been thoughtfully prepared for B.Com. students to strengthen your foundational skills in reading, writing, speaking, and listening. The content has been designed in a simple and interactive manner, with examples and exercises to support self-paced learning and practical application.

In this course, you will explore various aspects of verbal and non-verbal communication, professional etiquette, business correspondence and public speaking. These skills will not only enhance your academic performance but also prepare you for future career opportunities.

We encourage you to make the most of this material. Engage with the activities, practice regularly, and reflect on your progress. Communication is a skill that grows with use—so don't hesitate to speak, write, and express yourself.

Let this course be your stepping stone towards becoming a confident and effective communicator.

Wishing you all the best in your learning journey.

Centre for Distance and Online Education

LANGUAGE

STRUCTURE

1.0 Learning Objectives and Outcomes

1.1 Introduction

1.2 Language-Meaning

1.3 Characteristics of Language

1.4 Concept of India and English Language

1.5 Let Us Sum Up

1.6 Glossary

1.7 Self-Assessment Questions

1.8 Lesson End Exercise

1.9 Suggested Readings

1.0 LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

- To understand and explain the role of language as a critical tool in business communication.

- To examine the key elements, styles, and functions of language used in professional and organisational settings.

- To recognise the importance of tone, clarity, and context in shaping effective communication.

- To explore how language influences perception, relationships, and decision-making in business.

- To identify common barriers in language use and strategies to overcome them in business communication.

- To assess the impact of language in cross-cultural and global business communication environments.

Learning Outcomes

After completing the lesson, learners will be able to:

- define and articulate the importance of language in business communication processes.
- demonstrate an understanding of how language is structured and adapted for various professional contexts.
- analyse how tone, clarity, and word choice affect the effectiveness of business messages.
- evaluate the influence of language in shaping professional relationships and facilitating decision-making.
- identify and apply strategies to overcome linguistic barriers in both written and verbal communication.
- apply knowledge of language use to communicate more effectively across different cultural and organisational settings.

1.1   INTRODUCTION

Mankind is blessed with wonderful instrument of language to convey and understand different individual's emotions, thoughts and opinions. The use of language is profoundly entrenched in human culture. The child imbibes the language from his or her parents and family members to utter and hear some words and sentences. As one grows up in different cultures and environment, one's languages is shaped and refined because of interaction with different environmental forces. Language is processed in different regions of the world forming different cultural and ethnic entities. Therefore, we find different languages with estimated number varying between 6000 and 7000. All these languages have played their role in fostering their cultural development and expansion of knowledge. With the passage of time, different languages have evolved and diversified, and some are findings their extinction due to influence of other cultures, new developments in the field of science and commerce, and unique contributions by different posts and philosophies, etc.

1.2   LANGUAGE – MEANING

Language is a complex phenomenon. Linguists, psychologists and philosophers have attempted to define and describe it in their own words. Basically, it is means of communicating ideas, feelings and emotions through spoken and written words.

"Language is primarily human and non- instinctive method of communicating ideas, emotions and desires by means of a system of voluntarily produced symbols"   **-Sapir**

According to **J. Whatmough,** "Language is human ....a verbal systematic symbolism ... a means of transmitting information ... a form of social behaviour..... with a high degree of convention".

In the opinion of **Henry Sweet**, "Language is the expression of ideas by means of speech sounds combined into words. Words are combined into sentences, this combination answering to that of ideas into thoughts".

Thus, language is a system of conventionally spoken or written words by human beings to express themselves as members of the social or cultural group. Every normal person since childhood acquires the ability of make use of certain words of a vocal communication system for speaking and hearing purposes. This vocal communication system comprises circumscribed set of sounds resulting from movements of certain organs within the throat and mouth and is commonly known as language. By means of these sounds, people are able to exchange information and opinions, express emotions and feelings, influence the activities of others and feel friendliness and hostility towards others. Language is important means of communication, through communication is more than spoken and written language.

1.3   CHARACTERISTICS OF LANGUAGE

1. **Tools of communication:** Language is primarily a tool of communicating ideas, feelings and emotions. But it is not only mean which human beings use. They use different gestures to convey emotions and feelings. The signals are used to control traffic, mores codes are used to transmit telegraphic messages. Animals and sects have their own means of communication. But human language is unique and wonderful in comparison to other forms of communication because of the element of versatility, clarity and completeness.

2. **Arbitrariness:** Language is entirely arbitrary, as there is no logical relation between words and the object that words and the object that words represent. For example, we use word 'water' in English. The same object is described as 'pani', 'jal', 'Nir', etc. in Hindi or Punjabi or other north Indian languages. The use of such different words like 'water', 'pani', 'Jal', 'Nir', etc. stands for one and the same object, but our description is arbitrary. There is no connection between the sounds and the meanings expressed. If arbitrariness were not the property of language, there should have been no question of different languages.

3. **Conventional ad non-instinctive:** Language does not develop in a day. It evolves over a period of time because of the result of set of conventions that develop in the society in which people live. Each generation learns from its predecessors and transmit to the coming generation. Being a set of conventions, it can only be imbibed and transmitted through convention. Because of non-instinctive characteristics of language, language changes over period of time as people learn new words and symbols from other cultures or invent and add their own.

4. **Formal symbolic system:** Language is a formal system of signs governed by grammatical rules of combination to communicate meanings. Human language can be described as closed structural systems consisting of rules that relate particular signs to particular meanings. There are sounds and symbols for different concepts, ideas, objects, notions, etc. Being a collection of different symbols, language is symbolic system of organising sound into words and words into sentences.

5. **Vocal:** Language is an organisation of sounds of vocal symbols – the sound produced by the use of articulatory organs, to convey some meaningful message. Different systems of vocal communication constitute different languages. No two persons speak exactly alike and a result, one can recognise the voices of friends over the telephone and distinct number of unseen speakers in a radio broadcast. Writing is in fact a way of recording speech. There are certain societies in the world that use their languages in speech, but they have not invented their alphabet and consequently their language is not available in written form.

6. **Human:** Human beings are the blessed species on the earth as they are gifted with the power of speech. Animals also communicate but their system of communication cannot be regarded as language. They do not have the type of brain and articulatory organs that human beings have. Most animals have their own inter and intra- species communication systems. Most animals have their own inter and intra- species communication systems. They cry, hoot, dance, coo and make instinctive sounds which are inherited by their off springs. But they cannot match with human language.

7. **Social behaviour**: Language being social institution exists in the society, not in isolation. It is inherited rather than acquired by man in society. It is a means of nourishing and developing human relations in society. It interacts with every aspect of human life in society and consequently can be understood only if it is considered in relation to society. Normally, people acquire a single language initially their first language

or mother tongue, the language spoken by their parents or family members with whom they are brought up from infancy. Subsequent "second" languages are learned in the light of economic realities and compulsions.

8. **Productivity:** Language provides opportunities to send the message in countless ways by forming number of sentences. It is this feature of language that is referred to as productivity or creativity of language.

B. CHECK YOUR PROGRESS

Multiple Choice Questions

1. Which of the following makes human language unique and superior to other forms of communication?
    A) Use of emojis
    B) Gestures and facial expressions
    C) Versatility, clarity, and completeness
    D) Animal-like instinctive signals
    Answer: C) Versatility, clarity, and completeness
2. What does the concept of "arbitrariness" in language mean?
    A) Language develops from instincts
    B) Every word is connected logically to its meaning
    C) No logical connection exists between a word and the object it represents
    D) Language never changes
    Answer: C) No logical connection exists between a word and the object it represents
3. Why is language considered conventional and non-instinctive?
    A) Because it arises automatically in all humans
    B) Because it is genetically inherited
    C) Because it evolves over time through societal conventions
    D) Because animals also use language
    Answer: C) Because it evolves over time through societal conventions
4. What defines language as a formal symbolic system?
    A) It uses random gestures and body language
    B) It's limited to oral communication only
    C) It follows grammatical rules and uses symbols to convey meaning
    D) It only allows short conversations
    Answer: C) It follows grammatical rules and uses symbols to convey meaning
5. How is language primarily expressed in humans?
    A) Through body movement
    B) Through vocal sounds and speech
    C) Through animal-like gestures
    D) Through silence
    Answer: B) Through vocal sounds and speech

1.4   CONCEPT OF INDIA AND ENGLISH LANGUAGE

English is one of the most widely used language in the world. Approximately, 375 million people over the world speak English as their first language which is probably the third largest language after Spanish and Chinese mandarin language. However, combining native and non – native speakers, it is probably the most commonly spoken language in the world. The countries with highest population of native English speakers include USA, UK, Canada, Australia, Nigeria, Ireland, South Africa and New Zealand. More than 12% of the people in India are familiar with speaking and understanding English language as English is widely spoken. It is referred as the global language or the language of modern era. In the present era of globalization when different people are interdependent upon one another, one must have workable knowledge of this language.

In India after Hindi, it is most commonly spoken language and probably the most read and written language in India. As it is commonly mingled with Indian language in the conversation. It is usual practice among Indians to absurdly move to speak fluent English in the middle of their conversation to show better education, greater intellect and higher status. Presently, it is important part of legal, financial, education and business systems. The reason for its importance is that India was a British colony. When the British started ruling India, they searched for Indian mediators who could help them to administer. Therefore, they fried to create an Indian class of people who could help them to administer. Therefore, they tried to create an Indian class of people who were "Indian in blood and colour but English in taste" as they could think and behave like British people.

With the passage of time, it became important part of the education and legal system. Slowly and steadily, it has been adapted in the Indian culture. The present position is that English is popularly used as important language for functioning of the government and judiciary. It has been adapted in the business system and processes. Usually, when tourists move from north to south, English acts as common language to bridge their gaps of understanding in every part of India, it is commonly mingled with local languages.

C. CHECK YOUR PROGRESS

Fill in the Blanks

1. Approximately _____ million people around the world speak English as their first language.
2. After Hindi, _____ is the most spoken and widely written language in India.
3. English is often referred to as the _____ language or the language of the _____ era.
4. The countries with the highest population of native English speakers include USA, UK, Canada, Australia, Nigeria, _____, South Africa, and _____.
5. English became an important language in India due to its history as a _____ colony.
6. The British aimed to create an Indian class that was "Indian in blood and colour but _____ in taste."
7. In India, English is an important part of the _____, _____, education, and business systems.
8. English often acts as a _____ language when tourists travel from north to south India.

Answers

1. 375
2. English
3. global, modern
4. Ireland, New Zealand
5. British
6. English
7. legal, financial
8. common

1.5   LET US SUM UP

Language plays a pivotal role in business communication as it serves as the primary medium for conveying ideas, building relationships, and facilitating decision-making within and outside the organisation. Effective use of language—marked by clarity, tone, and appropriateness—ensures that messages are understood as intended and align with organisational goals. Miscommunication, often stemming from vague, insensitive, or culturally inappropriate language, can lead to confusion, conflict, and loss of credibility. In today's global business environment, the ability to use language with precision and cultural

awareness is more important than ever. Just as successful companies rely on robust systems for operations, they also depend on effective language use to foster collaboration, enhance productivity, and maintain a strong organisational image.

1.6   GLOSSARY

• **Medium**: The channel through which a message is transmitted (e.g., spoken, written, digital). It influences how effectively the message is received and understood.

• **Tone**: The emotional quality or attitude expressed through language. In business, tone must be professional, respectful, and appropriate to context.

• **Clarity**: The quality of being easily understood. Clear language avoids jargon, ambiguity, and complexity, ensuring effective message delivery.

• **Feedback**: The response given by the receiver to the sender's message. It helps assess understanding and effectiveness of communication.

1.7   SELF ASSESSMENT QUESTIONS

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1.   Explain the concept of Language and its importance in communication.

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

2.   Discuss the characteristics of language in business communication.

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

3.   Difference between India and English Language.

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1.8   LESSON END EXERCISE

1. Define the concept of *language* and explain its significance in the process of communication.

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

2. Identify and explain any four key characteristics of *language* in the context of business communication.

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

3. Differentiate between *Indian languages* and the *English language* in terms of structure, usage, and role in business communication.

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

1.9   SUGGESTED READINGS

- Varinder Kumar & Bodh Raj: Business Communication, Kalyani Publishers, New Delhi.
- C.S. Rayudu: Business Communication, Himalaya Publishing House, New Delhi.

FUNCTIONS OF LANGUAGE

STRUCTURE

2.0 Learning Objectives and Outcomes

2.1 Introduction

2.2 Functions of Language

2.3 Importance of Learning English

2.4 Let Us Sum Up

2.5 Glossary

2.6 Self-Assessment Questions

2.7 Lesson End Exercise

2.8 Suggested Readings

2.0   LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

1. To understand the various functions of language in communication.
2. To identify how language serves different roles in society, such as expressive, directive, and informative functions.
3. To explain the significance of language in building relationships, sharing knowledge, and expressing emotions.
4. To recognize the use of language in different contexts such as social, cultural, legal, and educational.
5. To analyse examples of how language functions to influence, inform, or entertain audiences.

Learning Outcomes

After completing this lesson, learners will be able to:

1. define and describe at least five key functions of language.
2. distinguish between expressive, informational, persuasive, and social functions of language with examples.
3. demonstrate understanding of how language supports social interaction and cultural expression.
4. apply knowledge of language functions in real-life communication situations.
5. evaluate the impact of language use in media, professional, and interpersonal settings.

2.1 INTRODUCTION

Language is not merely a tool for communication; it is a fundamental aspect of human life that serves a variety of essential functions. From expressing thoughts and emotions to influencing others and sharing information, language shapes the way individuals connect with one another and navigate the world. Every utterance we make—whether spoken, written, or non-verbal—serves a purpose, depending on the context, audience, and intent.

The functions of language go beyond simple exchange of words. It allows people to express emotions (expressive function), provide information (informative function), influence behavior (directive function), build relationships (phatic function), and even reflect on language itself (metalinguistic function). Each of these functions plays a crucial role in social interaction, learning, culture, business, and governance.

Understanding the functions of language helps us use it more effectively, both in personal and professional life. It enables clearer expression, better understanding, and more meaningful communication.

2.2   FUNCTIONS OF LANGUAGE

Language functions are as follows:

1. **Medium of Communication and Expression:** Language is important medium of communication by which we express our thoughts, feelings and emotions. There are other means of communication like body language or signals to control traffic, etc. But they are not clear and complete as the spoken or written language is, therefore, we use language to convey our emotions, thoughts and opinions by thinking about the message to be conveyed, and then describing it later on. Sometimes, this process happens spontaneously and instantaneously.

2. **Bridging Gap of Understanding:** One of the functions of language is to bridge the gap of understanding. Through language, we know and understand thoughts and emotions of other persons. When we convey the message, it carries intellectual as well as emotional part of the communication. Through language, we can understand both intellectual as well as emotional part of the message. As a result, language helps to resolve the conflicts between people by understanding each other perspective.

3. **Expansion of Science and knowledge:** Because of development, there is expansion of science and knowledge. Different scientists, philosophers and thinkers have conveyed and put their thoughts to written documents that can be used by other persons. Other persons experiencing same or different thought can add or amend the concepts accordingly. With this, science and knowledge expand on continuous basis. This has been possible with development of different languages.

4. **Expansion of Literature and Culture:** One of the functions of language has been the expansion of literature and culture. Different poets and other literary figures have expressed their imaginations and ideas through language. Because of language, we come to know their experiences as documented in their different literary works. This has fostered the development of culture over a period of time.

5. **Providing Distinct Cultural Identity:** language also provides distinct cultural identity to the people. Different people speaking common language are likely to imbibe common habits,

pattern of eating and social customers. This give rise to fostering distinct entity of cultural groups which is facilitated through the instrument of language.

6. **Resolution of Conflicts:** language helps to resolve conflicts among people by fostering understanding among them. As people understand others perspective and try to adjust themselves to reasonable extent, conflicts are more likely to be resolved. With this, language fosters peace among different people and regions.

7. **Expansion of trade and Commerce:** Language helps to expand and commerce. Through language, we convey our thoughts and opinions to others and let other people know different types of products and services and its potential benefits. As people convey their ideas and understand others needs and aspirations, they exchange their products and services. With this, trade and commerce expand. Previously, trade was confined to regional boundaries or neighboring regions. Now with IT revolution, we find trade and commerce being conducted at global level.

8. **Influencing others and ensuring good Governance:** Language also performs the function of influencing others. Different political leaders deliver speeches to influence the masses and to channelize their energies and efforts in particular direction. Governments are formed and governance is ensured through language by formulating different written laws and regulations.

9. **Fostering Sensitivity and Creativity:** Language helps to understand people's feelings, emotions and thoughts. This fosters sensitivity among people as they understand others pains and pleasures in empathic way. Language also fosters creativity as different ideas can be synthesized through use of different words to present new ideas.

A. CHECK YOUR PROGRESS

Fill in the blanks with appropriate words from the lesson:

1. Language is an important medium of _____ and _____ by which we express our thoughts and feelings.
2. Besides conveying messages, language helps in _____ the gap of understanding.
3. The development of science and knowledge has been made possible through the growth of _____.
4. _____ and _____ have been documented and preserved over time through language.
5. Language provides a distinct _____ identity by encouraging shared customs and habits.
6. Language fosters _____ by enabling people to understand and adjust to each other's perspectives.
7. With the help of language, trade and _____ have expanded beyond regional boundaries.
8. Political leaders use language to _____ the masses and channel their efforts.
9. Language helps foster _____ and _____ by helping us empathize and express unique ideas.

Answers:

1. communication, expression
2. bridging
3. language
4. Literature, culture
5. cultural
6. conflict resolution / peace
7. commerce
8. influence
9. sensitivity, creativity

2.3   IMPORTANCE OF LEARNING ENGLISH

Learning English language offers many advantages like better opportunities in job markets and in global markets. One should try to gain proficiency in English language because of the following reasons:

1. **Importance of communication:** Communication skill makes and mars the difference in success and failure. Many people despite their inspiring vision and devoted efforts, fail to achieve their potentials in life simply because of their inability to communicate

effectively. In the present era of competition in job markets, students are supposed to master the art of communicating effectively. Their communication skill manifested in eloquence of speech and presentation skills, empathic listening skills, effective writing or expressiveness of body language plays dominant role in their career success. It is through communication skill that individuals can sell their ideas and opinions in better way, create conducive environment of trust and openness, and influence other persons in effective way. Many people despite their technical skills and knowledge fail to become effective individuals because they lack communications skill. As the number of English-speaking people is increasing at national and global level, one must know how to communicate effectively in English.

2. **English as global language:** English has become the global language for the whole world. In the present era of globalization when different people are interdependent upon each other, one must have workable knowledge of this language. In India after Hindi, it is the most commonly spoken language and probably the most read and written language in India. Presently, it is important part of legal, financial, education and business systems, part of legal, financial, education and business systems.

Knowledge of English being global language can offer the following advantages to an Indian:

- Greater business opportunities.

- More contacts at global level.

- Greater job opportunities at global level.

- Greater opportunities to attract quality managers at global level.

- Translation of scientific findings into commercial products.

- Better understanding of people at global level.

1. **IT revolution:** Present era is IT revolution era. English has become the global language for the whole world. In the present era of digital economy, driven by the demand for instantaneous information, one's job is not confined to one's core area like accounting,

management or production. when one starts working, one of the main duties will be to communicate with others. Knowing one's job responsibilities is not enough to guarantee success on the job. You must know to get your ideas across to others so that your message is clear, concise, courteous, complete and correct.

2. **English and scientific advancements:** Most of the scientific advancements in different areas like physics, mathematics, chemistry, biology, medicine, environmental sciences, etc. are published in English language. To have their knowledge, one should be continuously in touch with different journals and magazines that publish different articles. For this, knowledge of English language is must. Business people can translate these findings for their commercial purposes.

3. **English and business opportunities:** Knowledge of English language enables a person to exploit different business opportunities at global level. One may be selling one's products and services that may have greater demand at different parts of the world. For this, one should have knowledge of the demands of different regions and should try to exploit them. Knowledge of English language will enable one to exploit different information available at internet or newspapers published in English. Similarly, one can also exploit opportunities in the job market if one has adequate knowledge of English language.

B. CHECK YOUR PROGRESS

MCQs with Answers

1. Why do many people fail to succeed despite having technical knowledge and skills?
   A) Because they lack financial support
   B) Because they don't have enough education
   C) Because they lack communication skills
   D) Because they are overqualified
   Answer: C) Because they lack communication skills
2. How does communication skill influence success in today's competitive job market?
   A) It has no major impact
   B) It helps in memorizing facts better
   C) It improves technical accuracy
   D) It enhances presentation, writing, and speaking abilities
   Answer: D) It enhances presentation, writing, and speaking abilities
3. What makes English a global language?
   A) It is the easiest language to learn
   B) It is used only by native speakers
   C) It is widely spoken and integrated into major systems like business, education, and law
   D) It is the first language of all developed nations
   Answer: C) It is widely spoken and integrated into major systems like business, education, and law
4. Which of the following is NOT listed as a benefit of knowing English in the global market?
   A) Attracting quality global managers
   B) Promoting regional dialects
   C) Translation of scientific findings into commercial products
   D) Better global job opportunities
   Answer: B) Promoting regional dialects
5. What has increased the importance of English in the current IT revolution?
   A) The use of regional languages in computers
   B) The need to write essays
   C) The demand for instant and clear communication
   D) The popularity of entertainment media
   Answer: C) The demand for instant and clear communication
6. Why is English important for scientific knowledge?
   A) Most scientific research is conducted in local languages
   B) Scientific findings are not published publicly
   C) Most journals and articles are published in English
   D) English helps in memorizing scientific facts
   Answer: C) Most journals and articles are published in English
7. How can businesspeople benefit from knowing English?
   A) By focusing only on local customers
   B) By creating regional advertisements
   C) By exploring international markets and online resources
   D) By reducing the use of digital tools
   Answer: C) By exploring international markets and online resources

2.4 LET US SUM UP

English is not just a language but a powerful tool that opens doors to global opportunities. It plays a vital role in ensuring effective communication—an essential skill for career and personal success. In today's competitive world, individuals with strong communication skills, especially in English, are better equipped to present ideas clearly, collaborate across cultures, and lead with impact.

English has become a global language, influencing legal, financial, educational, and business systems across countries. In India, it holds a significant place next to Hindi and is commonly used in both written and spoken forms. The knowledge of English enhances access to international job markets, global business opportunities, and cutting-edge scientific developments. It also serves as a key tool in the digital economy, especially during the IT revolution, where clear and concise communication is essential.

Moreover, most scientific research and technological advancements are published in English, making it indispensable for professionals, students, and business leaders alike. Understanding and mastering English empowers individuals to stay informed, competitive, and globally connected.

In short, learning English is no longer just an option—it is a necessity in the modern era of globalization and rapid technological growth.

2.5 GLOSSARY

- **Medium of Communication and Expression**: Language helps express thoughts, emotions, and opinions clearly through spoken or written form.
- **Bridging Gap of Understanding**: Language enables mutual understanding by conveying both intellectual and emotional aspects of communication.

- **Expansion of Science and Knowledge**: Language allows scientists and thinkers to document, share, and build upon each other's ideas.
- **Expansion of Literature and Culture**: Through language, creative ideas and cultural values are preserved and shared via literary works.

2.6   SELF ASSESSMENT QUESTIONS

1. Explain the concept of learning English Language.

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

2. Discuss the importance of learning English.

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2.7   LESSON END EXERCISE

1. Define   the   concept   and   functions   of   language.

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

2. Identify and explain any four key functions of *language* in the context of business communication.

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

2.8   SUGGESTED READINGS

- Varinder Kumar & Bodh Raj: Business Communication, Kalyani Publishers, New Delhi.
- C.S. Rayudu: Business Communication, Himalaya Publishing House, New Delhi.

PURPOSE OF LANGUAGE

STRUCTURE

3.0 Learning Objectives and Outcomes

3.1 Introduction

3.2 Purpose of Language

3.3 Golden Rules to Master Communication in English Language

3.4 Let Us Sum Up

3.5 Glossary

3.6 Self-Assessment Questions

3.7 Lesson End Exercise

3.8 Suggested Readings

3.0 LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

1. To understand the fundamental purposes of language in human interaction and communication.

2. To identify the various functions of language such as informational, emotional, social, and persuasive.

3. To explain how language is used to express thoughts, convey emotions, influence others, and establish relationships.

4. To recognise the cultural and contextual relevance of language in different communication settings.

5. To appreciate the role of language in shaping perceptions, social behavior, and organisational culture.

Learning Outcomes

After completing this topic, learners will be able to:

1. define the concept and primary purposes of language.
2. differentiate between the expressive, informative, directive, and aesthetic functions of language.
3. apply knowledge of language purposes to select appropriate language styles in various communication contexts.
4. demonstrate awareness of how language impacts understanding, collaboration, and inclusiveness in diverse environments.
5. analyse real-life scenarios to determine the intended purpose behind specific language usage.

3.1   INTRODUCTION

Language is a powerful tool that distinguishes humans from all other living beings. It serves as the foundation of communication, enabling individuals to express thoughts, emotions, needs, and ideas. The primary purpose of language is not only to convey information but also to build relationships, influence others, and reflect cultural identity. From everyday conversations to formal business exchanges, language plays a crucial role in shaping how we interact with the world and each other.

Over time, language has evolved to fulfil multiple functions—such as informing, persuading, expressing, questioning, and even entertaining. Understanding the purpose behind language use helps us become more effective communicators, whether in personal relationships or professional environments. It allows us to choose our words thoughtfully, maintain clarity, and ensure that our message resonates appropriately with diverse audiences.

In essence, the purpose of language goes far beyond words—it connects minds, bridges gaps, and creates meaning in human interaction.

3.2   PURPOSE OF LANGUAGE

Language serves the following purposes:

1. To convey emotions, ideas, opinions and thoughts.
2. To understand other's perspective and point of view.
3. To describe a particular phenomenon.
4. To overcome communication gaps and to bridge understanding.
5. To foster environment of friendliness and trust.
6. To expand knowledge, art and science.
7. To link with other people of the globe.
8. To expand trade and commerce.
9. To influence people in particular direction.

Language is popular means to convey one's ideas, opinions, thoughts, and emotions. Not only we convey our thoughts and feelings but also understand other's point of view. With this, the gaps between the understandings of different individuals are bridged and environment of trust and friendliness is built up.

The purpose of language may be to describe particular phenomenon that an individual has felt like anxiety, depression, spirituality, mystical experiences, etc. sometimes, words of any language fail to communicate the whole, yet without language our understanding is not possible. Language brings the person near to certain level of understanding and the description of the phenomenon.

Another purpose of language may be expansion of science, trade and commerce. As, we form relations with use of language, we convey our thoughts and experiences. This facilitates the process of expansion of knowledge, science and commerce.

One of the purposes of language may be to influence people through speech and to channelize their energies and efforts in particular direction that can benefit them in long run. It is through language that leaders convey their vision and agenda of development.

A. CHECK YOUR PROGRESS

Multiple Choice Questions

1. What is one of the primary purposes of language?
A) To entertain the audience
B) To convey emotions, ideas, and thoughts
C) To criticize societal norms
D) To avoid social interaction
Answer: B) To convey emotions, ideas, and thoughts

2. Language helps bridge communication gaps by:
A) Creating confusion
B) Promoting competition
C) Facilitating understanding and trust
D) Ignoring others' opinions
Answer: C) Facilitating understanding and trust

3. How does language support scientific and commercial development?
A) By limiting access to new information
B) By keeping knowledge confined
C) By expanding trade, science, and commerce
D) By discouraging global collaboration
Answer: C) By expanding trade, science, and commerce

4. Which of the following is NOT mentioned as a purpose of language?
A) To expand knowledge
B) To foster mistrust
C) To influence people
D) To describe experiences
Answer: B) To foster mistrust

5. According to the content, how do leaders typically use language?
A) To entertain and joke with the public
B) To criticize followers
C) To convey vision and direct energies
D) To remain passive in communication
Answer: C) To convey vision and direct energies

3.3 GOLDEN RULES TO MASTER COMMUNICATION IN ENGLISH LANGUAGE

1. **Listening:** One way to improve communication in English is listening to someone speaking English, whether it is at your workplace, at a party or on television. One should pay attention to the manner of speech and the common expression. This will help one to imbibe the manners of speaking. Moreover, it will also help to improve one's listening skills.

   For listening, one should suspend the mind wandering here and there and should focus one's attention upon the current theme being talked. One should try to listen to others empathically by putting oneself into other's position.

2. **Reading:** The best way to feel about the language is to read intensively about different topics. It will help to expand one's knowledge and boost one's confidence about different subjects. One should not miss the newspaper articles, magazines and motivational books. In the present era of internet, one can read a lot by searching the relevant material. While reading, one should try to grasp the idea being conveyed, underline the important lines that appeal to the mind and heart, and try to think over it.

3. **Improving your vocabulary:** You should try to improve your vocabulary by memorizing three/ four new words a day, knowing their exact meaning along with their applications and maintaining a note book, if possible. You should also jot down the new words with their contexts. It will be to memorize in effective way. If possible, revise your note books periodically to refresh your memory and try to use those words in your ordinary conversation, e-mails and letters. It will help you to improve your vocabulary over a period.

4. **Writing something:** To improve your English, you must cultivate the habit of writing sentences and making paragraphs. This requires silencing the mind, connecting different thoughts and expressing them on paper. With the passage of time, this habit of thinking systematically and profoundly improves and mastery over English language will be gained. You should also try to ensure that the written piece of work is grammatically correct. For this, you should continuously read and refresh the rules of grammar and punctuation.

5. **Preparing for small talks:** Speaking fluent, English means expressing your views in clear and concise way. Usually, you meet new people and face uncomfortable to express yourself. To overcome this feeling of unease and awkwardness, you should try to master the ability to make small talks important when it comes to business and social conversations. Topics for casual conversation include sports, weather, current affairs, arts, hobbies, travel and so on. You can think about those talks and read the relevant literature about them. Then you should try to frame sentences and paragraphs to express your opinions. Rehearse simple conversations with someone fluent in English so you can be corrected.

6. **Do not be afraid of making mistakes:** Do not be afraid of making mistakes, but try to be aware on each moment. Making mistakes is part of learning experiences. Be open to feedback, like riding a bicycle or typing, this art of communication is learnt with practice. You should continuously practice it without feeling any discouragement.

B. CHECK YOUR PROGRESS

Short Answer Questions

1. What should you focus on while listening to English conversations to improve your communication skills?
Answer: ....

2. How does reading different types of content help improve communication in English?
Answer: ....

3. What are some effective strategies to improve vocabulary in English?
Answer: ....

4. Why is the habit of writing important for mastering English?
Answer: ....

C. CHECK YOUR PROGRESS

Multiple Choice Questions (A)
1. What is the most recommended way to improve your listening skills in English?
A) Memorizing vocabulary
B) Watching English content and focusing on expression and tone
C) Reading grammar books only
D) Avoiding conversations with fluent speakers
Answer: B) Watching English content and focusing on expression and tone

2. Why is reading considered essential for mastering English communication?
A) It replaces the need for writing
B) It helps in memorizing idioms
C) It expands knowledge and boosts confidence
D) It only improves pronunciation
Answer: C) It expands knowledge and boosts confidence

3. What should you do when learning new vocabulary?
A) Write the word once and forget it
B) Learn the word only from a dictionary
C) Memorize words, learn meanings and apply them in context
D) Focus on spelling only
Answer: C) Memorize words, learn meanings and apply them in context

4. What is recommended for improving writing skills in English?
A) Avoid grammar
B) Write without planning
C) Think systematically and review grammar rules
D) Only read newspapers
Answer: C) Think systematically and review grammar rules

5. Which of the following is true about making mistakes while learning English?
A) Mistakes should be avoided at all costs
B) Mistakes are shameful
C) Mistakes are part of learning and should be embraced
D) Mistakes slow down the learning process
Answer: C) Mistakes are part of learning and should be embraced

3.4   LET US SUM UP

Language is a vital tool for human communication that serves multiple purposes beyond mere conversation. It helps individuals express thoughts, emotions, and intentions clearly and effectively. The main purposes of language include sharing information, asking questions, giving commands, expressing feelings, persuading others, and building social relationships. In both personal and professional settings, language enables people to understand each other, collaborate, and function as part of society. By understanding the purpose of language, individuals can become more mindful and effective communicators, enhancing both interpersonal interactions and professional outcomes.

3.5   GLOSSARY

- **Expression**: The use of language to convey thoughts, emotions, and ideas, enabling individuals to share personal experiences and feelings.
- **Communication**: The primary function of language that facilitates the exchange of information between individuals or groups.
- **Social Interaction**: Language as a tool to build and maintain relationships through greetings, conversations, and social norms.
- **Instruction**: Using language to provide guidance, direction, or education; essential in teaching and learning contexts.
- **Persuasion**: The use of language to influence or convince others, often applied in business, advertising, and politics.
- **Imagination**: Language used creatively in literature, storytelling, or hypothetical situations to entertain or explore new ideas.

3.6   SELF ASSESSMENT QUESTIONS

1. Explain the purpose of Language.

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2. Discuss the golden rules to master communication in English language.

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3.7   LESSON END EXERCISE

1. Define the concept of *language* and explain its purpose in the process of communication.

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2. Identify and explain the golden rules to master business communication.

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3.8   SUGGESTED READINGS

- Varinder Kumar & Bodh Raj: Business Communication, Kalyani Publishers, New Delhi.
- C.S. Rayudu: Business Communication, Himalaya Publishing House, New Delhi.

FORMAL AND INFORMAL LANGUAGE

STRUCTURE

4.0   LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

- To define and distinguish between formal and informal language in communication.

- To understand the contexts in which formal and informal language is appropriate.

- To identify the key features, tone, and structure of formal and informal language.

- To examine the importance of using appropriate language styles for different audiences and communication settings.

- To explore how formal and informal language impact professional and interpersonal relationships.

- To develop the ability to switch between formal and informal language effectively in various communication situations.

Learning Outcomes

After completing this lesson, learners will be able to:

- clearly explain the meaning and significance of formal and informal language in communication.
- recognise and differentiate between the features of formal and informal language.
- evaluate the use of appropriate language styles depending on the purpose, audience, and setting.
- demonstrate the ability to use formal language in professional or academic settings and informal language in casual or social interactions.
- assess the effectiveness of communication based on the appropriateness of the language used.
- apply both formal and informal language accurately in real-world communication scenarios.

4.1   INTRODUCTION

Communication among different beings used to be through sounds, symbols and gestures in the prehistoric period. As time passed, different languages were evolved to convey the feelings, thoughts and ideas. In the ordinary life, we use different types of languages to express the vast range of human relationships. People often speak of language as being correct or incorrect. It would be more accurate to refer to particular structures as being formal and informal, appropriate or inappropriate for a specific context. In everyday conversation usually the rules of grammar may not be followed as they are followed in formal address or business correspondence. In formal language the rules of grammar and punctuation are strictly followed whereas

informal language is the language in which strict rules of grammar or punctuation are sacrificed. In business environment, both languages are followed. One should learn to respect

people using formal as well as informal language to build the environment of understanding and mutual trust.

4.2   MEANING OF FORMAL LANGUAGE

Formal language is the kind of language we use when are being business like or when we are talking to people who we need to show respect. In this language Latinate vocabulary and rhetorical devices are used to create literary like effects.

Nature of formal language:

- Use of relatively longer and complex sentences.

- Grammatically correct language

- Use of elevated vocabulary

- Avoiding use of slang or vernacular

- Avoiding split infinites and prepositions at the end of the sentences.

Use of formal language in the case of business

- Speaking at speeches on serious and dignified subject for a knowledgeable audience.

- Speaking to boss or customer.

- Talking in the public.

- Writing letters, memos and reports.

- Writing e-mail to person other than friend.

4.3   INFORMAL LANGUAGE

Informal language is the kind of language we use when we are talking or writing to our family members or friends. In such language style is more personal, sometimes rules of grammar are

compromised, slang and colloquialisms are used, and conventions of spoken language are employed. Informal language has the following features:

- Simpler grammatical structure (i.e., loosely connected sentences and phrases).

- Friendly tone.

- More personal style.

- Use of slang and colloquialisms.

- Conventionally spoken language.

Illustrations of formal and informal language

1. **Contractions:** A contraction is the term used to describe a shortened form of words, when words are joined together and missing letters are represented by an apostrophe ('). These contractions are rarely used in written formal language.

Contracted forms used in   Full forms used in

Informal language   Formal language

- isn't   - is not

- wouldn't   - would not

- he'd   - he would or he had

2. **Vague language:** Vague language is also considered as informal language. On the other hand, formal language is more specific.

Use of informal language	Use of formal language
The company has generated good profits this year.	The company earned profits of Rs 5 lac this year.
Someone is speaking in the hall	The chairman is speaking in the hall.
Some kind of help is needed by workers	The help of worker is needed to uplift the load.

3. **Colourful language:** In informal language certain expressions which are considered too subjective and dramatic for technical discourse are used. However, in formal language, these expressions are toned down to create a sense of objective detachment to the subject of study which is typical of scientific discourse.

   For example, these descriptive adjectives and adverbs used give colourful meaning to the event or happening.

   Terrible   Marvelous   Incredible   Excellent

4. **Personal forms:** Personal forms like "I", "We" or other forms of pronouns are frequently used in informal writing. However, in formal writings, especially reports these are avoided.

Informal writing	Formal writing
The experiment was conducted by us.	The experiment was conducted
I owe thanks to publisher	The author owes thanks to publisher
I think this is an effective plan	This could be an effective plan
We used three methods of research	There were three different methods of research.

5. **Use of short forms:** in informal language, various short forms of the words are used. But in formal language, the full form is used and short form is avoided. For example, in formal English, we talk on the telephone, not the phone. Similarly, we send photographs, not photos.

6. **Use of acronyms or abbreviations:** In formal English, the use of acronyms and abbreviations is limited whereas in informal language these acronyms or abbreviations are frequently used. For example, we say that MD is sitting in the office. Whereas in formal language, we say that managing director is sitting in the office.

7. **Different vocabulary:** The vocabulary of formal and informal language is different. Here is a list of paired words one can consider the sound formal and some appeal informal.

Informal	Formal
Job	Occupation
Lit up	Illuminated
Give	Contribute
Take on	Employ
Need	Require
Jam	Preserve
Won't	Will not
Gutted	Devastated
Ok	Satisfactory
Ask	Enquire
Phone	Telephone
Plane	Aero plane
Spud	Potato
Kid	Child
Dad	Father

B. CHECK YOUR PROGRESS

Multiple Choice Questions

1. What is the main feature of **informal language**?
   A) Use of precise and technical vocabulary
   B) Strict adherence to grammar rules
   C) Use of personal tone, slang, and colloquialisms
   D) Avoidance of contractions and personal pronouns
   Answer: C) Use of personal tone, slang, and colloquialisms
2. Which of the following is an example of a **contraction** used in informal language?
   A) He has
   B) He would
   C) He'd
   D) He will
   Answer: C) He'd
3. How does **vague language** differ between formal and informal styles?
   A) Informal language avoids vague expressions
   B) Formal language uses phrases like "some kind of help"
   C) Informal language uses non-specific terms, while formal language is precise
   D) Both styles use vague expressions equally
   Answer: C) Informal language uses non-specific terms, while formal language is precise
4. Which of the following is considered **colourful language**, often found in informal communication?
   A) Excellent
   B) Precise
   C) Appropriate
   D) Objective
   Answer: A) Excellent
5. Which statement represents a **formal alternative** to the informal sentence: "We used three methods of research"?
   A) Research was done
   B) We conducted three methods
   C) There were three different methods of research
   D) Our group used three approaches
   Answer: C) There were three different methods of research
6. Which vocabulary pair shows a shift from **informal to formal** language?
   A) Dad – Kid
   B) Ask – Enquire
   C) Jam – Jelly
   D) Plane – Jet
   Answer: B) Ask – Enquire
7. In formal language, which of the following is preferred over "MD"?
   A) Executive
   B) Senior manager
   C) Director
   D) Managing Director
   Answer: D) Managing Director

4.4 HOW TO AVOID INFORMAL OR COLLOQUIAL LANGUAGE

Informal language or colloquial language may be acceptable in friendly talks or a e- mail message. But its excessive use can diminish the quality of the written text. Speaking, informally may result with a listener feeling more comfortable. But writing informally may result with the reader thinking less of you and telling you non seriously. Therefore, as far as possible, its use should be minimised by taking the following steps:

1. **Understand the grammar and punctuation signs properly:** The use of correct punctuation marks can reduce the risk of misinterpreting the message. But remember, that some punctuation is not acceptable in extremely formal English. The dash, the parenthesis, and the exclamation mark are not universally acceptable. In the most formal English, one should use the exclamation mark only when a character screams like "terrorist!" or "danger!" . one should avoid the parenthesis and the dashed all the times in this style unless one quota an author who used them first. For discourse that is being transcribed, the parenthesis and the dash should be avoided. Try to replace the dashes with colons in formal writing.

2. **Avoid using common colloquial words and expressions:** These are the words that may be acceptable in speech, but should not be used in formal writing as letters, reports and memos, etc.

3. **Omit needless words:** Some adverbs and phrases reduce the formality of the writing but do not add anything to the text. such useless words should be avoided. For example, starting a sentence with word "well" can be avoided as it is needless.

4. **Avoid contractions as it dramatically reduces the formality of the composed text:** Depending on how formal one needs to be, one may avoid all contractions or use fewer contractions in one's writing than one would use in one's speech. Some of the contractions such as "O' clock" are so common that they are frequently used in most of the formal writings. However, some of the contractions like can't, isn't, etc. which are not used in formal writing should be avoided.

5. **Try to avoid the first and second person as formal writing tends to be more objective:** On the other hand, propound "I" and "You" tend to imply subjectivity.

6. **Avoid starting a sentence with a coordinating conjunction:** Avoid starting a sentence with a coordinating conjunction such as "and", "also", "but", etc. In casual writing, one can start the sentence with these words. But for formal writing, these should be avoided. Coordinating conjunctions are meant to join words and phrases, so a coordinating conjunction.

7. **Develop sentences from simple to complex:** Develop short, choppy sentences into longer, more graceful sentences to make them look more formal than casual. For this, one should use more compound and complex sentences. Moreover, long sentences add variety to writing and can be more effective to retain reader's attention.

8. **Avoid clichés:** Avoid clichés as these clichés make the writing informal and sometimes humorous. For example: Rahul is as fool as donkey is. It was as pretty as a picture.

9. **Avoid vague words:** Avoid vague words which are open to varied interpretations or words that do not express the idea.

4.5   COMMON COLLOQUIAL WORDS AND EXPRESSIONS

A lot, a lot – The word "a lot" is a colloquialism whereas the word "alot" is no word. For the word "a lot", one can write "many", "several", "numerous", "a large number" and "a large amount".

Anybody, anyone- "anyone" and its variants are more formal than" anybody" and its variants. This is because the word "body" derives from German word "botah" whereas the word "one" derives from the Greek word "olne" meaning "ace on a die".

Could of, would of, should of – These phrases should be avoided in all writings. The correct phrases are "could have", "would have" and "should have".

Fellow- try to avoid the use of the word "fellow" while referring to "a person" because the word "fellow" is colloquialism.

For sure- replace the word "for sure" with "with certainty" in formal writing.

Kid- the word "kid" is not appropriate in formal writing. This word should be replaced with "child or joke".

4.6 TIPS TO MAKE WRITTEN AND SPOKEN LANGUAGE MORE FORMAL

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1. Avoid most of shortenings in formal writings.

2. Limit the use acronyms and abbreviations in the language.

3. Use grammar and punctuation rules in the written language and pauses in oral communication in appropriate manner.

4. Avoid all uses of slang, words such as "cool" and "dude". the words that are used in e- mails and instant messaging are not acceptable in formal language.

5. Try to use just one powerful adjective instead of using an adjective and an adverb.

6. Limit the use of absolute terms such as "everybody", "always", "never". Unless one relays an indisputable fact, the use of these words can make the writing more imprecise or overly subjective.

7. Expand your vocabulary to pick the precise words.

8. Read extensively the works of good authors that will help to improve the vocabulary to give new ideas and thoughts and to distinguish between formal and informal writings.

9. Use dictionary and thesaurus to find new words and replace the improper words with precise ones.

C. CHECK YOUR PROGRESS

Fill in the Blanks

1. The phrase "_____" is a colloquialism and should be replaced with alternatives like "many", "several", or "a large number".
   Answer: a lot
2. In formal writing, the word "kid" should be replaced with the word "_____".
   Answer: child
3. The correct phrase is "could have", not "_____", which is considered incorrect and informal.
   Answer: could of
4. The expression "for sure" should be replaced with "_____" in formal language.
   Answer: with certainty
5. The word "_____" is a colloquial term derived from the German word "botah", whereas its more formal counterpart derives from Greek.
   Answer: anybody

4.7   LET US SUM UP

In this section, we explored how colloquial expressions and informal language can hinder clarity and professionalism in communication. Terms like "a lot," "kid," "could of," and "for sure" should be avoided in formal contexts and replaced with more precise or appropriate alternatives like "many," "child," "could have," and "with certainty." We learned that using slang, contractions, vague expressions, or overly personal language can undermine the tone of formal writing.

To enhance the quality and formality of language:

* Avoid abbreviations and contractions.
* Use grammatically correct and punctuated sentences.
* Expand your vocabulary through extensive reading and using a dictionary or thesaurus.
* Replace emotional or vague language with specific and objective terms.
* Be cautious with absolute expressions unless stating verifiable facts.

By applying these principles, one can significantly improve both written and spoken formal communication, particularly in academic, professional, and business settings.

4.8   GLOSSARY

* **Colloquialism**: Informal words or expressions used in everyday conversation but avoided in formal writing (e.g., "kid," "a lot," "cool").
* **Formal Language**: Structured, grammatically correct language used in professional or academic settings, avoiding slang, contractions, and vague terms.
* **Informal Language**: Casual or conversational language with slang, contractions, and personal tone, suitable for friends or informal communication.
* **Contractions**: Shortened forms of words (e.g., "don't," "could've"), typically avoided in formal writing.

- **Slang**: Very informal language often specific to a group or region (e.g., "dude," "awesome"), not suitable for formal settings.

4.9 SELF ASSESSMENT QUESTIONS

1. Explain the concept of formal and informal language in communication.

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2. Discuss the key characteristics of formal language with examples.

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3. Mention the features of informal language used in personal communication.

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4.10 LESSON END EXERCISE

1. Differentiate between formal and informal vocabulary with suitable word pairs.

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2. What is the role of grammar and punctuation in formal writing?

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3. Explain how colloquial words affect the tone of communication.

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4. Why should contractions and vague language be avoided in formal communication?

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…………………………………………………………………………………………

4.11   SUGGESTED READINGS

* Varinder Kumar & Bodh Raj: Business Communication, Kalyani Publishers, New Delhi.

* C.S. Rayudu: Business Communication, Himalaya Publishing House, New Delhi.

BIAS FREE COMMUNICATION

STRUCTURE

5.0   LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

- To define and understand the concept of bias-free communication in business contexts.

- To identify different types of biases (gender, racial, cultural, age-related, etc.) that may appear in written or spoken communication.

- To explore the impact of biased language on workplace relationships and organisational culture.

- To examine the principles and best practices for achieving bias-free communication.

- To develop awareness of inclusive language and respectful tone in business writing and speaking.

- To understand the role of empathy and cultural sensitivity in promoting bias-free communication.

Learning Outcomes

After completing this lesson, learners will be able to:

- explain what bias-free communication is and why it is essential in professional settings.
- recognise and eliminate biased language in business communication.
- demonstrate the ability to communicate using inclusive, respectful, and culturally sensitive language.
- evaluate examples of communication for bias and suggest improvements.
- apply principles of bias-free communication in both verbal and written professional contexts.
- promote a positive, inclusive, and respectful organisational communication environment.

5.1   INTRODUCTION OF BIAS FREE COMMUNICATION

In the present globalised and liberalised environment, different persons of different regions, countries and culture are employed at workplace. To harmonise their efforts and energies for the betterment of the organisation, it has become essential to ensure bias free communication. Being bias means leaning or predisposition on an issue that may inhibit being neutral and objective when communicating with others. These biases are the results of conditioning of an individual that takes place over years in the social environment where the individual has spent his or her life. With conditioning of mind, one's attitude toward different persons or personalities is built up and biases are built up in the attitude first. When biases exist in attitudes, they are often reflected in the language and the way in which individuals interact with each other. Many times, it has been noticed, an individual uses the language that offends others by the words or phrases about which he or she may not be aware.

To overcome these problems of bias communication, it is essential that one should understand the use of impact of different words on the psyche of the other persons. First of all, one should develop

universal and objective outlook. With development of universal and objective outlook, one's attitude towards other beings will get transformed and consequently he or she will develop more sensitivity towards other human beings. That sensitivity will lead the person to learn the language of bias free communication. With bias free communication, one can develop the supportive ecology around him or her in the organisation that helps to work in more creative and conducive way.

5.2   BENEFITS OF BIAS FREE COMMUNICATION

Bias free communication offers the following advantages to the individual as well as to the organisation

1. Greater harmony in the organisation.

2. Development of supportive and harmonious environment to work.

3. Helpful in conflicts management and resolution of conflicts.

4. Enables the different individuals to feel esteemed being and to find meaning at the work place.

5. Transformation of the group to become team of committed individuals pursuing organisational goals.

6. Lesser emotional stress in the organisation.

5.3   ENSURING BIAS FREE COMMUNICATION IN THE ORGANISATION

Following are the guidelines to use different words, phrases and appropriate behaviours to decrease bias in our communication patterns General behaviours

1. Develop the transformed attitude with the self-development that should be pursued on continuous basis.

2. Give every person an opportunity to participate in the meeting or gathering so that he or she should feel important part of the gathering.

3. Assign tasks on the basis of ability rather than gender, race disability or other irrelevant stereotypical characteristics.

4. Behave in responsible and ethical manner to impart good image among the minds of other persons.

Religion, race and ethnicity

- Avoid identifying people by religion, race or ethnics group unless it is relevant or needed.

Inappropriate: Mr. sayam sunder from north India, has done his job

Recommended: Mr sayam sunder has done his job.

Inappropriate: Mr lawarence Hebert the black fraternity, wants to present the accounts.

Recommended: Mr. Lawrence Hebert fraternity wants to present the accounts.

- Avoid the term like non-Bengalis, Non-Punjabis, etc. which sets up distinct cultures as the standards by which aal other cultures should be judged. In our day to day communication no one fells the superiority or inferiority of one cast or culture.

- Refer to individuals as members of minority group or specify the minority group when identity is pertinent.

Inappropriate: Women and minorities are encouraged to speak at the meeting

Recommended: Women and members of minority groups are encouraged to speak at the meeting

Inappropriate: Minorities attended the meeting.

Recommended: Members of particulars communities attended the meeting.
Avoid stereotyping or patronising racial of ethnic's groups. Avoid starting qualities that imply that all members of specifics ethnics groups or races are the same e.g., suggesting that all persons at a certain ethnicity are good at athletics or math or accounts. Exaggerated focus on accomplishment or insincere reference to concerns imply that these people are not normally successful or accomplished or are not considered to be in the mainstream of society.

- Avoid language that has questionable racial or ethnics connotations e.g., you people or those foreigners

- Avoid words images or situations that reinforce stereotypes even stereotypes that on the surface appear to be positive. For example, south Indians are better scientists, Punjabis are brave people etc.

- Speak the current terminology by which racial and ethnics groups refer to themselves for example in multinational company employing people of African origin African American (negro) for national newspaper and television news are good indicators of preferred terminology.

- Reviews the written communication and visual materials to ensure that all groups like women and men, people of various ethnicities people of all ages are recognized and represented in the text

Gender

Include all people in generally reference by substituting gender –bias words and phrases for gender neutral words;

- Avoid gender biased pronouns by dropping pronouns that signifies gender and restructuring the statement.

Inappropriate: Each person in the organisation should do his job

Recommended: Each person in the organisation should do the job Change the sentence to plural construction.

Inappropriate: The teacher cares his (her) student.

Recommended: The teacher care their students Replace masculine or feminine pronouns with one or you

Inappropriate: Each worker should perform his job

Recommended: You should perform your job

Use neutral words for man and women in job titles or descriptions

Inappropriate: The chairman will preside over the meeting

Recommended: The chairperson shall preside over the meeting.

Base communication or relevant qualities, not or gender. Avoid sexual stereotyping.

Inappropriate: Man should not smoke in the computer premises.

Recommended: No individuals should smoke in the company premises.

Address individuals' women and men by last names and appropriate titles. For example: Dr/Professor/Mr./Ms.

Address mixed groups of women and men with gender neutral or gender inclusive term for example: Students

Ladies and gentlemen counsellors' professors

Avoid comments on physical appearances. For examples:

She has nice hair.

She is snappy dresser.

Jokes and remarks with sexual content, or jokes and remarks that play on sexual stereotypes should be avoided

Treat women and men with equal dignity and respects.

Use the word gender rather than sex to differentiate between men and women.

Age

Mention ages of a person, only when it is relevant.

Permit people of all images to speak for themselves rather than assuming that you know what they want.

Avoiding making inappropriate assumptions about people based on their age.do not assume that old age people are less intellectually or physically, or emotionally matured than other members of the groups. also do not underestimate the capabilities of younger people simply on the basis of their age.

Pay respects to the age of the people but avoid patronising the ager with vast and versatile experience.

When attempting to represent a range of experience or view point, include people or diverse ages.

Disabilities

The term impairment, disability and handicap are not synonymous. Be sensitive to the meaning of each. An impairment is a psychological condition. A disability is the consequence of an impairment and handicap is a social implication of a disability, a condition or barrier imposed by the environment. Use the word disability when the referring to a persons or people with disabilities. Do not use the word handicapped in this situation. A disabling condition may or may not be handicapped. For instance, someone who uses a wheelchair has a physical disability. The person is handicapped when faced with asset of stairs when there is no ramp alongside.

Put people first not their disability emphasizes the persons not the disability use people with disabilities as a first description, then if necessary, disabled person in the later.

Avoid language that portrays people with disabilities as either unfortunate, helpless victims or at the other extreme as courageous super human beings.
Remember that people with disabilities are also ordinary people they are like everyone else, expect for the limitation of the disability.

Talk about the same topics or subjects as would with anyone else.

Be patient and allow people with disabilities to set their own peace of walking or talking.

Do not stop and stare at people with disabilities to make them more conscious about their disabilities. They deserve the same courtesy any person should receive.

Do not offer pity or charity as it will make them, guilty conscious treat such people with equality.

Do not separate the person with the disability from an aid such as wheel chair or crutches unless asked to do so.

B. CHECK YOUR PROGRESS

Multiple Choice Questions

1. How are biases often revealed in communication?
   A) Through clear articulation
   B) Through objective facts
   C) Through language and interaction style
   D) Through written rules
   Answer: C) Through language and interaction style
2. What is one of the first steps toward achieving bias-free communication?
   A) Memorising organisational policies
   B) Avoiding all personal conversations
   C) Developing a universal and objective outlook
   D) Learning multiple foreign languages
   Answer: C) Developing a universal and objective outlook
3. What benefit does bias-free communication provide in an organisation?
   A) Promotes individualism and competition
   B) Builds a supportive and creative work environment
   C) Increases formality in all communications
   D) Reduces the workload for HR departments
   Answer: B) Builds a supportive and creative work environment

5.4   LET US SUM UP

Language is a complex phenomenon. Linguistics, psychologists and philosophers have attempted to define and describe it in their own words. English is one of the most widely used language in the world. Formal language is the kind of language we use when we are being business like or when we are taking to people who we need to show respect.

Communication is essential for the success and survival of an organisation. It means to convey ideas, opinions, information, emotions, etc. to the other. To ensure whole communication, the sender should choose and appropriate information, identify the audience and select the way to deliver the information. It is essential for the survival and success of the information.

5.5 GLOSSARY

- **Arbitrariness**: Refers to the absence of any natural or necessary connection between a word and its meaning; the symbols used in language are assigned meaning through social convention.

- **Contractions**: Shortened forms of words or groups of words created by omitting certain letters or sounds, often used in informal communication (e.g., *don't*, *can't*, *I'm*).

- **Clichés**: Overused expressions or phrases that have lost their originality and impact due to excessive usage, often weakening the effectiveness of communication (e.g., *at the end of the day*, *think outside the box*).

- **Impairment**: Any hindrance or breakdown in communication caused by physical, psychological, semantic, or environmental barriers, leading to misunderstanding or lack of clarity in message delivery.

5.6 SELF ASSESSMENT QUESTIONS

1. What is Language? Give the purpose of language.

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2. What do you mean by Informal Language.

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5.7   LESSON END EXERCISE

1. What are the functions of language?

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2. Is English a Global language?

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3. Is Informal language more personal?

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5.8   SUGGESTED READINGS

- Varinder Kumar & Bodh Raj: Business Communication, Kalyani Publishers, New Delhi.
- C.S. Rayudu: Business Communication, Himalaya Publishing House, New Delhi.

UNDERSTANDING COMMUNICATION

STRUCTURE

6.0 LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

1. To understand the historical evolution of communication from prehistoric times to the digital era.

2. To explain the role and significance of communication in personal and organisational contexts.

3. To identify different forms and means of communication used in the business world.

4. To analyse the key reasons why communication is critical in modern organisations.

5. To explore how factors like technological advancement, business complexity, and specialisation have increased the importance of effective communication.

Learning Outcomes

After completing this lesson, learners will be able to:

1. describe the development of communication methods from symbols and gestures to modern digital tools.
2. recognise the importance of effective communication for creating understanding and achieving organizational goals.
3. illustrate how communication is used by managers in various contexts (e.g., face-to-face, written, electronic).
4. discuss the impact of IT revolution on business communication practices.
5. explain how communication supports coordination among specialized departments and professionals within an organization.

6.1 INTRODUCTION

We spend most of our time communicating with each other speaking listening writing etc with this, we share our thoughts and feelings, and create understanding among different 5 persons. In pre historic times, man used to convey the message through sounds symbols and gestures with advancement in civilization different languages evolved as means of communication with progress in science and technology, the human history witnessed the growth of telephones, telegrams fax etc as means of communication in the recent time, we find wide spread use of e-mails and mobiles for conveying message in faster way.

In the context of business world, managers use different forms and means of communication they are involved in face 2 face or telephonic conservation with their bosses peers subordinates customers suppliers etc. They also are found busy in reading and writing reports, letters memos and emails communication is unavoidable. What is important is that communication should be effective. This effective communication is transfer of message with transformation of understanding.

Why communication

There is always flow of communication in the organisation whether it may be effective or not in the present days, it is gaining added importance for organisation and individuals because of the following factors:

- **Complexities of business organisation**

With phenomenal increase in size and scale of operations, business organisation have evolved from simple networks to complex structure. Present day business organisational has to employ thousands of employees in factories or offices scattered over different parts of the country or world. To manage them effectively and tO coordinate them management has to ensure free and flawless communication.

- **Information technology revolution**

In revolution, the world has witnessed in the last decade of the 20 centaury has transformed the business operations we find widespread use of computers and internets and marked increase in the amount and availability of information and exchange of ideas and information among different executives and employee that transcend geographically and hierarchical barriers in this e-milieu, organisation have to install communication devices that transmit the message at greater speed and care with minimum time loss and cost.

- **Growing specialisation**

With the complexities of business operations different organisational tasks are being handled by different specialists. These specialists are to be coordinated for ensuring that their efforts and energies are best channelized in accomplishment for organisational goals sound communication is essential to build atmosphere of trust , cooperation and understanding among these professionals

- **Global village**

With sweeping wave of liberalisation and globalisation the world has been reduced to a global village where enterprise has to work in different countries for this. It has to interacts and

employ people of native countries for, thus, they have to ensure that communication bridges the cultural gaps

- **Growing communication**

With liberalisation and globalisation the communication among enterprises has increased and customer is served with better and cheaper products with quality and quick services to create new customers and maintain old ones, enterprises has to use effective communication strategies in the form of advertisements, personal contracts and publicity campaigns.

- **Trade unions**

Now we find that responsive and responsible trade unions are exerting pressures on management. Management has to maintain healthy and harmonious relations with these trade unions and influence their leaders before initiating any change in organisation. This requires effective communications.

- **Role of communication skill**

Communication skill plays a decisive and dominant role in the success of every business and profession. How much professional or specialised knowledge of any
endeavour and profession how much professional and specialised knowledge of any endeavour one may have, coupled with greater creativity and sharp intelligence, it is not enough to guarantee success. One must know how to communicate effectively as one ability to communicate effectively is closely tied to one ability to perform effectively to get the results for which one is hired.

- **Change management**

Change in the law of nature that never change. The present business world have to cope with the forces of change like change in technology, change in customers tastes and preference changing laws etc to deal with change in effective way, executives need to change the mindsets of the people, overcome their fear and resistance to change and win their commitment. For this they have to communicate their compelling vision in the light of changing circumstance and motivate them for desired action. Without communication of the compiling vision efforts of top management are likely to fail.

6.2 MEANING AND DEFINITION OF COMMUNICATION

The English word Communication has been derived from the Latin word communis which means common, consequently, it implies that the communication is common understanding through communion of minds and hearts. This common understanding results not only through transfer of information and idea but also from transaction of the attitude.

W.H. Norman & Summer – "Communication is an exchange of facts, ideas, opinions or emotions by two or more persons".

Keith davis – "Communication is the process of information and understanding from one person to another. It is essentially a bridge of meaning between the people .By using the bridge a person can safely cross the river of misunderstanding."

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

D.E. Mc Farland- "Communication may be broadly defined as the process of meaningful interaction among human beings. More specifically is the process by which meanings are perceived and understanding is reached among human beings."

B. CHECK YOUR PROGRESS
Fill in the Blanks

1. Communication is a _____ process involving exchange of thoughts and feelings.
   Answer: continuous
2. In the modern business world, managers rely heavily on _____ and _____ to communicate quickly.
   Answer: emails, mobiles
3. One of the key reasons communication is essential in organizations is due to the _____ of business operations.
   Answer: complexities
4. Globalization has turned the world into a _____ where communication must bridge cultural gaps.
   Answer: global village
5. To ensure cooperation among specialists in an organization, _____ communication is necessary.
   Answer: sound/effective

6.3 FEATURES OF COMMUNICATION

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1. **Communication is unavoidable:** Communication is always an existing and unavoidable phenomenon. Not to talk of facial expression, positive gestures and other

behavioural ways, even silence also conveys a lot about the person's attitude.

2. **Continuous process**: Communication is not an art or event at an instance of time rather it is a continuous process, inculpating various events and activities that are inter related and interdepend.

3. **Two way traffic:** Communication is not complete unless the receiver understands the message. To ensure that the receiver has understood the message, there should be some sort of feedback. Thus, the communication is two way and not the one way traffic.

4. **The role of perception:** Human perception, the process of interpreting and giving meanings to be objects or signs, through five senses plays a dominant role in the communication process. Our sensory receptors are limited and detect only a small part of the phenomenon.

5. **Universal:** Communication is universal phenomenon. All living creatures communicate through their own symbols and signs.

6. **Social process:** Communication is a social process as it enables everyone in the society to satisfy his basic needs and desires through exchange of written , spoken or non-verbal message. It is through communication that two or more persons interact and influence each other and consequently bridge the gap in their understanding.

C. CHECK YOUR PROGRESS
Short Answer Questions

1. Why is communication considered unavoidable in both personal and professional life?

2. How has the Information Technology revolution impacted business communication?

3. Explain the role of communication in managing trade unions.

4. What is the relationship between communication skills and professional success?

6.4   LET US SUM UP

Communication is an essential and unavoidable aspect of human existence. It occurs continuously—whether through spoken words, gestures, facial expressions, or even silence—all of which convey meaning. It is not a one-time event but a continuous process involving various interconnected and interdependent activities. Communication is also inherently a two-way process; it is only complete when the receiver understands the message, and this is often confirmed through feedback. Another important aspect of communication is perception. Human perception, which involves interpreting and assigning meaning through our five senses, plays a vital role in how messages are understood, though it is limited by the range of our sensory receptors. Lastly, communication is a universal phenomenon. All living beings, not just humans, engage in communication through their own sets of signs and symbols, making it a fundamental part of life across species.

6.5   GLOSSARY

- **Providing Distinct Cultural Identity**: Shared language cultivates common habits, traditions, and values, reinforcing the unique identity of cultural groups.
- **Resolution of Conflicts**: By enhancing mutual understanding and empathy, language serves as a tool for reducing misunderstandings and maintaining harmony.
- **Expansion of Trade and Commerce**: Language facilitates communication between buyers and sellers, helps promote products and services, and supports international trade.
- **Influencing Others and Ensuring Good Governance**: Language empowers leaders to persuade, guide, and govern by formulating and communicating policies effectively.
- **Fostering Sensitivity and Creativity**: Language nurtures emotional intelligence and promotes the synthesis of ideas, contributing to innovation and empathetic communication.

6.6   SELF ASSESSMENT QUESTIONS

1. What do you understand by communication? Give the definitions of communication.

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2. Explain the features of communication.

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6.7   LESSON END EXERCISE

1. Write a short paragraph explaining what communication is. Include at least two definitions from recognized sources.

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2. List and briefly explain any five key features of communication discussed in the lesson. Use examples where appropriate.

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

6.8   SUGGESTED READINGS

- Lesikar R.V. & Pettet Jr. J.D.: Business Communication, Theory and Application, Tata McGraw Hill.

- Taylor Shinley: Communication for Business, Pearson Education, New Delhi.

- Bovee C.L. et al: Business Communication Today, Pearson Education, New Delhi.

COMMUNICATION: SCIENCE OR ART

STRUCTURE

7.0 LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

1. To understand the debate on whether communication is a science or an art and explore the significance of this distinction.

2. To define and distinguish the concepts of science and art in relation to communication.

3. To recognize the scientific aspects of communication through its principles, theories, and cause-effect relationships.

4. To appreciate the artistic side of communication that requires creativity, skill, and subjective interpretation.

5. To evaluate the role of objective and subjective art in communication using philosophical insights.

6. To develop awareness of how communication functions both as a disciplined skill and a personalized craft.

Learning Outcomes

After studying this topic, learners will be able to:

1. explain how communication qualifies both as a science and an art with appropriate justifications.

2. describe the characteristics of science and art and how they apply to communication practices.

3. differentiate between objective and subjective art in the context of communication using relevant examples.

4. discuss the importance of conscious and deliberate communication for effective interpersonal and professional interactions.

5. apply communication principles in a creative yet structured way to handle diverse and complex situations.

6. reflect on their own communication style and identify areas for conscious improvement and training.

7.1 INTRODUCTION

Communication is an essential aspect of human life and organizational functioning. It enables individuals to share thoughts, ideas, emotions, and information, forming the foundation of understanding and cooperation in both personal and professional settings. However, a long-standing debate surrounds the nature of communication—**is it a science, an art, or a blend of both?**

On one hand, communication is seen as a **science** because it is grounded in established principles, theories, and models that help explain and predict human behavior in various contexts. It follows systematic methods to study how messages are encoded, transmitted, received, and interpreted. The use of cause-and-effect reasoning, feedback mechanisms, and structured research approaches adds to its scientific nature.

On the other hand, communication is also an **art**, as it involves creativity, intuition, empathy, and personal style. No two communication situations are identical, and effective communicators must often adapt their approach to fit the audience, context, and purpose. This requires a high degree of sensitivity, awareness, and skill—traits that go beyond rigid scientific application.

Thus, communication can best be understood as a **dynamic combination of science and art**— science provides the framework and tools, while art adds the finesse and adaptability required to convey messages meaningfully and persuasively.

A. CHECK YOUR PROGRESS

Choose the correct option:

1. Communication is considered a science because:
   a) It is always informal
   b) It is based on intuition
   c) It follows systematic investigation and principles
   d) It doesn't require structure
   Answer: c) It follows systematic investigation and principles
2. Which of the following best describes art in the context of communication?
   a) Strict adherence to rules
   b) Robotic repetition of patterns
   c) Creative application and individual skill
   d) Lack of clarity and purpose
   Answer: c) Creative application and individual skill
3. What type of art, according to P.D. Ouspensky, involves conscious creation by the artist?
   a) Subjective art
   b) Random art
   c) Objective art
   d) Accidental art
   Answer: c) Objective art
4. Why is communication not considered an exact science like mathematics?
   a) It deals with changing laws
   b) It involves human behavior and unpredictability
   c) It only applies to artists
   d) It has no theoretical base
   Answer: b) It involves human behavior and unpredictability

7.2   COMMUNICATION: SCIENCE OR ART

The question, whether communication is a science or art, though of pedagogic significance, yet is relevant for making communication skill effective. Science discover and documents fundamental principles whereas art creates and generates practical outcomes. Some people argue that communication skill is inborn quality. On the other hand , the observed fact cannot be overlooked that communication skill is built through continuous practice and rigorous discipline with thorough grasp of the principle of effective communication.

Science is the body of organised knowledge of universally applicable principles and theories evolved through systematic and controlled investigation. It establishes the cause and effect relationship among the observed phenomenon, provides description and explanation in the form of generalised statements and predicts the phenomenon in different conditions and situations.it continuously experiments for the purpose of testing the validity of already established theories/models or principles. If the results of experiments are in conformance with principles, the belief in the theory is increased. On the other hand, if the results do not conform to the principles, then these principles or theories are modified in the light of new outcomes.

Art is the application of knowledge in skilful and creative way to accomplish the tangible results. Science involves systematic analysis whereas art is creative synthesis. Creativity is at the core of art.

Art may be objective art or subjective art, " The difference between objective art and subjective art", **P.D. Ouspensky** profoundly writes in his work search for the miraculous, " is that in objective art the artist really does create that is in subjective art everything is accidental. The artist does not create, with him, it creates itself. This means that he is in the power of ideas, thoughts and moods, which he himself does not understand and over which he has no control whatever.   There is nothing invariable, nothing is

definite, here. In objective art there is nothing indefinite". Objective art is the work of great level of artist's consciousness, whereas subjective art is created itself and the artist is unconscious about it.

Communication is both science and art. It is science because it provides a body of useful and universally applicable principles , that can guide the managers to bridge the understanding among different minds with wide spread use of advanced information technology. Communication is growing as a systematic body of knowledge with its own theories, principles and concepts. But it has not developed as exact science like mathematics, we cannot predict the results in exact manner with the high degree of accuracy. It is more a social science dealing with behavioural aspects of people at work and their dynamics, and consequently its inexactness will be there. But despite its inexactness, necessary formal training is essential for different levels of executives and employees to become effective communicators.

Communication is more an art because it involves individualistic approach and skill in handling a particular situation. New situations and new systems always demand new approach to deal with the problem. For effective communication, it is imperative that art of communication should be objective art. Each individual has impulse to communicate with others, but it is conscious communication that tries to create desirable effect.

7.3 IMPORTANCE OF COMMUNICATION

Communication is next to oxygen and water for the existence of the whole society. It is through communication that we bridge the gap in our understanding and create harmonious relation .for the an individuals, communication skills plays a decisive and dominant role in the success of every business and profession. How much profession. How much professional or specialised knowledge of any endeavour one may have, coupled with greater creativity and sharp intelligence, it is enough to guarantee success.one must know how to communicate effectively. Communication is vital not only for the success and growth of any business executive or profession , but also for the smooth and efficient running of any enterprises.

Importance of communication can be discussed as follow:

1) Conducive environment

It is through communication that different persons exchange thoughts and feelings, and transmit understanding. When two or more persons understand one another totally, conducive environment or understanding is created in which disputes and differences among individuals or groups are magically settled.

2) Efficient working of the business

Communication is essential for successful and smooth running of an enterprises. It is through communication that healthy and conducive environment is created, organisational goals and policies and conveyed to the employees and various resources necessary for the accomplishment are coordinated. Had the communication not been effective, there would have been no environment of understanding, most essential for the working of the organisation.

3) Communication failures : costly

Communication failures often proves costly for an organisation. They directly result into stoppage of the production and loss of man hours and indirectly create ill-will and low morale among the employees and effect productivity and production. No organisation, irrespective of its size, whether aspiring to survive to thrive in cut –throat competition can afford communication failures.

4) Basis of managerial functions

Communication proceeds and permeates through every Managerial function so much as **George R. terry** remarks that it serves as a lubricant for fostering the smooth operations of the management process communication is helpful to the management in the discharging various functions which are as follows:

- **Planning :** Framing of various plans and policies, programmes and procedures require through communication among employees and various executives. Again when their purpose and philosophy is to be conveyed ,communication come into operation.

- **Organising:** Organisation is concerned with deciding the necessary activities of business, dividing in into various department and delegating authorities to perform them. For every activity of the organisation, communication is needed; for example knowing about the availability of various resources, powers and jurisdiction of various persons etc, we need information through various channels.

Leading, directing and motivating: The process of leading directing and motivating requires communication to quote peter vsenge the essence of leadership what we do with, 98 percent of our time is communications as a leader the manager has to influence the behaviours of his subordinates so that they willingly accept him as their leader unless the effective communication is there, understanding and cooperation through communication for the execution of the work, he has to issue necessary instructions orders and invite suggestions and opinions of the workers.

Again communication is involved in this directing functions of the management when he feels that there is friction or frustration among the employees and motivate them by making their goals congruent to the organisational goals.

- **Controlling:** Communication facilitates in controlling and channelizing of various activities of the individuals, department and segments of the organisation in this process the actual performance is to be compared with the expected and corrective actions are taken. When actual performance is compared there is feedback from the employee regarding their progress and when corrective actions are taken they are communicated to them either orally or in writing by their superiors.

  - **Building human relations**

Healthy industrial relations are conducive to industrial peace and prosperity. This is possible not only with good working conditions and environment but also with communication among the management and workers. Through effective communication the management can convey its expectations to workers and workers can put their suggestions and grievances before the management thus the two way communications promotes co-operation and understanding among management and workers.

5) **Total quality management(TQM)**

Communication is especially essential in total quality management organisation because of involvement in various department and specialists with varied allegiances and assumptions in a total quality organisation with cross functional teams, until consensus is reached between the executives and employees about achieving involves continuous change organisational members must be informed about the change last chaos results.

6) Zero-defect marketing and quality services

Present day market aims at zero defects marketing and emphasises quality service to the customers to provide zero defects products and quality service, it requires proper and healthy communications of company with communicates patiently listen to the response and expectations of customers, the sales increase and production can be adapted accordingly. Can a business afford to loss present to o loss present to loss present day money –rich and time poor customer, because of communication failures? Certainly not.

7) Job satisfaction and enrichment

Bad communications results into illusions and misunderstanding among employees and executives. As a result their behaviours become defensive and consequently leads to low morale, low job satisfaction and productivity. Effective communication overcomes illusion and misunderstanding among people at work it contribute to greater co-operation among them enhance their morale and job satisfaction and provides enrichment to their quality of life

8) Maintaining relations with externals parties

Effective communication is not only essential for uninterrupted working of any enterprises, but also for maintaining good relations with external parties such as customers creditors trade unions research institutions, etc. in the present era of globalisation and advanced information technology, communication is imperative and indispensable.

7.4   ELEMENTS OF COMMUNICATION PROCESS

Communication process is concerned with sharing and understanding of information it consists of a few elements explained below:

1) Sender

The communication process start with the sender, the person or group who wants to transmit the message to another person's or group. He is not infested in the words, date symbols themselves but uses them for conveying meaning to another's.

2) Message

The physical form of the idea or information conveyed which can be understood through receivers sensory receptors (hearing, seeing, smelling, feeling, touching) messages are not the meaning but indicators of meanings.

Meaning lies in the receivers mind not in the message. For example, a manager reminds a workers about a deadline with an intention to cooperate but the workers interprets it is an indicator of annoyance

3) Encoding

Encoding is putting the meaning of the message into appropriate words, symbols gestures or other form of expression for the purpose of sending an international message.

4) Channel

Channel or medium is the method or vehicle or transmit the message for business communication commonly used channels are telephones letters memos e-mails etc.

5) Receivers

The persons or group who perceives the message and attaches some meaning to the message is the receivers in the reasonable good communication situations, the intended message is received by the receivers but in imperfects situations it is possible that the delivered written messages may be buried under heaps of paper lying on the recipients desk or oral message may be forgotten by the listeners by definition, if there is no receivers there is no communication.

6) Decoding

Even if message is received, it is possible that it is not understood in the same sense and spirits as the sender intended it to be message. Meanings are already in the receivers minds, not in the message the more senders message commensurate with the receivers understanding the more effective the communication will be the more effective the results.
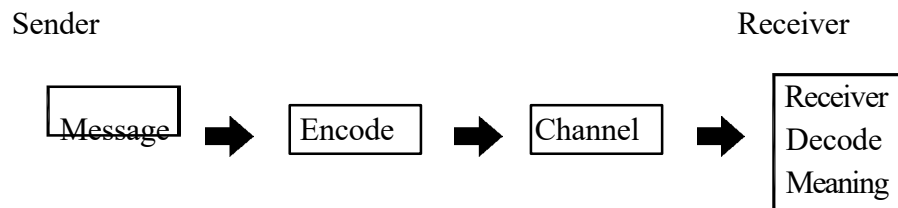
7) Feedback

Feedback is the reversal of the communication process in which the receivers express the response to the sender message . the response or reactions may be smiles sighs or may be asking question or calling further explanation or affirmation.

7.5 COMMUNICATION PROCESS MODELS

One –way communication model

In one way communication there is no feedback from the receivers to the sender here the sender is not sure of the receipt of information as well as its understanding by the recipient.

Sender   Receiver

| Message | ➡ | Encode | ➡ | Channel | ➡ | Receiver Decode Meaning |

Two way communication model

Unlike one way communication in two way communication there is active feedback from the receivers to the sender to ensure the receivers has understood the same meaning which the sender intended to convey. Two way communication is depicted through the following diagram

Sender   Receiver

| Encode | ➡ | Message | ➡ | Channel | ➡ | Receiver Decode |
| Decode | ➡ | Channel | ➡ | Message | ➡ | Encode as Receiver |
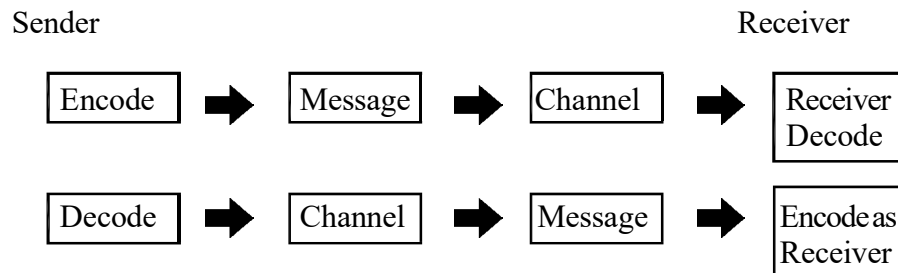
Role of noise and communication model

If the message received by the receivers is identical to the message sent by the sender, the communication is perfect. The above two models are models of perfects communication between two parties. But usually it happens that perfects communication does not take place because of physical as well as psychological factors which are termed as noise by scholars. Noise is an unpleasant sound or undesirable distractions the prevents easy and effective transmission of communication environment psychological noise consists of force within the sender or receivers that interfere with understanding i.e. egotisms hostility, prejudices etc.
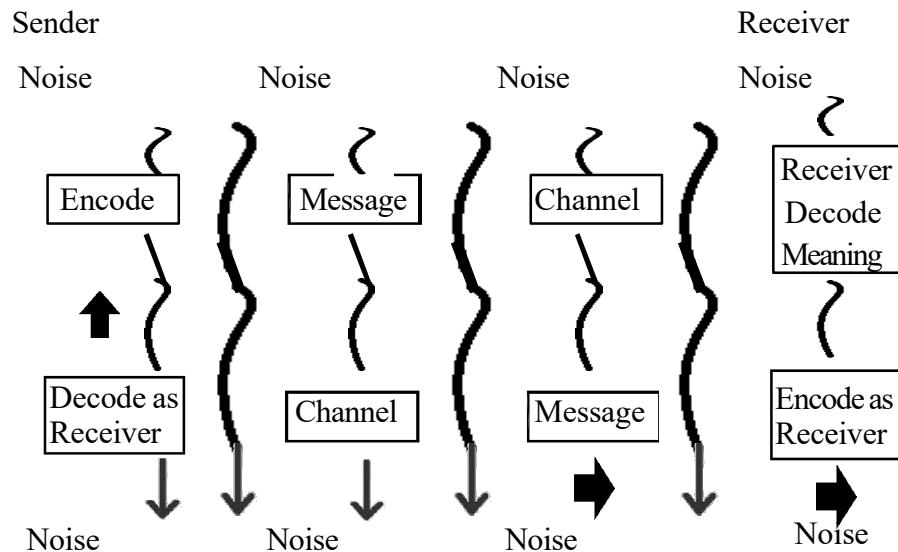
Sender   Receiver

Noise   Noise   Noise   Noise

```
  Encode          Message          Channel        Receiver
                                                   Decode
                                                   Meaning

 Decode as        Channel          Message        Encode as
 Receiver                                          Receiver
```

Noise   Noise   Noise   Noise

C. CHECK YOUR PROGRESS
Fill in the Blanks

1. In _____ communication, there is no feedback from the receiver to the sender.
   Answer: one-way
2. In one-way communication, the sender is not sure whether the message is _____ or _____ by the receiver.
   Answer: received, understood
3. In _____ communication, the receiver gives active feedback to ensure the message is understood correctly.
   Answer: two-way
4. Communication is considered _____ when the message received is identical to the message sent.
   Answer: perfect
5. _____ is anything that disrupts or distorts the effective transmission of a message.
   Answer: Noise
6. _____ noise includes internal barriers like egotism, hostility, or prejudice that interfere with understanding.
   Answer: Psychological

7.6   LET US SUM UP

Communication can take place in two primary forms—**one-way** and **two-way**. In **one-way communication**, information flows only from the sender to the receiver, without any feedback.

This makes it uncertain whether the message has been received or understood. In contrast, **two-way communication** involves active feedback from the receiver, ensuring that the intended message is accurately received and interpreted. It promotes clarity, mutual understanding, and effective dialogue between the communicating parties. However, perfect communication—where the received message is exactly the same as the one sent—is rare. This is because communication is often affected by various **noises**, both **physical** and **psychological**. Physical noise refers to external disturbances in the environment, while **psychological noise** arises from internal factors like biases, egotism, or emotional resistance. These **barriers** distort or hinder the flow of communication, making it less effective. To communicate successfully, one must understand the importance of **feedback** and take measures to **minimize noise** for clear, effective, and meaningful exchanges.

7.7   GLOSSARY

- **One-Way Communication**: A form of communication where information flows only from sender to receiver without any feedback; the sender is uncertain if the message is received or understood.

- **Two-Way Communication**: A communication process involving feedback from the receiver to the sender, ensuring that the intended meaning is received and understood accurately.

- **Feedback**: The response given by the receiver that confirms understanding of the message; it is essential in two-way communication for mutual clarity.

- **Perfect Communication**: A situation where the message received by the receiver is identical to the one sent by the sender; rarely achieved in practice due to interference.

- **Noise**: Any physical or psychological interference that distorts or obstructs communication; includes both environmental distractions and internal mental blocks.

7.8   SELF ASSESSMENT QUESTIONS

1. What do you understand by communication: science or art.

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

2. Explain the elements of communication process.

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

7.9   LESSON END EXERCISE

1. Write a short paragraph explaining the importance of communication.

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

2. List and briefly explain the process of communication model discussed in the lesson..

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

7.10   SUGGESTED READINGS

*   Lesikar R.V. & Pettet Jr. J.D.: Business Communication, Theory and Application, Tata McGraw Hill.

*   Taylor Shinley: Communication for Business, Pearson Education, New Delhi.

*   Bovee C.L. et al: Business   Communication Today, Pearson Education, New Delhi.

EFFECTIVE COMMUNICATION

STRUCTURE

8.0 LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

1. To understand the Concept of Effective Communication

2. To identify the Key Elements of the Communication Process

3. To recognize components such as sender, message, medium, receiver, feedback, and noise.

4. To differentiate Between One-Way and Two-Way Communication

5. To explain the characteristics, advantages, and limitations of each model.

6. To recognize the Barriers to Effective Communication

7. To identify physical, psychological, and semantic noise that can interfere with message clarity.

Learning Outcomes

After completing this lesson, learners will be able to:

1. clearly articulate what effective communication means and why it is essential.
2. identify and explain the different stages and elements of the communication process.
3. distinguish between one-way and two-way communication with appropriate examples.
4. detect various types of communication barriers and suggest ways to overcome them.
5. provide and interpret feedback effectively to ensure message clarity.
6. use effective communication techniques to improve interpersonal and workplace interactions.

8.1   INTRODUCTION

Effective communication is the cornerstone of all successful relationships, whether personal, academic, or professional. It is the process of sharing information, thoughts, ideas, and feelings in a way that is clearly understood by others. In today's fast-paced and interconnected world, the ability to communicate effectively is more important than ever. It goes beyond simply exchanging information — it involves understanding the emotions and intentions behind the message, using the right channels, choosing the appropriate tone, and ensuring mutual understanding.

In a business or organizational context, effective communication ensures that goals are met efficiently, teams work collaboratively, and misunderstandings are minimized. Whether it's delivering a presentation, writing an email, participating in a meeting, or listening to a colleague, each form of communication requires skill and awareness. Moreover, communication is not just about talking — it involves active listening, feedback, body language, and the ability to adapt messages for different audiences.

Developing effective communication skills helps individuals build trust, resolve conflicts, foster innovation, and lead more confidently. As such, understanding the principles and models of communication, as well as recognizing and overcoming barriers, is essential for personal growth and professional success.

8.2   EFFECTIVE COMMUNICATION

There is lot of difference between communication and effective communication .all people communicate ,but very few people know the art of communicating effectively. Effective communication includes the following features:

1) The two way communication

2) Transfer of message with transformation and essential contents of the message.

3) Taking are of information and essential contents of the message.

4) Creation of desired impacts on the other persons.

Unlike ordinary communication effective communication is conscious and carefully planned process to make the communication effective one should ensure that the contents message are:

Clear and do not cause reader to guests.

- Complete in all respects so that the readers quarries are answered.

- Corrects and free from errors of spelling, grammar and word order.

- Concise the readers time is not wasted in reading the message again and again

How to make the message effective?

Use the PAIBOC questions to analyse business communication problems. PAIBOC QUESTIONS FOR ANALYSIS

P   What are your purposes in writing?

A   Who is (are) your audience (s)? How do members of your audience differ?

         What characteristics are relevant to this particular message?

I   What information must your message include?

B   What reasons or reader benefits can you use to support your position?

O   What objections can you expect your readers to have? What negative elements of your message must you deemphasise or overcome?

C   How will the context affect reader response? Think about your relationship to the reader, morale in the organisation, the economy, the time of year, and any special circumstances.

To make the message of communication effective, the sender should use PAIBOC formula that offers an acronym for the questions you need to answer before composing the message.

Purpose: What is the purpose of writing or speaking?

Speaking designing the message, you should ask himself following questions related with the purpose of writing or speaking:

- What exactly do you want your reader or listener to know, think or do?

- What image of yourself and of your organisation you want to convey?

- What must this message do to solve the organisational problem?

Audience: Who is you audience?

You, as communicator must ask the following questions before designing the message.

- How do the members of your audience differ from each other?

- What is the level of knowledge and information of the audience members?

- What are the needs of the audience members?

- How will the audience members respond to your message?

Information: what information must your message include?

For this, you should make a list of points that must be included and emphasised .Then check whether the drafted message includes those points or not.

Benefit

What reasons or reader benefits can you use to support your position?

Develop reasons behind your decision and logic behind your argument. Convey possible benefits to readers.

Objectives: What objectives can you expect your readers to have?

Ask yourself the following questions associated with readers objectives of the message:

- What negative elements of the message should be deemphasised?

- How these objections can be overcome in creative way?

 Can you rephrase or redefine the negative to make the reader see it differently?

Context: How will the contest effect the reader's response?

For this, you should think about your relationship to the reader who may like you or resent you.

A. CHECK YOUR PROGRESS
Fill in the blanks:

1. Effective communication includes the transfer of message with **………..** and essential content.
2. Unlike ordinary communication, effective communication is a **…….** and carefully planned process.
3. The **……….** model is used to analyse business communication problems effectively.
4. In the PAIBOC model, "P" stands for **………..**
5. A message should be correct and free from **……….** errors, grammar, and word order errors.

Answers:

1. transformation
2. conscious
3. PAIBOC
4. Purpose
5. spelling

8.3   OBJECTIVE OF COMMUNICATION

The broad objective of communication is to transmit the message with meaning and understanding. This message may take any form in the organisation: information , order, suggestion, negotiation, persuasion, etc. whatsoever the form it assumes, it must be ensured that communication environment is healthy and harmonious , in which people feel self- respect and convey respect for others, otherwise the objective of communication will be defeated. Therefore, every executive and employee should feel his responsibility to create and maintain the congenial and conducive environment for communication. This responsibility increases with possession of power, position and learning.

The broad objectives of communication are as follows:

8.3.1 Information.

8.3.2 Advice

8.3.3 Suggestion

8.3.4 Order

8.3.5 Motivation

8.3.6 Persuasion

8.3.7 Warning

8.3.8 Negotiation

8.3.9 Education

1. **Information:** One of the objectives of communication is enquiring ,

supplying or receiving information through spoken or written language or through symbols, signs or signals. Information is different from data. Data (plural of word dactum) are symbols, signs or characters without meaning; and information is processed data, with meaning and value. For example, bare accounts of assets, liabilities and capital , conveying nothing meaningful is data; but when these are arranged in balance sheet form to portray financial position of a business at an

instance of time, it becomes information. Communication aims at sharing and understanding information.

Information is a versatile commodity. It enhances analytical skills and decisiveness, provides most sustainable competitive advantage and guides the organisation towards economy and efficiency.

Business needs different types of information not only to manage different operations and processes but also to ensure its existence in the competitive world. Information acts like lubricating oil for business to work better and thrive in the competitive. To be able to get complete and precise information, business should cultivate the system that facilitates its people to share what they know.

Types of information

As far as the informational need of business is concerned, information can be divided and discussed in following two types:

(a) External information

1. Information about the politics of the country, rules and regulations that affect business.

2. Information about consumer in response to products, its price quality, etc.

3. Information about the sources of finance whether foreign (ADR, Euro bonds, GDR, etc.) or internal (bank loans, loans from financial institutions, creditors, etc.).

4. Information about the quality, price, transportation, credit facilitates, supply of raw material, etc.

5. Information about efficiency and efficacy of advertisement media.

6. Information about sociological factors affecting business. Such factors includes literacy rate, standard of living, etc.

7. Information about science and technology to be imbibed by business.

(b) Internal information

1. Information of the policies, objectives and programmes of the organisation.

2. Information about the employees, their responsibilities , their area of jurisdiction ,nature of jobs assigned to them, procedures governing them, etc.

3. Information about the designation, authorities and decision making powers of the different managers.

4. Information about the availability of raw material and stores in the organisation.

5. Information about the condition of machinery.

6. Information about the workers, their skill and experience.

7. Information about the position of cash and bank or other financial resources expected to be generated in future.

Sources of information

1. **Mass media:** Mass media like newspapers, journals, television and radio provide ample relevant and up to date information to business.

2. **Chambers of commerce and association:** Chambers of commerce and various associations provide information about the sales, exports, change of tastes of customers, addresses of members, etc.

a. **The libraries:** The libraries provide access to reference books, research publications, annual reports, statistical reports, government publications of various kinds, etc. , which contain certain relevant information for business.

b. **Meetings, conferences, seminars and workshops:** Meetings, conference, seminars and workshops sponsored by large business houses, provide ample knowledge about latest research and developments in particular field.

c. **Trade fairs and exhibitions:** Trade fairs and exhibitions arranged on particular theme or subjects, provide ample information related to that theme or subject.

d. **Internet:** Internet links the people spread over different locations of the world through computers and satellite links. Through internets people have easy and instantaneous access to information.

e. **Office records:** Office records provide information about past correspondence, past performance of business and particulars about employees.

f. **Personal observation:** It provides first-hand information about employees sincerity, honesty, loyalty, efficiency, etc.

g. **Personal interviews:** Personal interviews with politicians, professional experts and other prominent personalities can provide certain information for predicting future of product and policies of government.

h. **Market research:** It conducted through carefully designed questionnaires or interviews provide information about customer's likes and dislikes.

i. **Advice:** Advice is the personal opinion about what to do? When to do? And where to do? A particular course of action in a particular situation with a view to change the behaviour and opinion of the receiver. Since it involves the personal

opinion of the advisor, it is likely to be subjective. It is not neutral, objective and factual like information.

Communication flow of advice

Advice usually flows horizontally or downwards. When the advice flows down from the boss to the subordinate, it is called downward advice. When an expert of specialised field advises the management how to discharge their function better, advice is said to flow horizontally.

Need for advice

Present day business operations and processes are not simple and straight forward, rather they are complex and complicated. Various specialised branches of knowledge have emerged to handle the various aspects affecting finance and taxation, marketing and advertisement , production and engineering, personnel and human resource development, etc. no business executive is expected to have thorough knowledge of all fields. Therefore, they need advice of professionally expert persons.

Essentials of effective advice

Advice can help and harm the receiver. To ensure that it helps and does not harm, it must be given consciously and selectively.

2. Advice should be given only if the recipient is prepared for it , otherwise , it will be wastage of time and energies by the adviser.

3. The recipient must have confidence in the adviser's experience, knowledge and sincerity.

4. The advice should be given after careful thought to its various possible dimensions affecting the recipient.

5. The advice should be given after taking into account the level of understanding of receiver with ideas clearly and completely explained.

6. The tone of the advice should demonstrate adviser's sincerity, honesty and interest in the betterment of the receiver.

7. While giving advice, the feeling of inferiority complex should not take place in the mind of receiver.

8. Advice can be given in direct way if the receiver is genuinely interested.

9. Another way to offer advice indirectly is to credit it to another source. Some people would say   in this type of situation.

10. Advice should be given with no insisting to follow it. Advice that must be followed is not advice but an order.

Counselling:

Counselling seems like advice but counselling is with professional touch by a man of greater knowledge and skill. It is meant for persons facing domestic or the job problems and consequently their disturbance affects the performance on the work. With counselling his pains and emotions are shared, his tension is released. The purpose of counselling is of regaining the physical as well as mental health, restoration of his happiness and harmony. While counselling someone, following points must be considered:

1. Prepared yourself by being aware of the problem of the individual.

2. Talk with him/her in friendly tone by demonstrating sincerity of an interest in her/his welfare.

3. Tell him that he has been called not for putting blame on him but to solve the problem positively.

4. Tell him that details of meeting will be kept confidential.

5. Hearten him compassionately , even encourage him/her to talk and explain more.

6. Collect all the data from his /her statements and identify the apparent as well as real problem.

7. Explain what is wrong and right and ask him about any suggestions to improve the situation.

8. Suggest ways to overcome the problem and arrive at the solution with his active help.

9. Get regular feedback about his performance.

Suggestion

Suggestion is the most important objective of communication. Suggestions are the proposals by subordinate to higher authority indicating change required in the existing procedural and operational matters.

Suggestions are different from advice. The advice flows horizontally whereas suggestions flow upwardly. The advice is given by experts whereas suggestions are given by lower staff.

In bureaucratically degenerated organisation's suggestions may be received through suggestion boxes and then thrown in dusty baskets but in present day learning organisations aspiring for excellence and total quality, suggestions are weighed very high. The advantages of calling suggestions are:-

1. Creativity is not the monopoly of top management. Operational level staff can convey better ideas. Through suggestion scheme, they are encouraged to become more creative.

2. With creativity their job satisfaction in reassess and their sense of belongingness is strengthened.

3. Through suggestions management comes to know the grievances and problems of employees and can think over them before they agitate.

Order

An order is the directive issued by management to subordinates in authoritative manner, specifying to do or to restrain from doing some course of action. Irrespective of the size and nature of organisation, issuing of orders is essential to accomplish the task . It is downward communication as it flows from higher authorities to subordinates. Order is always internal and downward communication. It may be written or oral Written orders are issued in the following circumstances:

1. When it is essential to pinpoint the responsibility and to keep the record.

2. When the person, to whom orders are to be issued, is situated far away in remote location and it is not possible to communicate with him on phone.

3. When the job is of routine and repetitive nature and it is wasteful to issue oral orders every time.

4. When the directives are to be given in special or specific forms.

5. Oral orders are given in the following circumstances:

6. When face to face communication between the communicator and receiver is possible.

7. When the task is to be done immediately without the loss of time.

8. When keeping record of the order is not imperative.

9. When the relations between boss and subordinate are of trust and loyalty.

Features of an effective order

1. **Simple language:** The language of the order should always be simple and straight. If the language of the order is beyond receiver's level of understanding, it will confuse him. As a result the purpose of the order will be defeated.

2. **Clear and complete:** Order should always be clear and complete so that the reader can know what exactly is expected from him.

3. **Possibility of execution:** The communicator must issue that order whose execution is possible. If there are possible difficulties, it must be overcome with detailed instructions.

4. **Tone of order:** The tone of the order should not produce resentment and repercussion in the mind of the receiver. The harsh and bitter tone does not stimulate the willing acceptance rather acts as negative force in the execution of orders.

Appraisal: On execution of order, its appraisal should be done at proper time with active feedback.

Motivation

Motivation channelise the inner urges of man to work and to excel towards the organisational goals. Everyman is worker as well as shirker, and divine as well as devil. The business manager has to motivate his employees to work with all their divine qualities in the direction of organisational goals. The position of manager in motivation is not the same as in case or order or persuasion, where he acts like a sage on the stage. Whereas in motivation his role is like a guide by side, helping others to discover their inner urges to excel. For motivating employees, following points should be considered.

1. Each employee has needs, physical as well as psychological. Physical needs are the basic needs like food, shelter and clothing. And psychological needs include social belongingness, self-esteem, status and self-actualisation the manager should identify with the needs of the various employees and activate their behaviour in the direction of fulfilment of those needs.

2. Ensure that employees feel themselves identified with the organisation. If employees are identified with the organisation, they can think and work better for achieving its goal.

3. Cultivate healthy and harmonious relations among people at work. Motivation is possible only in the environment of trust, understanding and friendship, not under confrontation and resentment.

4. Encourage employees to participate in the decision making process so that they can feel themselves as important organ of the organisation. This helps the management to earn their confidence and co-operation.

5. Clarify the targets and tasks to be accomplished in concrete terms. This should be in such a way that employees must feel sense of pride and responsibility to accomplish them.

6. Provide genuine and honest leadership to the employees so that they can't learn through the example of their leader.

Persuasion

Persuasion is the act of influencing the other persons to voluntarily change their attitudes, beliefs, feelings or thoughts. Effective persuasion is a difficult and time consuming task, but if is also more powerful way than ordering or warning in command, and control style of management.

In business, persuasion is used number of times. The seller persuades the buyers to buy company's products by telling them the potential they can get. Sometimes demoralised, disinterested or disgruntled employees are persuaded to work for their as well as company's betterment.

Persuasion is better than coercion or compulsion which breed resentment and retaliation. People forcefully resist change when they are forced to change. But in persuasion, change in brought in through indirect and invisible way, of which the person is not aware. Therefore, Jay A. Conger remarks, ' If there ever was a time for business people to learn the fine art of persuasion, it is now. Gone are the command and control days of executives managing by decrees. Today business are run largely by cross functional teams of peers and populated by baby boomers and their generation X off spring, who show the little tolerance for unquestioned authority. Electronic communication and globalisation, have further eroded the traditional hierarchy as ideas and people flow more freely than ever around organisations and as decisions get made closer to the markets. These fundamentals changes , more than a decade in the making. But now firmly part of the economic landscape come down to this: work today gets done in an environment where people don't just ask what should i do ? but why should i do it? To answer this why question effectively is to persuade.

How to persuade

"It involves careful preparation, the proper framing of argument, the presentation of vivid supporting evidence, and the effort to find the correct emotional match with your audience".

Jay A Conger aptly states

To him, effective persuasion involves four distinct and essential steps: " First effective persuaders establish credibility , second, they frame their goals in a way that

identifies common ground with those they intend to persuade. Third, they reinforce their position using vivid language and compelling evidence. And fourth, they connect emotionally with their audience".

But remember, persuasion does not lie in presenting arguments, but also more than this, lies in persuader's credibility. To quote **Jay A Conger,** " In persuading people to change their minds, great arguments, matter. No doubt about it. But arguments, per se, are only one part of the equation. Other factors matter just as much, such as the persuader's credibility and his or her ability to create a proper, mutually beneficial frame for a position, connect on the right emotional level with an audience , and communicate through vivid language that makes arguments come alive".

Persuasion is an act which comes with conscious practice and experience. These are some of the guiding hints that can be applied in persuasion.

1. **Analysing the situation and concerned persons:** Before initiating persuasion, first analyse the situation to know what is the real as well as apparent problem. What are the other courses of action and what are their merits and demerits from persuader's and other person's point of view. The interests, needs, motives and psychology of the man to be persuaded should be imagined and beforehand.

2. **P**repare the receiver to be open minded:** Never start the persuasion with over – whelming dry and rough arguments. Before this, the receiver should be prepared to open his mind. The close minded and egoistic persons are difficult to convince because their minds are pre occupied with prejudices, presumptions and preconceived ideas. Here persuader should meet them in middle of the way by starting from the common agreeable points. As the receiver starts opening his mind and accepting some of the views , then gradually start convincing him.

3. **Use the appealing arguments:** Use those arguments that appeal to receiver's interests and needs. For this , it is imperative that knowledge of the likes and dislikes of the receiver must be kept in mind.

4. **Be flexible, never impose:** If the persuader wants the receiver to listen to him, he should first listen to him totally. If there are certain positive points, those must be appreciated with open mind and abroad heart. In argumentation, never impose
    arguments another person; give subtle suggestions and indirect hints. It is quiet possible that we try to win arguments, but lose relations along with the arguments.

5. **Do not be emotional :** Sometimes, it happens that in argumentation we become emotional and identify with certain opinion. When we do not find the other person responding we lose temper and patience. That does not solve the problem, rather complicates. Therefore, it is imperative, to cool and temper of oneself by being aware of it , as well as soothe the other person. Discussion should always be in cool and dispassionate manner, rather than in angry and agitated way. Be watchful their arguments are generating more light than heat.

6. **Motivate for action:** First wait and watch that the attitude of the other persons has been changed. Then motivate and encourage him for action. Ask him that the decision you have taken is his own.

Warning

Warning is informing about the unpleasant and unfavourable consequences, if certain course of action is not changed. Such course of action may be negligence, defiance, mishandling material and machinery regularly, misbehaving with others, etc. the purpose of warning is to ask the employees to abide by the rules and regulation and work with dedication and discipline.

The warning is usually given by superior to the subordinate either in oral or written form. It can be general or particular. General warnings are not directed to any particular person or group. Warnings like "no smoking", "outsiders are not allowed", "No admission without permission" are general warnings. Particular warnings – warnings against particular person – can humiliate that person which may evoke his resentment and repercussion. Therefore, while issuing particular warning. Following points must be observed:

1. Warning should always be issued after objective and impartial analysis of the situation, not out of personal prejudices or presumptions.
2. Before warning any person, he should be given reasonable opportunity to explain his position.
3. Oral warning should be given in privacy and with friendly but fresh tone. Harsh and humiliating words should be avoided that may nurse personal grudge in the heart of the person being warned. The purpose of warning is betterment of the individual as well as of organisation, therefore, words used in warning should be carefully and consciously though out.
4. Written warning should be given through secret, not open letters. The letter should contain clear and complete message with hope for the betterment.

Negotiation

It is one of the objective of business communication in negotiation, two or more parties discuss the proposals concerned with specific problem to find mutually acceptable agreement. Usually, it is done in informal way.

According to **Adler and Elmhorst,** negotiation can be approached in four ways:

1. **Bargaining orientation:** It is based on the assumption that only one side can reach its goals and victory of one party is defeat of the other party. Here one party forces the other towards a specific outcome . This approach focuses only on the immediate results and ignores the maintenance of relations.

2. **Lose – lose orientation:** It is a situation when the concerned parties damage each other to such as extent that they both feel like a loser. Both do not seek lose- lose situation in the initial stage but when one feels that other party is blocking him, he starts blocking other person's gain. For example, when an employee requesting for leave to attend his brother's marriage is denied, he starts behaving in the manner detrimental to the organisational interest.

3. **Compromise:** When the concerned parties realise the impossibility of controlling the opponent and choose to avoid unnecessary fighting. They are said to have compromised. This compromise is better than indulging in lose-lose situation. Here both the parties lose at least some of what they were expecting.

4. **Win-win orientation:** It is transformation of the conflicting and competitive environment into cooperative and collaboration endeavour. Here both the parties explores solution to the problem (unlike lose-lose situation where they themselves become problem) even transcending the conflicting means of both parties, with the objectives to satisfy the ends one is seeking.

   Thus, the purposes behind this approach is maximising mutual benefits and maintaining healthy relations. While solving the problem. This approach is obviously superior to other approaches. In applying this approach, following steps should be considered:

1. First of all the ends which both the parties are seeking are identified than arguing over means.

2. The possible solutions to the problem that satisfy the ends are listed and evaluated from both parties perspective.

3. The most suitable solution that harms least and provides maximum mutual benefits is chosen. Here satisfaction of both the parties is must.

4. The solution selected is implemented in the environment of trust and cooperation.

Which approach to use?

No rational person will indulge in lose- lose situation. Compromise is the next choice when it is impossible to win. The party has to choose between win- win approach or bargaining. Both are different in following regards:

- Parties in bargaining approach, consider other as their foe whereas in win- win as their friend. There is conflict and competition in bargaining whereas there is co- operation and collaboration in win – win situation.

- Bargaining concentrates on self – interest whereas win – win approach seeks for mutual

gains.

Bargaining is based on exercising power, dictating terms and taking advantage of other party's weakness. However, win- win approach does not practise this. It follows the path of trust, understanding and open communication.

When to use bargaining and win- win negotiating styles:

Use a bargaining approach	Use a win-win approach
When your interest s and the other party's clearly conflict.	When you and the other party have common interests.
When you do not need a long- term harmonious relationship.	When a continuing, harmonious relationship is important.
When you are powerful enough to prevail.	When you are weaker or power is approximately equal.

Education

Education is the most important objective of communication. Organisations teach and train their executives and employees, both existing as well as newly recruited to learn new tools and techniques of performing various operation with greater economy, efficiency and effectiveness. Besides this, while marketing their products and services they also educate the public about the potential benefits of the product. For this, communication is imperative and indispensable.

Education of executives and employees

Following the waves of liberalisation and globisation in competency and inefficiency are becoming intolerant. With this, executive's and employee's education is coming on top of the agenda of companies in the current business scenario.

Tom Peter's remarks, "Orgnisations that have learned how to learn, that have looked into universities and other learning centres, they alone will thrive".

In India, for education of executives, business organisations have relied upon universities and big management institutions which are offering residential executive/ MBA programmes. These programmes are so costly that most small and medium scale units find it difficult to afford these courses. Keeping this limitation of conventional management education courses, certain organisations like all India management association are offering programmes within the company ranging from a few days to months. These programmes have edge over full time courses that they

provide uniformity of training to different participate from the company without interruption of work and at lesser cost.

C. CHECK YOUR PROGRESS
Answer in one or two sentences:

1. **What is the difference between communication and effective communication?**

2. **Why is the PAIBOC model important in business communication?**

3. **Mention two features of an effective message.**

4. **What should you consider under the "Audience" component of the PAIBOC model?**

5. **How can objections from the reader be handled during communication?**

8.4 LET US SUM UP

Effective communication is a vital skill that enables individuals to convey ideas, share information, and build relationships clearly and confidently. It involves more than just speaking or writing — it includes active listening, appropriate tone, clarity of message, feedback, and non-verbal cues. In professional settings, it helps managers coordinate tasks, motivate employees, and lead teams effectively.

There are different models of communication, such as one-way and two-way communication. While one-way communication lacks feedback, two-way communication ensures understanding through response from the receiver. However, barriers like noise — both physical and psychological — can distort the message and affect communication quality.

Effective communication contributes to personal and organizational success by promoting understanding, collaboration, and decision-making. It is both an art, requiring personal skill and creativity, and a science, built on tested principles and practices. Continuous practice and conscious effort are key to mastering it.

8.5 GLOSSARY

- **Establishing Mutual Understanding:** Communication enables the sharing of thoughts, feelings, and information to build understanding between individuals or groups.
- **Transmission of Information:** A key element of communication is the accurate and timely delivery of information from sender to receiver.
- **Two-Way Interaction:** Effective communication includes feedback, allowing clarification and confirmation of the intended message.
- **Achieving Organisational Goals:** Communication aligns individual efforts with organisational objectives by conveying vision, mission, and strategic plans.
- **Building Relationships:** It fosters trust, cooperation, and collaboration among stakeholders, essential for a healthy organisational culture.
- **Decision-Making Support:** Communication ensures relevant information reaches decision-makers, aiding in analysis and policy formulation.
- **Motivation and Morale Building:** Positive and clear communication helps in motivating employees and improving their morale and engagement.

8.6 SELF ASSESSMENT QUESTIONS

1. What do you understand by the elements of communication?

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2. Discuss the objectives of communication.

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8.7   LESSON END EXERCISE

1.   Define the term 'Elements of Communication'. Explain each element briefly with examples.

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2.   What are the main objectives of communication in an organisation? Describe how communication contributes to organisational success.

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8.8   SUGGESTED READINGS

- Lesikar R.V. & Pettet Jr. J.D.: Business Communication, Theory and Application, Tata McGraw Hill.
- Taylor Shinley: Communication for Business, Pearson Education, New Delhi.
- Bovee C.L. et al: Business   Communication Today, Pearson Education, New Delhi.

PRINCIPLES OF EFFECTIVE COMMUNICATION

STRUCTURE

9.0   LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

1. To understand the significance of effective communication in an organisational context.

2. To identify and explain the 7 C's of communication as proposed by Francis J. Bergin.

3. To recognise and describe additional models and frameworks that enhance communication effectiveness, including:

    o   The 4 S's of communication

    o   The IMPRESS model

    o   The KISS model

4. To appreciate the role of these principles in improving clarity, professionalism, and impact in both written and oral business communication.

5. To apply these principles to various forms of workplace communication such as letters, memos, reports, and emails.

Learning Outcomes

After completing this lesson, learners will be able to:

1. define effective communication and explain its importance in achieving organisational goals.

2. list and elaborate the 7 C's of communication: Candid, Clear, Complete, Concise, Concrete, Correct, and Courteous.

3. apply the 4 S's of communication and interpret their role in making communication structured and impactful.

4. utilise the IMPRESS and KISS models to draft effective and goal-oriented messages.

5. demonstrate improved communication practices by implementing these principles in professional interactions and documents.

9.1 INTRODUCTION OF PRINCIPLES OF EFFECTIVE COMMUNICATION

An effective communication is most essential for the organisation. Whatsoever, the form – letters, memorandum, reports – it may take, whatsoever, the medias, it may use, it has to be made effective by following certain scientific principles. These principles are not exclusive, but illustrative as more can be added to them.

According to **Francis J. Bergin,** communication should be:

1) Candid

2) Clear

3) Complete

4) Concise

5) Concrete

6) Correct

7) Courteous

More points can be added to these 7 C's of communication. For our discussion, we will divide the principles of communication into following broad parts:

- 7 C's of communication

- 4 S's of communication

- IMPRESS model of communication

- KISS model of communication

- Other principles of communication

9.2   7 C's OF COMMUNICATION

1. **Candid:** The message , to be communicated , should be candid (straight forward, frank), it should not be indirect , multi- vocal or untrue.

   " If you make sure you are telling the truth, you won't ever have to worry about people listening to you. When people do not listen, it is usually because the speaker's got something else, he or she is communicating besides the truth".

   Gay Hendricks and Kate Ludeman

   To make communication effective , it is most imperative that the message should be frank and straight forward. There should not be beating about the bush or conveying something that hinders the truth. It will lead to prejudice and doubts about the sincerity of the communication.

2. **Clear:** The message, to be communicated , whether oral or written, should be clear. For this , not only clarity of expression is must. But also clarity of thought. It is the first and foremost requirement. Clear message always stems from clear minds and clear hearts. Since, the message to be communicated is first produced in the mind of the sender, it is imperative that sender's mind should have clear thought about the objective of communication, their effect on the receiver and the channels to be used.

The clearly thought out message should be presented with clear expressions to avoid ambiguities and confusion. The transmitter should be very careful about the meanings and organisation of the works and symbols used in the communication.

To make the expressions clear and free from all the multi interpretations and inferences, the sender of the message should consider the following points:

(a) **Clarity in expression is brought through use of precise and concrete words:**

For example, notice the following sentences:

Imprecise: After studying the market reports and other relevant data of different markets, we can infer that the share market is lucrative for investment.

Precise: After studying the market, we recommend that investing in shares in profitable.

(b) **As far as possible, use simple and short words than pompous and heavy words:**

Pompous	Simple
Terminate	End
Fascination	Attraction
Utilise	Use
Procure	Get
Deem	Think
Interrogate	Question

(c) **Use words which are familiar to the audience and are appropriate for the situation:**

Familiar	Pretentious
Home	Domicile
After	Subsequent
Deeply	Profoundly

(d) Construction of effective sentences and paragraphs is at the core of the clarity for this.

   (i)   Prefer use of short sentences than long ones.

   (ii) Insert no more than one main idea into a sentence

   (iii)   Arrange words and clauses in such a way that the main idea occurs easily in a sentence and less important in subordinate or dependent clause.

(e) Headings, tabulations, graphs, line charts, pie charts, coloured capital letters or italic letters should be used in a creative way to improve the visual impact of the message.

(f) Use technical terms and business jargons while communicating to the professionals but while communicating with ordinary reader or listener, it should be avoided.

For example Technical: The company earned 20 % rate of return on equity. Ordinary : The company earned 20% rate of return on owner's money.

3. Complete

Completeness is necessary for effective communication. Incomplete message breads misunderstanding and misinterpretations. It leads to further queries resulting inot wastage of time and resources,, and irritates the receiver. Therefore, every aspect and relevant detail should be incorporated in logical sequence. Moreover, completeness contributes to the clarity of the message.

To **Herta A. Murphy, Herbert W. Hildebrandt ,** " Completeness offers numerous benefits:

(a) First, complete messages are more likely to bring the desired results without the expenses of the additional messages.

(b) They can do a better job of building goodwill. Messages that contain information the receiver needs show concern for others.

(c) Complete messages can help avert costly law suits that may result if important information is missing.

(d) Communication that seem inconsequential can be surprisingly important if the information they contain is complete and effective.

To make the message complete, following guidelines should be kept in mind.

(a) Provide all necessary information that the reader needs for thorough and accurate understanding. For this , check whether the message provides answer to the five W – Questions – who , what, when, where, why- and any other essential, such as how. For example, while circulating the notice of conference, specify when the conference will be held, where it will be held, why it is being conducted, what are the matters to be discussed, who are going to address and how many members are expected to reach there.

(b) Answer all stated and implied questions which may arise in the mind of reader, For example, while drafting letter offering sale of goods, first anticipate customer's possible questions regarding price, quality, quantity, usage, etc. and then draft the letter in such a way that it answer all these questions.

(c) Give some extra information in the relevant context.

4. Concise

To retain the attention as well as to save the time of the reader, it is essential that the message should be concise. Conciseness means conveying the message in fewest possible words without sacrificing its completeness and clarity. It contributes to make the important ideas stand out, on the other hand, aimless and unnecessary details distract the reader's attention and consequently reduce the effectiveness of communication. Concise messages appear more interesting to the reader and show respect for recipients by not letting their personal as well as professionals life bored with unnecessary information. Therefore, communicated message should clarify the meaning in fewest possible words, include only relevant facts, avoid needless repetition of the same ideas and words and appear in organised form for this:

(a) Use single word substitute instead of phrases without changing the meanings of the

message.

Long phrases	Single words
At the present time	Now
Due to the fact that	Because
Despite the fact that	Although
Will you kindly	Please
Keeping in view	Considering

(b)   Omit trite and wordy expressions

Wordy expressions	Concise
I beg to state that i am going	Your suggestions were
Your suggestions were	Very useful

(c)   Use single and simple word instead of using two words, conveying the same idea.

Two words	Simple
9 a.m in the morning	9 a.m
Viable alternative	Alternative
In my personal opinion	In my opinion
Period of one month	One month

(d)   Eliminate unnecessary prepositional phrases

Wordy	Concise
Wish to suggest	Suggest
Order for goods	Order goods

(e)   Include only relevant material related to the main purpose of the message.

(f)   Avoid lengthy introductions and unnecessary explanations. Also omit the information already known to the receiver.

5. **Concrete**

The communicated statement should not be vague , rather, it should be concrete and specific. Concrete expressions create specific visual images in the mind of the receiver which vague or generalised statements cannot.

For example, consider the following statement:

(i) The price of washing machine is very high.

(ii) The price of automatic washing machine is Rs 23,000.

The first statement is vague and general. To say that the price is very high, conveys different meaning to different people depending upon their economic background and perceptions. The second statement specifying automatic machine and Rs 23,000 is concrete and specific in expression as it presents definite facts

While writing business letter, memo, advertisement copy, report, etc. always give concrete facts instead of making generalised statements. Concrete language reduces the chances of misinterpretation by the receiver and increases the likelihood that message will be understood in the way the sender intends.

Therefore,

(a) Use specific facts and figures

(b) Avoid using words that lead to uncertainty and confusion Early

        low   many   large   quick   soon   slightly least

     Very   big   a few   small   slow   most   easy

(c) Use active voice than passive voice

Passive	Active
The goods were received by us	We received the goods

| The conflict among workers was resolved by top management | Top management resolved the conflict among workers |

6. Correct

The message to be communicated should be correct in spelling, grammar, format, contents, statistical information, etc. incorrect and inaccurate statements mislead the reader, lower his confidence in the communicator and tarnish the image of the organisation. These may sometimes lead the management to erroneous and disastrous decisions. Therefore, it is imperative that the sender should verify the correctness of the information before presenting it to the receiver.

To make the message correct,

(a) Ensure that facts and figures are accurate and verify statistical data, totals etc.

(b) Check whether grammar, punctuation and spelling are proper or not.

(c) Use the right level of language. That language may be formal or informal. Formal writing is often associated with scholarly writing: doctoral dissertations, scholarly articles, legal documents, top level government agreements, and other materials where formality in style is demanded. Informal writing is more characteristic of business writing. Here the sender use words that are short, well known and conventional.

7. Courteous

Congenial and healthy communication environment is essential to ensure the effectiveness of communication. Courtesy, in the message as well as manners, plays dominating role in this regard. While communicating , it is necessary that we should be considerate, compassionate and friendly. We should avoid becoming sarcastic, impatient and irritated by being aware of ourselves. If it is necessary to criticise, we must be tactful in approach, so that our communication generates more light than heat.

While communicating

(a) First, be in right frame of mind. Ensure that you are not perturbed or irritated, but are calm

and quiet.

(b) Use polite and respectful tone. Courtesy is not merely being polite with mechanical insertions of please and thank you rather it is sincere concern and respect for the other person.

(c) Always thank the other person for his generosity and favour.

(d) Do not forget to use the word please for requesting something.

(3) Ensure that the other person's self-respect is not hurt.

The 7 C'S of communication and their relevance is shown in the following table:

C's	Relevance
Candid	Reduces the chances of misunderstanding
Clear	Makes comprehension easier.
Complete	Minimises the chances of further enquiries
Concise	Saves time and energy
Concrete	Makes the communication specific and to the point
Correct	Enhances the reliability of the message.
Courteous	Ensures congenial environment of communication

9.3   4 S's OF COMMUNICATION

Like 7 C's of communication, 4 S'S of effective communication are also relevant to study. These 4S's of effective communication are :-

Shortness

Simplicity

Strength

Sincerity

1)   **Shortness:** Short message makes transmission and comprehension easier and enhances the impact of the message. Short messages are faster and more effective to

convey. On the other hand, lengthy messages confuse the receiver and consequently the impact of the communication becomes weak. Therefore, to enhance the effectiveness of the communication, message should be kept short and brief.

2) **Simplicity:** Simplicity of the words used and ideas expressed reveals the clarity of thoughts and expressions . if the communicator is confused, he or she is likely to confuse the receiver with maze of words and phrases. On the other hand, if the communicator is clear about the message, he or she can express them in straight forward manner. Clarity and simplicity goes together . to make the message simple to convey, one should be clear about the message.

3) **Strength:** The strength of the message emerges from the authenticity and credibility of the communicator . if the receiver the communicator as authentic, he or she is likely to listen it empathically and believe it. On the other hand, if the communicator is of dubious character, his or her message is likely to have lesser strength.

4) **Sincerity:** If the message is conveyed in earnest and honest manner, it is likely to enhances the impact of the communication .if the communicator is trustworthy and transparent, his or her message is likely to appeal to the heart of receiver as they readily believe it to be true and authentic.

9.4 IMPRESS MODEL OF COMMUNICATION

The word IMPRESS is an acronym used to understand the features of communication process. These features are:-

I for idea: The first step in communication process is to decide about the ideas to be conveyed. There may be lot of ideas in the mind of the sender, but out of them one or few that are most relevant to the occasion are to be decided.

M for message: Once the idea is decided, it has to be clothed in the language of the receiver in the form of message. To frame the message, the sender to has known the level of knowledge and needs of the audience. Then, message can be framed in terms of potential benefits of the idea to the audience.

P for pause/paragraphs: Pauses are the monuments of silence between the sentences. These moments of silence lets the receiver to assimilate the impact of the message. Therefore, there should be right pauses in the communicated message to stimulate the audience. These parties are reflected in the form of paragraphs in the written communication.

R for Reflection: Reflection is an important skill for improving the communication. Reflection is the outward appearance of signs and symptoms in behaviour as well as parlance, of the inward conviction. when we talk of reflection, it is more identified or indicated as the internal thoughts, introspection or intra personal communication. It has been noticed that if one has better inside. One can present it in better way. Therefore, to improve communication process ,one should reflect upon behaviour, perceptions and thoughts in silence.

E for empathy : It is the pillar of interpersonal communication as it bridges the gap between not only minds, but also hearts.one way understand other's position intellectually but it is through empathy that one can understand other with heart by putting oneself in another's shoes. In empathy, we borrow other's feelings to observe, feel and understand them but do not taken them onto ourselves. By being a participant – observer
,we come to understand how the other person feels. Thus, empathy fulfils the gap between experience and thoughts.

S for sender: In communication process, sender plays important role in initiating the interaction. The success and failure of interaction depends upon the way the sender understands the differences between the mental frames of the participants, and tailor the message accordingly.

S for security check: Effective communication takes place when the receiver understand the message. But because of different perceptions and level of understanding, neutral words conveying positive message may be perceived negatively. Sometimes, the receiver fails to comprehend the lengthily messages. To ensure freedom from these problems, there is need for security check. The sender should not rush to communicate but should thought out the message carefully by examining its expected response.

B. CHECK YOUR PROGRESS
True or False

1. Use of complex and heavy vocabulary ensures clarity.
2. Concrete messages reduce ambiguity.
3. A courteous tone may include sarcasm if used tactfully.
4. Passive voice should be preferred over active voice in effective communication.
5. Short and simple words help in maintaining clarity and conciseness.

Answer: True or False

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

9.5   KISS MODEL OF COMMUNICATION

KISS is an acronym for kept it simple, stupid was invited in context of engineering designs. This principle states that most systems work best when they are made simple than unnecessarily complex. There are certain variations of this phrase:

Keep it short and simple

Keep it simple and straight forward Keep it

simple and sincere

Keep it simple and safe Keep it

simple and secular.

The KISS principles can be also be applied in communication situation . if we keep the message simple and straight , it will be instantly grasped by the audience members. To ensure simplicity and straight forwardness, there should be clarity of thought. Clarity of thought and expressions contribute to eliminate inessential and irrelevant matter from the message.

To ensure that the message is safe and secular, attempt should be made to keep it non-violent. It should not hurt the emotions or sentiments of other persons or provoke negatively. To ensure it , one needs to develop respectful mind that can respect the mindset of other persons.

To make the message appealing to the heart of the audience members, it should sound sincere. The receivers can trust the sender's message, if they perceive him or her authentic and trustworthy. If they have doubt over the authenticity of the communicator, they are less likely to listen empathically. As a result, the strengthen of communicated message is lost.

9.6 OTHER PRINCIPLES OF COMMUNICATION

In addition to the above 7 C's of communication the following points deserve attention for making communication effective.

1. **Create synergetic environment** : Misunderstandings are the rules rather than executives because of unhealthy and uncongenial organisational environment. The neutral words attempting to convey positive message convey negative message because people possess different perceptions. We notice defensive behaviour of employees because of lack of co-operation and trust among them in the organisation. Communication cannot be effective under such circumstances. The first and foremost requirement is to create synergetic environment. Synergy means whole is greater than its parts. Under synergetic environment, cooperation breeds co-operation and trust breeds trust at accelerating rate. For this, top management should initiate and ensure trust and cooperation among employees at lower level. They will respond with trust and cooperation sooner or later. When organisation is operating at high degree of cooperation and trust among employees, communication will be automatically effective.

2. **Two way communication:** Effective communication is never one way traffic rather two way channelization. The organisation should ensure two way communication with sound feedback system to overcome the communication gaps resulting from distortions, filtering, colouring, etc.

3. **Strengthen communication flow:** The organisational policy should simplify, streamline and strengthen the flow of communication – both upward and downward-through proper organisational structure, proper decentralisation and delegation of authorities. In addition to this, adequate and timely dissemination of information should be there, both through formal as well informal networks. Frequent meetings, conferences and social gatherings should be organised from time to time to ensure easy access of information to employees.

4. **Proper medias:** Proper medias of communication should be followed. Any media is not ideal for every situation. Illiterate workers should be instructed through oral and visual communication. In case of formal relations, written communication should be followed. and for negotiation, persuasion , brainstorming, etc. face to face oral communication is the best way.

5. **Encourage open communication:** Lack of transparency and denial of information,

   breeds rumours in the organisation and consequently harms the organisational environment. To avoid the management should make open door policy and manage by walking around. In open door policy, employees are encouraged to approach immediate and higher superiors with any matter that concerns the organisation and people at organisation. This overcomes the organisational gap among executives and employees. Executives should follow this policy not only in letter but also in spirit so that only their doors are open physically but also psychologically and employees can communicate without hesitation.

6. **Appropriate language:** Appropriate words, pictures, symbols should be used to make the message simple and easily comprehensible to concerned employees. As far as possible technical and equivocal words should be avoided and message should be supported by proper diagram.

7. **Effective listening:** In oral communication, effective listening is vital. It is not only the sender's responsibility to make the message clear, complete and concrete but also of the receiver to understand the message in proper sense through effective listening. Listening should be made effective by keeping the mind free from prejudices and presumptions, paying attention to the spoken words and feeling the emotions of the speaker.

9.7   LET US SUM UP

Communication is an essential and unavoidable aspect of human existence. It occurs continuously—whether through spoken words, gestures, facial expressions, or even silence—all of which convey meaning. It is not a one-time event but a continuous process involving various interconnected and interdependent activities. Communication is also inherently a two-way process; it is only complete when the receiver understands the message, and this is often confirmed through feedback. Another important aspect of communication is perception. Human perception, which involves interpreting and assigning meaning through our five senses, plays a vital role in how messages are understood, though it is limited by the range of our sensory receptors. Lastly, communication is a universal phenomenon. All living beings, not just humans, engage in communication through their own sets of signs and symbols, making it a fundamental part of life across species.

9.8   GLOSSARY

- **Providing Distinct Cultural Identity**: Shared language cultivates common habits, traditions, and values, reinforcing the unique identity of cultural groups.
- **Resolution of Conflicts**: By enhancing mutual understanding and empathy, language serves as a tool for reducing misunderstandings and maintaining harmony.
- **Expansion of Trade and Commerce**: Language facilitates communication between buyers and sellers, helps promote products and services, and supports international trade.
- **Influencing Others and Ensuring Good Governance**: Language empowers leaders to persuade, guide, and govern by formulating and communicating policies effectively.
- **Fostering Sensitivity and Creativity**: Language nurtures emotional intelligence and promotes the synthesis of ideas, contributing to innovation and empathetic communication.

9.9   SELF ASSESSMENT QUESTIONS

1. Write a brief description about the 7 C's of communication.

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2. Explain the IMPRESS model.

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9.10   LESSON END EXERCISE

1.   Write a note explaining the KISS model of communication.

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2.   List the 4 S's of effective communication. Use examples where appropriate.

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9.11   SUGGESTED READINGS

- Lesikar R.V. & Pettet Jr. J.D.: Business Communication, Theory and Application, Tata McGraw Hill.

- Taylor Shinley: Communication for Business, Pearson Education, New Delhi.

- Bovee C.L. et al: Business   Communication Today, Pearson Education, New Delhi.

BARRIERS OF COMMUNICATION

STRUCTURE

10.0 LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

1. To understand the concept of complete and effective communication and its role in organisational success.

2. To identify the major barriers to communication that hinder message clarity and effectiveness.

3. To classify communication barriers into semantic, physical, organisational, and psychological categories.

4. To explain specific semantic barriers such as language diversity, contextual ambiguity, and limited vocabulary.

5. To analyse the causes and consequences of distorted encoding and decoding processes.

6. To appreciate the importance of diagnosing communication barriers for effective leadership and conflict resolution in the workplace.

Learning Outcomes

After completing this lesson, learners will be able to:

1. define communication barriers and explain their significance in disrupting organisational communication flow.
2. list and describe the four main types of communication barriers: semantic, physical, organisational, and psychological.
3. illustrate real-world examples of semantic barriers, including how word context and poor vocabulary can lead to miscommunication.
4. evaluate the impact of language diversity and personal perceptions on message interpretation in a multicultural environment.
5. demonstrate the ability to identify and propose strategies for overcoming communication barriers in various organisational settings.
6. apply diagnostic thinking to detect flaws in communication processes and suggest improvements for enhanced message clarity and understanding.

10.1 INTRODUCTION

Communication is the lifeline of any organisation. It plays a critical role in ensuring that information, ideas, and emotions are effectively shared across all levels of the workplace. Effective communication not only fosters mutual understanding but also enhances coordination, decision-making, and employee engagement. When communication flows smoothly, it contributes to creating a conducive work environment, enabling the organisation to achieve its goals efficiently and successfully.

However, perfect communication—where the receiver interprets the message exactly as the sender intends—is rare in practice. Messages often get misinterpreted, distorted, or diluted due to various

obstacles known as communication barriers. These barriers disrupt the flow of information, leading to confusion, conflict, reduced productivity, and even poor organisational performance.

Understanding and identifying these barriers is as essential as diagnosing a disease before treatment. Most behavioural and operational issues in organisations stem from improper or ineffective communication. These barriers may occur at any point in the communication process—whether with the sender, the medium, or the receiver. To address these challenges, it is important to categorise them into key groups: semantic barriers, physical barriers, organisational barriers, and psychological barriers. Each category has its own unique causes and effects, from language differences and poor vocabulary to noise, rigid structures, and personal biases.

This lesson aims to explore these barriers in detail, understand their impact, and suggest strategies to overcome them, ultimately leading to more effective and result-oriented organisational communication.

10.2   BARRIERS OF COMMUNICATION

Communication is complete and perfect when the receiver understands the message in the same sense and spirit as the communicator intends to convey. Here , idea and information reached to and responded by receiver remain unaltered and undistorted. But practically it has been noticed that such perfect and complete communication does not take place because of certain obstacles or other factors known as communication barriers. These barriers make the communication incomplete, unforceful and ineffective.

Proper identification of these barriers is as important and imperative as diagnosis of ailment for its remedy. Most of the behavioural problems in organisation stem from improper communication of business executives, who are to discharge their functions effectively and to ensure smooth running of the enterprise. They have to overcome these barriers through their right understanding and effective actions.

There are a lot causes of misunderstanding and misinterpretations of the message communicated. As the process of communication involves sender, channels and receiver, the problem of communication usually lies with either one or more of them. There may be certain flaws

in encoding and decoding the message, the channels used may be defective or faulty. For discussion sake, these barriers may be categorised into the following groups:-

Semantic barriers   Physical
barriers   Organisational barriers
Psychological   barriers,

Semantic barriers: semantic barriers are concerned with problems and obstructions in the process of encoding and decoding the message into words or other impressions. The use of different languages, different interpretations of different words and symbols, poor vocabulary and poor grammatical knowledge are some of the semantic barriers.

(1) **Different languages:** employees at organisation have no common language. This is obvious barrier when there is no common vehicle to convey ideas and feelings. This problem is more acute in culturally diversified organisations and multinationals. Even competent translators fail to convey the exact meaning of different words of different languages.

As company's operations expand and extend to different countries, this language barrier widens.

(2) **Different context for words and symbols** : The meanings of words are not in the words ; they are in us" Hayakawa (authors of language in thought and action) profoundly remarks. Words and symbols used have several meanings depending upon the context in which they are used e.g. (a) Give me water to drink (here water means glass of water).

(b) The water dispute of Punjab and Haryana (here water means water of river).

Unless the context of words and symbols used is known, the receiver may misinterpret them because of his preconceived ideas. Misunderstandings are rules, rather than exceptions, because of different presumptions and perceptions.

(3) **Poor vocabulary:** It hinders the communicator to convey written or verbal message in right sense. The communicator should know the clear and precise meaning of the used words and their appropriate replacement, if needed. If the inappropriate and inadequate words are used, they will fail to clear the idea to be communicated.

Q1. Why is communication considered essential in an organisation?

Q2. What is meant by "perfect communication"?

Q3. What are communication barriers?

Q4. Why is identifying communication barriers important in organisations?

Q5. Name the four major types of communication barriers discussed.

Q6. Give one example of a semantic barrier.

Physical barriers

Some of the physical barriers are as follows:-

1. **Noise :** Any disturbance or interference that reduces the clarity and effectiveness of communication is called noise. It may be physical or psychological, written or visual. Noise distracts the persons communication and acts as barrier to communication. Loud noise of speaker playing outside or noise due to machines, affects listening process of persons communicating . mental trouble and turmoil affect the receiver's listening and understanding the message. Similarly, inattentiveness and indifference of the listener make communication ineffective. Bad handwriting and incorrect typing irritates the reader not to speak of understanding the contents . The late arrival of employee results in distraction of superior's attention.

2. **Improper time:** Improper timing of communication also hinders the process of communication e.g., an order at closing hour to execute an urgent work, may cause resentment in the employee who has to catch train for going back to his home. Message requiring action in distant future may be forgotten. A phone call at midnight, interrupting sleep, further irritates the receiver, if message is not urgent.

3. **Distance:** The distance between sender and receiver act as a barrier in the communication process as the sender has to speak loudly to convey the message. Similarly, in

import – export transactions because of distance of miles communication may be ineffective if proper use of fax, telephones is not made.

4. **Inadequate or overloaded information:** Inadequate information falls short to convey the message and overloaded distracts the reader's attention and dilutes the theme of message. It is imperative that information should be adequate neither less than desired nor more than wanted. If this is not so , it fails to serve the purpose of communication.

Organisational barriers:

(1) **Organisational rules and regulations:** Organisational rules and regulations, prescribing the different sub- matter along formal communication may restrict the flow of messages and act as hindrances in the communication process. Sometimes, it happens that important messages are omitted or manipulated. Observance of rigid rules and regulations relating to communication, causes delay of message and discouragement to employees in conveying their creative and innovative ideas. On the other hand, where such rules and regulations are flexible and communication is free, employees feel encouraged and motivated to come up with new ideas and opinions.

Original Message

100% Board of Direction
63% Vice President
56% General Supervisor
40% Plant Manager
30% General Foreman
20% Workers

Information   Information
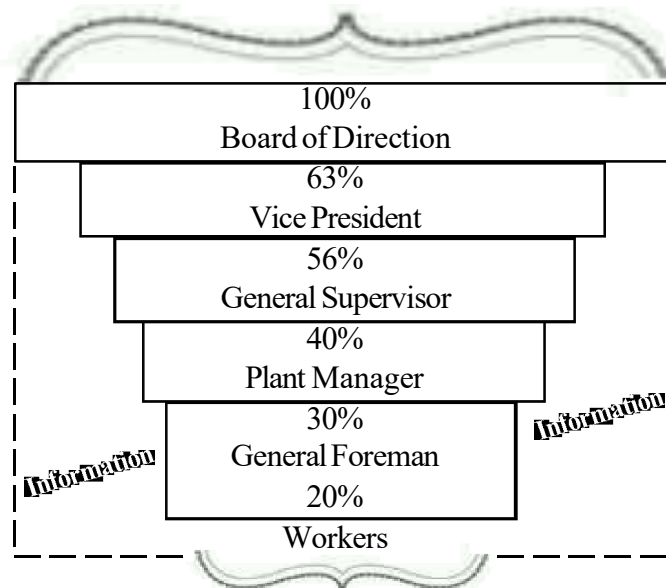
Final Message

2) **Non conducting of staff meetings:** To overcome the above barrier, certain organisations conduct staff meetings to know the grievances and suggestions of

employees. In organisation where such meetings and conferences are missing, free flow of communication is interrupted and the communication gap between persons being ruled and the ruling , widens.

(3) **Wrong choice of channel:** There are many mediums and channels of communication available, like face to face, oral communication , telephonic, e- mails and audio visual. Each channel is not ideal and perfect in every situation. If persuasion is to be made by sales manager ,face to face communication is more suitable than talking on phone. Written communication is required in case of formal relations. But in communicating with illiterate people, this channel fails. Illiterate people are to be communicated orally and with support of pictures.

(4) **Hierarchical relationship**: Hierarchical, formal boss subordinate relationship in organisations structure also restricts the free flow of communication specially in upward direction. The greater the difference in hierarchical position, the greater is the communication gap between employees and executives. The employees are expected to contact executives through their immediate bosses. In such type of cases, it has been noticed that upward communication is intentionally distorted and designed either with exaggerations or understatements , sometimes with false and fabricated stories ,to suit the purpose of middle level bosses. This leads to distract and disappointment among employees and disrupting of the congenial communication environment.

Psychological barriers

Psychological barriers arises from motives, emotions , social values, different perceptions, etc. these create a psychological distance, cause misunderstanding among people at work and hinder the communication process.

(1) **Selective perceptions:** our sensory receptors have their own limitations. As a result, we perceive not the whole spectrum, but a few selective symbols based upon our needs, motives, experience, background, etc. as already explained we do not see the reality , as it is but interpret what we see and call it reality. Because of our selective perceptions, we cannot communicate the whole. And because of different perceptions, neutral words conveying certain positive message convey the opposite meaning as they reach the

receiver. It results into misunderstanding and misinterpretations and makes communication ineffective.

(2) **Premature evaluation:** It is human tendency that we try to evaluate quickly.

We do not listen or read the whole, but try to infer from certain part of the message. The moment we try to evaluate , we stop further message visible to our sensory receptors. As a result, effective communication does not take place because of premature evaluation. This barrier can be overcome by emphatic listening or suspending judgement for the same thing.

(3) **Different comprehension of reality:** Reality is not absolute concept, it is relative to different persons. Each person has unique sensory receptors and mental filters. As a result our abstractions, inferences and evaluations are different abstraction is the process of focusing attention on specific details and ignoring others. Due to abstracting we fail to comprehend the situation as a whole and even fail to understand other person's point of view as we think ourselves right. In addition to different abstractions our inferences, things beyond verifiable and confirmed facts, are different. For example, one person told the other that he would leave by specific train, the other person infers his arrival at the station at the right time of train. It may prove to be correct or wrong. In the same manner, we infer beyond facts. If our inferences are different, communication gap will be there.

(4) **Attitude of superiors:** The general attitude of the superiors about communication, affects the flow of communication. If the superiors are afraid of delegating authority and lack confidence in themselves as well as in their subordinates, they will obviously try to conceal, colour or filter the information. They intentionally do so to twist the situation to their favour or to mask their weaknesses.

(5) **Attitude of subordinates:** The negative attitude of subordinates also affects the communication flow. Their inferiority complexes, unwillingness to share information and fear of action are the obvious barrier to communication. Under such situations, organisational communication becomes ineffective.

10.3   LET US SUM UP

Communication is essential for the success and survival of an organisation. It is important for the organisation because it creates conducive environment of understanding and helps to ensure zero defect marketing and quality since. In addition to assessing 7 C'S of communication management should create proper organisational structure, proper decentralisation and delegation of authority to strengthen the communication flow.

Communication is complete when the message is conveyed in the same sense and spirit that sender intends to convey. But it does not happen because of some barriers which are classified as sematic, physical, organisational and psychological semantic barriers are concerned with problems and obstructions in the process of encoding and decoding the message. Physical barriers include noise, in proper time, distance and improper load of information. The organisational barriers include rigid organisational rules, wrong choice of channel, too formal organisational relationship. Psychological barriers include selective perceptions, premature evaluation, wrong attitude of superiors and subordinates, etc.

10.4   GLOSSARY

- **Ensuring Organisational Success and Survival**: Communication plays a vital role in building understanding and creating a conducive environment that supports zero-defect marketing and quality assurance.
- **Reinforcing Organisational Structure and Authority**: Effective communication is supported by a sound organisational structure, decentralisation, and proper delegation of authority to enhance communication flow.
- **Achieving Communication Completeness**: Communication is considered complete only when the message is received in the same sense and spirit as intended by the sender.
- **Identifying Semantic Barriers**: These barriers arise from challenges in encoding and decoding the message due to language, symbols, or jargon misinterpretation.
- **Overcoming Physical Barriers**: Elements like noise, distance, poor timing, and information overload obstruct smooth communication.
- **Eliminating Organisational Barriers**: Rigid rules, incorrect channel choices, and overly formal relationships hinder effective communication within organisations.

10.5   SELF ASSESSMENT QUESTIONS

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1. What is communication barriers? Explain in detail.

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2. What is Impress model of communication?

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3. What do you mean by 7 C'S of communication**?**

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10.6   LESSON END EXERCISE

1. How does status-consciousness impede the smooth flow of communication?

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2. In what way communication be make effective?

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3. General principles play a vital role in enhance of communication skill? Discuss.

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10.7   SUGGESTED READINGS

* Lesikar R.V. & Pettet Jr. J.D.: Business Communication, Theory and Application, Tata McGraw Hill.

* Taylor Shinley: Communication for Business, Pearson Education, New Delhi.

* Bovee C.L. et al: Business   Communication Today, Pearson Education, New Delhi.

COMMUNICATION CHANNELS

STRUCTURE

11.0   Learning Objectives and Outcomes

11.1 Introduction

11.2 Communication network

11.3 Types of informal communication or grapevine

11.4   How to use the grapevine effectively

11.5 Let Us Sum Up

11.6 Glossary

11.7 Self-Assessment Questions

11.8 Lesson End Exercise

11.9 Suggested Readings

11.0 LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

1. To understand the concept of communication networks and distinguish between channels and mediums of communication in an organisation.

2. To identify the features and types of formal and informal communication networks.

3. To explore the advantages and disadvantages of formal communication, including its various directional flows (downward, upward, horizontal, diagonal).

4. To examine the characteristics, significance, and limitations of informal communication or grapevine communication in organisational settings.

5. To recognise how formal and informal communication systems operate concurrently to influence the flow of information and relationships in the workplace.

Learning Outcomes

After completing this lesson, learners will be able to:

1. define communication networks and explain their role in structuring the flow of information in organisations.
2. differentiate between formal and informal communication networks based on structure, direction, and spontaneity.
3. describe the benefits and drawbacks of formal communication, including how it supports authority, uniformity, and authenticity.
4. explain the advantages of informal communication such as speed, multi directionality, social bonding, catharsis, and supplementation.
5. identify the limitations of informal communication, including potential for misinformation, distortion, lack of accountability, and organisational disruptions.
6. evaluate scenarios where blending formal and informal networks enhances communication effectiveness in professional environments.

11.1 INTRODUCTION

Effective communication within an organisation relies not only on the clarity of the message but also on the structure and systems through which it flows. These structured systems, known as **communication networks**, serve as the backbone of organisational interaction, allowing information to be channelled efficiently across various levels and departments. Communication networks can be **formal**, deliberately designed by management, or **informal**, evolving spontaneously through personal relationships and social interactions.

Formal networks follow established hierarchical lines and are crucial for maintaining authority, accountability, and consistency in messaging. In contrast, informal networks operate outside

official channels and contribute to social bonding, emotional expression, and the rapid spread of information. Both networks coexist and play a pivotal role in enhancing the overall communication effectiveness within the organisation.

Understanding the types, features, advantages, and limitations of both formal and informal communication networks is essential for fostering a transparent, informed, and collaborative workplace environment. This lesson will guide learners through these networks, helping them grasp their significance and impact on organisational functioning.

11.2   COMMUNICATION NETWORK

Communication in organisation requires the system to channelise the flow of information through certain mediums. The system or pattern used in called network that works along hierarchical relationship and the mediums or vehicles used are referred as medium of communication. Some authors call the network, channels.

Thus, communication network is the regular pattern, system or structure , designed or built up along hierarchical or person to person relationship through which information flows in an organisation. Communication network has following features:

(a) There is regularity in its pattern or structure.

(b) It is either designed in case of formal communication or is incidentally built up out of friendship relations in case of informal communication.

(c) It refers to the person to person relationship either hierarchical or anarchical along which information flows.

Communication network can be Formal and Informal.

Communication network

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     │    Formal    │                      │   Informal   │
     └──────────────┘                      └──────────────┘
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┌────────┐ ┌──────────┐ ┌──────────┐
│ Upward │ │ Downward │ │ Lateral  │
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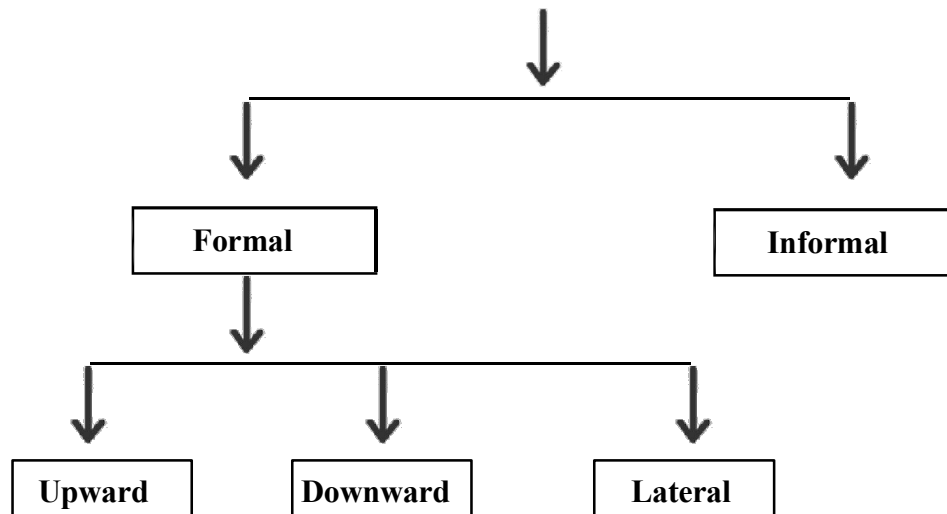
(1) Formal communication network: Formal communication networks are systems designed by management to channelise the flow of communication along formal organisational structure. This communication flow is deliberately created along officially recognised positions to ensure smooth, orderly, accurate and timely flow of information. Usually, we talk of proper channel which means communication through network prescribed in the organisation.

Advantages of formal communication

1. **Maintenance of authority and accountability:** It passed through line and authority and consequently ensures the maintenance of authority as well as accountability of the executives in charge.

2. **Intimate relations:** Formal communication is deliberately created in the organisation. As immediate boss and his subordinates meet in daily life, intimate relations among them develop with passage of time.

3. **Authenticity of matter communicated:** Formal communication ensures authenticity and genuineness of the matter communicated because the persons communicating the information are responsible for that. Therefore, rumours and back biting are minimised in the organisation.

4. **Uniformity of information:** Formal communication ensures uniformity in dissemination of information. As a result ambiguity of the message and misunderstanding among individuals are avoided.

Disadvantages of formal communication

1. **Increased workload:** It increases the workload of various managers as all communications are to be transmitted through them.

2. **Communication Corporation:** It widens the communication gap between top executives and employees at the lower level. As a result it adversely affects their relationships.

3. **Deletion of the message:** It dilutes the accuracy of the message when filtering and colouring takes place at the middle level.

4. **Red tapism.** It encourages the tendencies of the red tapis, delay tactics and suppressing of information by boss for causing unnecessary harassment to the subordinates.

A. CHECK YOUR PROGRESS

Q1. What is a communication network in an organisation?
A1.………………………………………………………………………………………
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Q2. Name the two main types of communication networks.
A2. …………………………………………………………………………………
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Q3. State one key feature of formal communication.
A3. …………………………………………………………………………………
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Types of formal communication

The formal communication can assume any of the following direction:

(a) **Downward**

(b) **Upward**

(c) **Horizontal**

(d) **Diagonal or crosswire**

The objective of downward communication – communication flowing from top to bottom– is to give directions to explain organisational policies and procedures, to motivate employees, to educate subordinates, etc. the objective of upward communication – communication flowing from subordinates to superiors - is to give feedback, suggestions, to convey new ideas, etc. the objective of lateral or horizontal communication – communication flowing between persons at the same hierarchical level- is to coordinate, to exchange information , or to resolve conflict among different departments. Diagonal communication takes place when persons interact with each other beyond their hierarchical status.

(2) Informal communication: Informal communication takes place outside the formally prescribed and planned network or channel. Unlike formal communication which is deliberately created or documented; it is spontaneous and off the records and beyond organisational hierarchy. It has no set rules and regulations and no particular direction. It is also called grapevine.

Usually, formal and informal communication goes side by side in the organisation. Certain organisations encourage informal communication along with formal communication so that effective communication may take place.

Advantages of informal network

Informal communication network provides the following advantages:

1. **Speedy and spontaneous:** Compared with formal communication network information flows at faster speed in spontaneous way. Through, this, certain formal messages can be confirmed, expanded and expedited.

2. **Multidirectional :** Informal communication is multidimensional , as a result , it can flow to any direction and degree, with no constraint whereas hierarchical constraints are imposed on the formal network because of these advantages there is easy and economical access of communication to large number of employees in organisation.

3. **Social relations:** Informal communication strengthens the social dimensions of the organisation as it provides platform for employees social gatherings not only in organisation but outside the organisation also.

4. **Catharsis:** Informal communication is cathartic as it enables the employees to discharge their negative emotions and feel relieved through talking and meeting e**ach other.**

5. **Circumventing:** Informal communication can sometimes help to bypass official channels which are unnecessarily cumbersome and time consuming.

6. **Supplementing :** Informal communication supplements the formal communication. There are certain matters which are difficult to communicate through formal channels, like feeling of employees towards executives either general or particular with regard to certain decision.

Disadvantages of informal communication

1. **Misleading :** It usually happens that informal communication carries half – truths, rumours, false and fabricated stories ,etc. because of lack of their accuracy and authenticity they misinform employees or executives or even mislead them.

2. **Distortions:** The channels of distortion of the message are very high as every person hearing the message tries to add, subtract, mould or colour the message according to his whims and wishes. As a result, the original communication is lost in the maze of different opinions.

3. **Disastrous for organisations:** Rumours, distorted messages, gossips, etc. create misunderstandings among employees and adversely affect their relations . Sometimes, executives take decisions based on wrong feedback or sometimes

employees unnecessarily react to certain management decision because of their wrong presumptions and prejudices.

4. **No responsibility:** Informal communication, responsibility for misinformation or misleading facts can be pinpointed. This is not so in the case of informal communication.

B. CHECK YOUR PROGRESS

Q1. What is informal communication also known as?

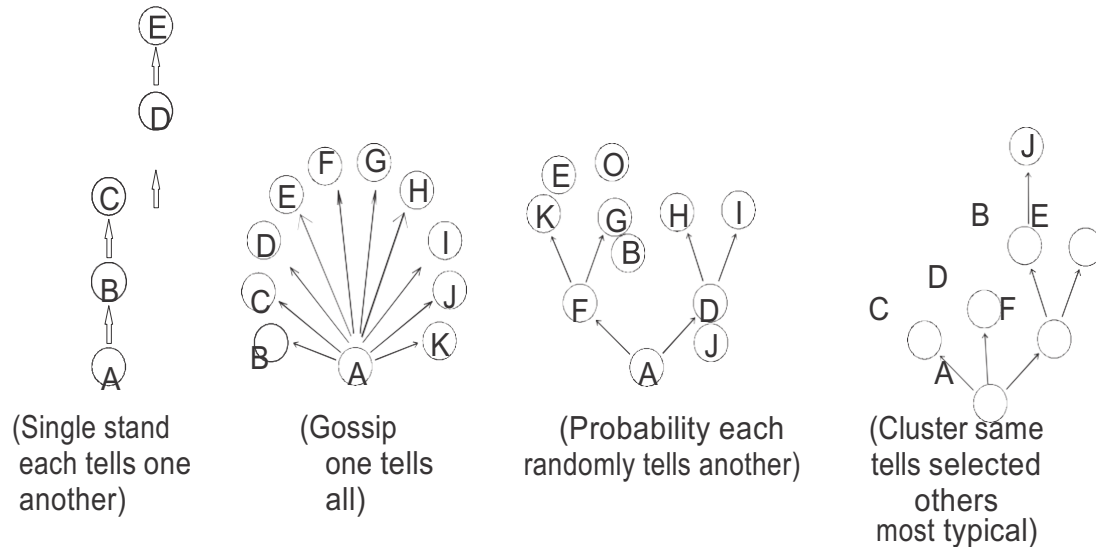**Q2.** Mention two advantages of informal communication.

Q3. What is one disadvantage of informal communication?

11.2 TYPES OF INFORMAL COMMUNICATION OR GRAPEVINE

There are four of informal communications:

    (a) Single stand

    (b) Gossip

    (c) Probability

    (d) Cluster

In single stand each person tells the other in sequence. In gossip one individual tells all on non-selective basis. In probability , the individual tells other individual randomly according to the law of probability. In cluster, the individual tells the other selectively i.e., to persons whom he trusts. Of the four, cluster is most popular in the organisation.

| (Single stand each tells one another) | (Gossip one tells all) | (Probability each randomly tells another) | (Cluster same tells selected others most typical) |

11.3 HOW TO USE THE GRAPEVINE EFFECTIVELY

Informal communication or grapevine can both harm and help the organisation. Since, grapevine is spontaneous; it is useless to curb its growth. What can be done, is either controlling or combating it properly.

1. The management should follow the open communication policy to prevent the spreading of rumours.
2. If there is false, rumour, management should immediately contradict it through proper written notice or circular.

3. Workers should be encouraged to participate in decision making process. With this rumours can be effectively encountered.

4. To spread information staff meetings can be converted at regular intervals.

5. If conducting of staff meeting is not possible, departmental heads meetings should be conducted and it should be ensured that information spreads through them effectively.

6. To spread information among employees , management can contact active members of the various groups who should be informed accurately and adequately.

7. The informal communicators can better communicate the reaction and response of employees, therefore, it should be used to feel the pulse of the employees in specific situations.

11.4   LET US SUM UP

- **Communication networks** refer to the structured or unstructured pathways through which information flows in an organisation. These networks can be **formal** or **informal**.

- **Formal communication** follows the official organisational hierarchy and is designed by management to ensure accurate, uniform, and accountable information flow. It can take various directions such as **downward, upward, horizontal, and diagonal**.

- Advantages of formal communication include **maintenance of authority**, **authenticity**, **clarity**, and **uniformity** of information. However, it can also lead to **increased workload**, **delays**, and **message distortion** due to red-tapism or filtering.

- **Informal communication**, also known as the **grapevine**, happens spontaneously outside official channels. It allows **faster**, **multi-directional**, and **emotionally expressive** communication.

- Informal networks offer benefits such as **social bonding**, **emotional release**, and **message supplementation**, but may also lead to **rumours**, **distortions**, and **misunderstandings**, due to the absence of formal responsibility.

- Both types of communication coexist in organisations and, when managed effectively, contribute to smoother and more holistic internal communication.

11.5   GLOSSARY

- **Understanding Communication Networks in Organisations**: Communication networks are structured (formal) or spontaneous (informal) systems that channel the flow of information through hierarchical or interpersonal relationships.

- **Purpose and Structure of Formal Communication**: Formal communication is planned and follows official lines of authority to maintain order, accountability, and clarity in message delivery.

- **Types of Formal Communication Flows**: Formal communication may flow in various directions including downward (instructions), upward (feedback), horizontal (coordination), and diagonal (cross-functional interaction).

- **Benefits of Formal Communication**: Ensures message authenticity, maintains accountability, builds professional relationships, and reduces ambiguity.

- **Limitations of Formal Channels**: Can lead to communication delays, distortion due to filtering, increased workload on managers, and red-tapism.

- **Nature of Informal Communication (Grapevine)**: Informal communication is spontaneous, undocumented, and free from official constraints; it often coexists with formal channels.

11.6   SELF ASSESSMENT QUESTIONS

1.   What do you understand by communication network? Explain in detail.

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

2.   What are the types of informal communication?

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11.7 LESSON END EXERCISE

1. How to use the grapevine/informal communication effectively?

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2. In what way informal communication works explain by stating the advantages and disadvantages?

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11.8 SUGGESTED READINGS

- T.N. Chhabra & Ranjan Bhanu: Business Communication, Sun India, New Delhi.
- P.D. Chaturvedi: Business Communication, Pearson Education, New Delhi.
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GRAPEVINE COMMUNICATION

STRUCTURE

12.0 LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

1. To understand the concept and characteristics of grapevine communication within an organisational context.

2. To distinguish between formal and informal (grapevine) communication channels.

3. To trace the historical origin and metaphorical meaning behind the term "grapevine."

4. To recognise the relevance of grapevine communication in complementing formal communication systems.

5. To appreciate the role of grapevine communication in enhancing information flow and interpersonal relationships within organisations.

Learning Outcomes

After completing this lesson, learners will be able to:

1. define grapevine communication and explain its spontaneous, informal nature within organisations.

2. compare and contrast grapevine and formal communication in terms of structure, flow, and purpose.

3. describe the historical background of the term "grapevine" and its association with informal communication.

4. explain how grapevine communication operates as the "central nervous system" alongside the formal structure in organisations.

5. analyse the organisational value of encouraging both formal and informal communication networks to enhance effectiveness.

12.1 INTRODUCTION: MEANING OF GRAPEVINE COMMUNICATION

Grapevine communication is the informal communication network within an organisation. This grapevine communication or informal communication takes place outside the formally prescribed and planned network or channel. The grapevine is used to spread information by passing the formal communication structure. Just like grapevine plant, it spreads in random ways and goes where it can. Unlike formal communication which is deliberately created or documented, it is spontaneous and off the records and beyond organisational hierarchy. It has no set rules and regulations and no particular direction.

Usually formal and informal communication goes side by side in the organisation. Certain organisations encourage grapevine communication along with formal communication so that effective

communication may take place if the formal communication is the skeleton of the organisation, the grapevine communication is the central nervous system.

The term grapevine originated in the 1860s during the American civil war. It was used to describe the telegraph lines that were strung through the trees in a manner that resembled grapevines. It also came to mean informal communication because the telegraph system was not a reliable source of communication at that time. Almost a century later, it was found that the path of grapevine communication resembles a cluster of grapes. Thus the terms grapevine originated.

12.2 FEATURES OF GRAPEVINE COMMUNICATION

1. **Not controlled by management:** The grapevine communication is not controlled by management, but largely by employees themselves. As employees control the grapevine informal , it may or may not be accurate because it may be relayed with personal filtering and self – serving interpretations of different persons.

2. **Considered more reliable:** Most of the employees perceive and believe that grapevine communication is more reliable than the information received from upper management. Because of free and frequent association among employees, they trust the information conveyed by the fellow employees. They may or may not realise that many times the grapevine contains false and fabricated information.

3. **Serving the interest of people involved with the situation:** It usually serve the interest of people involved in the situation. Management of the organisation may encourage informal communicate to make the message clear to different employees or to involve themes team members . This grapevine communication may also assume the form of rumours being spread by employees having self-interest.

A. CHECK YOUR PROGRESS

1. Multiple Choice Question
Which of the following is **NOT** a feature of grapevine communication?
a) It is controlled by management
b) It is perceived as more reliable by employees
c) It is used to serve personal interests
d) It flows spontaneously

Answer: a) It is controlled by management

2. True or False
Rumours in grapevine communication are always spread with malicious intent.

Answer: False
(*Rumours can be spontaneous due to stress or premeditated based on self-interest.*)

3. Fill in the Blanks
Grapevine communication helps to satisfy the _____ needs of employees and acts as a form of _____ by allowing them to release negative emotions.

Answer: social; catharsis

12.3 RUMOURS

Grapevine communication sometimes contains rumours. Rumours are false and fabricated messages structured on baseless and biased assumptions, which are orally spread among the members of the organisation. These rumours can carry sorry as well as gloomy pictures, filled with sensational news and distorted facts. Rumours – whether positive or negative – spoil the image of the institution and create panic among members of the organisations.

Usually rumours spread in the organisation may be spontaneous or premediated. Spontaneous rumours are spread when people are stressed in the untrustworthy environment. In such situation, rumours give outlet to the pent up negative energy or stress within employees. The second time of rumours are premeditated which are spread by people pursuing their own vested interests.

Management should check the tendencies of rumours with open and free communication and transparent operations. In addition to open and free communication , management should create the atmosphere of trust and cooperation by overcoming negativity and communication should be authentic.

12.4 REASONS FOR EXISTENCE OF GRAPEVINE COMMUNICATION

1) Need for faster communication

Grapevine helps to convey the information in faster way. The formal channels like letters, memos and reports take much time. On the other hand, information is conveyed with greater speed with grapevine communication.

2) Useful messages being transmitted

Sometimes useful messages are conveyed through grapevine. It has been found that 75% of all organisation's practices, policies, and procedures are shared through grapevine communication. Employees find informal communication more effective than formal channels of communication.

3) Outlet for imagination and apprehensions

There may be apprehensions about company policies or wishful thinking. Grapevine communication provides outlet for imagination and apprehensions. Those employees who can not convey through formal channels find it easier to convey the thoughts and feelings.

4) Helpful to convey organisational policies and procedures

There are many procedures and policies that cannot be conveyed through formal channels. The details of such procedures and policies with different interpretations are conveyed through grapevine. Therefore, grapevine communication supplements the formal communication.

5) Helpful to build team and corporate identity

In the present competitive environment, we find not the companies but its human resources competing with human resources of other companies. To gain competitive edge over other company, management has to create team of dedicated and devoted individuals who can innovate and do things in different ways. Moreover, through grapevine communication, management can create corporate identity among various executives and employees that keep their morale and motivation high.

B. CHECK YOUR PROGRESS

1. Multiple Choice Question
Which of the following is an **advantage** of grapevine communication?
a) It always conveys verified information
b) It delays the communication process
c) It helps in building social relations and team identity
d) It is strictly hierarchical in nature

Answer: c) It helps in building social relations and team identity

2. True or False
One of the major disadvantages of grapevine communication is that it often lacks accountability and can spread misinformation.

Answer: True

12.5   ADVANTAGES OF GRAPEVINE COMMUNICATION

1) Speedy and spontaneous

Compared with formal communication, grapevine communication allows information to flow at greater speed in spontaneous way. Through this, certain formal message can be confirmed, expanded and expedited.

2) Multidirectional

Grapevine communication is multidirectional , as a result , it can flow to any direction and degree, with no constraint whereas hierarchical constraints are imposed on the formal network. Because of these advantages, there is easy and economical access of communication to large number of employees in the organisation.

3) Social relations

Grapevine communication strengthens the social dimensions of the organisation as it provides platform for employees social gatherings not only in organisation but outside the organisation also. Thus, it is a good way to promote human relations in the organisation.

4) Satisfies social needs of the members

As grapevine communication strengthens the social relations among different persons, it satisfies the social needs of members. With this different people can freely express their fears, views and thoughts.

5) Catharsis

Grapevine communication is cathartic as it enables the employees to discharge their negative emotions and feel relieved through talking and meeting each other.

6) Circumventing

Grapevine communication can sometime help to bypass the official channels which are unnecessary cumbersome and time consuming.

7) Supplementing

Grapevine communication supplements the formal communication. There are certain matters which are difficult to communicate through formal channels like feelings of employees towards executives either general or particular with regard to certain decision. Thus, grapevine fills a gap that is left when official information is missing . even in organisations where management is very proactive about keeping employees informed, the grapevine helps to fill in the blanks.

8) Helps to keep people honest

Grapevine helps to keep people honest. It can dissuade people from engaging on behaviour that they do not want others to know about. In social setting, one observes other. Those people who wants to keep their image high will not indulge in dishonest or unethical ways as they fear that through grapevine their image will be adversely affected. But sometimes, it also happens that people feeling envy with talented and efficient people try to tarnish their image with premediated rumours. Such people spreading rumours can take temporary advantage or may succeed in their ill- motive in the short run, but in the long run they also lose their credibility.

12.6   DISADVANTAGES OF GRAPEVINE COMMUNICATION

1) No responsibility and non- verification

The main danger of grapevine communication is that responsibility for misinformation or misleading statements is not pinpointed . the information that gets spread through the grapevine is not verified. Some information that gets spread through the grapevine is not verified. Some information that gets spread through the grapevine is not verified. Some of the information is likely false and difficult, if not impossible to verify.

2) Misleading

It usually happens that grapevine communication carries half – truths, rumours, gossips, false and fabricated stories, etc. Because of lack of their accuracy and authenticity, the information through grapevine may be misleading.

3) Distortions

The chances of distortions of the message are very high as every person hearing the message tries to add, subtract, mould or colour the message according to his or her whims and wishes. As a result, the original communication is lost in the maze of different opinions. Therefore, we usually discount the information when the source is a known gossiper. But when the source is someone known to spread rumours, we believe that where there is smoke in the

message. Since we do not know what part is fire and what is smoke, we discount the whole message.

4) Disastrous for the organisation

Rumours, distorted messages, gossips, etc create misunderstandings among employees and adversely affect their relations. Sometimes executives take decisions based on wrong feedback or sometimes employees unnecessarily react to certain management decisions because of their wrong presumptions and prejudices. When gossip is being spread against a person through the grapevine, his or her reputation and image is adversely affected. As a result, he or she losses his or her influence among others.

C. CHECK YOUR PROGRESS

Fill in the Blanks

1. Grapevine communication is a form of _____ communication that occurs outside the formal communication channels.
2. One major disadvantage of grapevine communication is that it often spreads _____ and unverified information.
3. A key advantage of grapevine communication is its _____ flow, which allows messages to move in any direction.

Answers:

1. informal
2. rumours
3. multidirectional

12.7   LET US SUM UP

- **Grapevine communication** refers to the informal, spontaneous flow of information that occurs outside of officially designated channels in an organisation.
- It is **unstructured, multidirectional**, and not bound by hierarchical positions, making it a dynamic and flexible form of communication.

- The term **"grapevine"** originated during the American Civil War to describe unreliable telegraph lines that resembled tangled grapevines—later used metaphorically to describe informal communication networks.

- Unlike formal communication, which is planned and documented, **grapevine communication spreads quickly** and often supports or supplements the formal system by sharing feelings, clarifying doubts, and promoting social bonding.

- Many organisations recognise the value of grapevine communication as the **"central nervous system"** that works alongside the formal "skeleton" structure to enhance workplace understanding and cohesion.

12.8   GLOSSARY

- **Informal Communication Network:** Grapevine communication flows outside the formal structure, lacking rules or hierarchy, and operates spontaneously.

- **Spontaneous and Unstructured Flow:** Unlike formal communication, grapevine spreads in random, unpredictable patterns similar to a grapevine plant.

- **Parallel to Formal Communication:** Both formal and grapevine communication coexist, with grapevine supporting and complementing official information channels.

- **Origin of the Term:** The term "grapevine" originated during the American Civil War to describe telegraph lines that looked like tangled vines, symbolising unreliable and informal exchanges.

- **Central Nervous System Analogy:** If formal communication is the organisation's skeleton, grapevine communication serves as its central nervous system—conveying emotions, opinions, and unfiltered feedback quickly and pervasively.

12.9   SELF ASSESSMENT QUESTIONS

1. Explain in detail the grapevine communications.

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2. What are the advantages and disadvantages of grapevine communications.

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12.10   LESSON END EXERCISE

1. How to use the grapevine communications effectively?

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2. What do you understand by rumours?

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

12.11   SUGGESTED READINGS

- T.N. Chhabra & Ranjan Bhanu: Business Communication, Sun India, New Delhi.
- P.D. Chaturvedi: Business Communication, Pearson Education, New Delhi.
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DIRECT COMMUNICATION

STRUCTURE

13.0 LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

1. To understand the concept and significance of communication flow in an organisation.

2. To identify and explain the various directions of communication: downward, upward, horizontal, and diagonal.

3. To describe the objectives, benefits, and challenges of downward communication.

4. To analyse the prerequisites for ensuring effective downward communication.

5. To understand the concept and types of upward communication and its growing relevance in participative management.

Learning Outcomes

After studying this content, learners will be able to:

1. define direction of communication and differentiate between various communication flows in an organisation.
2. explain the purpose and media used in downward communication and evaluate its advantages and disadvantages.
3. recognise problems such as distortion, delay, and bureaucratic degeneration in downward communication.
4. suggest ways to improve the effectiveness of downward communication through clear messaging, proper channelisation, and delegation of authority.
5. identify the types and importance of upward communication in promoting industrial democracy and employee participation.

13.1 INTRODUCTION OF DIRECT COMMUNICATION

As organisation has to design the direction of communications flow to ensure uniformity in dissemination of information and to establish accountability. This direction designed to channelize the flow of communication either from top to bottom, bottom to top or on same hierarchical levels. This flow is called the direction of communication which may be:

Downward upward horizontal diagonal or crosswires.

Downward communication flows down from top to bottom of the organisational hierarchy and carries message from higher authority to lower level managers. It is based on the assumption that the people working at the upper level have greater authority to communicate to the people working at bottom level.

This direction of communication enables the top management to exercise their authority over bottom level employees. It also strengthens the authoritarian structure of the organisation.

- **Downward communication**

Downward communication flows down from top to bottom of the organisational hierarchy and carries message from higher authority to lower and down below.

Managing director Assistant

Timekeeper

Quantity Controller

Salesmen   Cashier

Accountant

Personnel Manager

Production

Manager

Marketing

Manager

Financing

Manager

Objectives of downward communication

The objectives of downward communication may be to give direction or explanation to motivate or educate employee, etc.

1. To give directions about what to do and how to do.

2. To explain organisational policies, programmes and procedures.

3. To know , how effectively a person is performing his job

4. To motive employees to improve their performance.

5. To educate subordinates for performing a particular job.

Medias for downward communication

The downward communication can be oral or written. The oral communication is mostly through informal channels whereas written communication takes the form of official memos, bulletin boards, meetings, circulars, etc.

Benefits

1. It helps to explain to the subordinates the organisational plans, policies, programmes, and procedures, work methodology and other necessary information for performing the job.

2. It helps to convey to the subordinates the expectations of management from them.

3. It acts as a means to control the activities of the subordinates with active feedback.

4. It provides motivation to the workers to excel their performance.

Problems

1) **Distortion of message:** Sometimes conveyed message gets distorted or diluted because of filtering, colouring , twisting or condensing by the immediate bosses. As a result the spirit behind the message is lost.

2) **Delays:** The delays occur in transmission of message because of long line of authorities involved. The excessive time consumed usually results in loss of its **significance.**

3) **Overloaded or under loaded message:** The chances of overloading or unloading of the message are very high in download communication. Overloading of message results in delusion of the real contents and underloading leads to misunderstandings.

4) **Bureaucratic degeneration:** Downward communication places the immediate boss in advantageous position to exercise authority over subordinates. Power and positions are misused against employees, who are not hand in glove with authorities, by delaying or denying information to them. This leads to inculcation of shallow or superficial sense of responsibility or loyalty among employees, being judged on bureaucratic norms. As a

result, the organisation suffers because of crushing and curtailing of employee's initiatives and innovativeness.

A. CHECK YOUR PROGRESS

1. Multiple Choice Question:
Which of the following is *not* an objective of downward communication?
a) To give directions about what to do and how to do
b) To receive feedback from subordinates
c) To educate subordinates for performing a particular job
d) To explain organisational policies and procedures

Answer: b) To receive feedback from subordinates

2. True or False:
Downward communication can sometimes lead to bureaucratic degeneration due to misuse of authority.

Answer: True

3. Short Answer:
List **two types** of upward communication and explain what they convey.

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Prerequisites of effective downward communication

1) **Well informed:** The top, middle and lower level managers should be well informed about the overall objectives and detailed activities of the organisation so that they can answer any query or clarify any doubt the message communicated.

2) **Positive communication climate:** The success of communication depends upon the communication climate. Before misunderstanding can stem out of the message communicated, management must ensure positive communication climate.

3) **Prevention of over- concentration:** Over concentration of authority for issuing orders and instructions should be avoided. There should be sufficient delegation of authority at middle and lower level management, so that delays in issue of

necessary orders and instructions can be avoided. Additionally, the line communication should be shortened to avoid possibility of distortion and delusion.

4) **Proper channelization:** The information should pass through the hierarchical structures of the organisation. It should not by pass, as it will create behavioural problems in the organisation.

5) **Adequate and clear message:** The communicator should always convey clear and complete message , in simple and straight forward language.

6) **Upward communication**

Upward communication is flowing of message from subordinates to superiors. It is just the reverse of the downward communication. Usually is of two types:

(a) Feedback of the information asked by boss to subordinate.

(b) Voluntary communication from subordinate conveying his suggestions, complaints, opinions, innovative ideas, etc.

In the era of industrial resolution and mass production, this type of and influence direction was least used. But with growing importance of human workers schools of through, as, management encouraged participation and industrial democracy, it assumed added importance.

13.2   METHODS OF UPWARD COMMUNICATION

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1) **Periodical meetings:** Periodical staff or group meetings are conducted to invite suggestions, opinions, or other ideas from subordinates. The higher level authorities listen to the subordinates problems, procedures and policies.

2) **Open door policy :** In open door policy, employees are allowed to visit the superior's office at their ease and talk with him without any hesitation. This policy is good if executives and employees work by considering other party's needs and convenience.

3) **Suggestion Boxes:** In this scheme, suggestion box is placed in the office or factory and employees are encouraged to drop their suggestions, complaints or opinions in the box. After periodical interval these suggestion boxes are opened and letters from employees are

reviewed.

4) **Interviews:** If the problem is not regular and its immediate solution is imperative, an interview is conducted with employee or concerned members. Concerned employees are encouraged to talk freely and frankly so that the real problems can be diagnosed.

5) **Informal gatherings:** Usually informal gatherings like get together parties or picnics are organised on a certain eve or event that provide ample opportunities for employees to share their feelings with their boss.

Benefits or advantages of upward communication

1) **Provides insight into behavioural problems:** The upward communication provides management the advantage of greater insight and penetration into the behavioural problems of employees. The management can know the attitudes, opinions and feelings of the workers regarding organisational matters. Accordingly, they can mould and motivate them better or introduce other plans and package depending upon the situation.

2) **Creates confidence and trust:** The upward communication creates mutual confidence and trust among executives and employees with it, employees can envoy their feelings, complaints, grievances, etc. to bosses and feel relieved of the pent up negative emotions or attitudes. By carefully and compassionately listening to employees, executives can ensure their commitment to the welfare of employees.

3) **Enhances learning and excellence:** As employee come up and convey new innovative ideas to the management they feel themselves esteemed high and motivated if they are listened and rewarded properly. Thus, healthy upward communication encourages and enhances their learning and excellence.

4) **TQM and Zero defect marketing:** Upward communication is imperative for TQ organisation and organisation's marketing zero defect products. These products are possible, only if the upward communication is there as employees who have to deal directly with customers , can convey the attitude and expectations of customers.

Problems encountered in upward communication

1) **Concealments:** It has been noticed that the immediate bosses actively conceal the problems of employees from the top management because they fear loss of their power and position.

2) **Delays and distortions:** Usually in upward communication delays and distortions take place, especially when the lines of communication are long.

3) **By passing:** Sometimes it happens that the workers bypass their immediate boss which results in to resentment.

4) **Poor listening:** Poor listening skill of the superiors discourages the subordinates to come up with innovative ideas. The superiors with poor listening cannot understand the problems of subordinates.

5) **Hesitation of employees:** Some employees hesitate to come to the boss and convey their problems because they fear that they will lose boss's favour.

B. CHECK YOUR PROGRESS

MCQs

1. Which of the following is *not* a method of facilitating upward communication?
a) Suggestion boxes
b) Periodical meetings
c) Memo circulars
d) Open door policy

Answer: c) Memo circulars

2. One major benefit of upward communication is:
a) Delays in communication
b) Gaining insight into employee behaviour
c) Concealing employee issues
d) Reinforcing hierarchical authority

Answer: b) Gaining insight into employee behaviour

3. Upward communication is essential for Total Quality Management (TQM) because:
a) It restricts employee interaction
b) It allows top management to avoid customer feedback
c) It helps gather insights from employees dealing with customers
d) It limits innovation

Answer: c) It helps gather insights from employees dealing with customers

4. What is a common *problem* associated with upward communication?
a) Builds trust and confidence
b) Provides motivation
c) Delays and distortions
d) Increases productivity

Answer: c) Delays and distortions

5. Which of the following best explains the "open door policy"?
a) Supervisors issue instructions to employees directly
b) Employees meet managers without hesitation to express concerns
c) Meetings are restricted to executives
d) Employees are prohibited from informal contact with superiors

Answer: b) Employees meet managers without hesitation to express concerns

13.3   PRE-REQUISITES OF EFFECTIVE UPWARD COMMUNICATION

1) **Healthy atmosphere:** First of all healthy and congenial atmosphere for communication should be created and maintained. If there are behavioural problems among executives and employees they will spoil the communication flow.

2) **Reward for constructive suggestions:** Constructive suggestions by employees should always be rewarded so that they feel it is prudent to initiate and innovate new ideas and communicate them to the top management.

3) **Effective listening:** The executives should always listen to the subordinates both emotionally and intellectually. With this, the subordinates will feel that management is genuinely concerned with their problems and grievances.

4) **Formal system for suggestions:** There should be some formal system to handle the suggestions of the employees.

5) **Short lines of communication:** The lines of communication should be kept as short as possible to avoid the delays and distortions in the messages being communicated.

6) **Grievance procedure:** A formal and time bound grievance procedure can make upward communication effective. For this, organisation should build a described procedure for settlement of grievances. According to which (a) the immediate boss is required to settle the grievance with in two days (b) if it is not settled, the departmental head is required to settle with in next 3 days (c) if the departmental head failed to settle grievances , the grievance committee is asked to resolve the issue within next 4 days and (d) finally , if grievance is not settled, the case will be recommended to managing director.

7) **Committees:** Committees consisting of employees and executives may be constituted where employees may get an opportunity to talk face to face with their superiors. Here executives can also seek bottom level information from their employees.

8) **Social gatherings:** To encourage upward communication, informal social gatherings may be

organised where various executives and employees irrespective of their rank and file can talk openly and freely.

13.4 DIFFERENCE BETWEEN UPWARD AND DOWNWARD COMMUNICATION

Basis	Downward communication	Upward communication
Direction	It flows from higher to bottom level	It flows from bottom to higher level
Speed	Its speed is fast	Its speed is slow
Purpose	Its purpose may be to give orders for implementing plans	Its purpose is to provide feedback and give suggestions
Nature	Its nature is authoritative and directive	Its nature is informative and appealing
Examples	Orders, circulars, notices, etc.	Reports, suggestions, grievances, etc.

13.5 LATERAL OR HORIZONTAL COMMUNICATION

It refers to the flow of information and idea between person at the same hierarchical level either of the same or other department or division. It is communication among individuals and groups of the equal rank or status. For example, communication between marketing manager and production manager or communication between one salesmen and other salesman is lateral communication. The main purpose of horizontal communication is to promote mutual cooperation and coordination among different persons and departments.

Purpose served

Lateral communication usually serves the following purposes:

(a) Coordinating among various individuals or departments.

(b) Solving problems which involve the efforts of various specialist.

(c) Resolving conflict among various personnel's.

(d) Exchanging information among various employees of the department.

(e) Promoting social relations among employees of the organisation.

Medias used inn horizontal communication

(a) Telephone

(b) Face to face conversation

(c) Meetings.

(d) Written messages like letters, etc.

Advantages of lateral communication

1) Lateral communication creates mutual trust and understanding among different departments and individuals.

2) It facilitates cooperation and coordination among different individuals and departments of the organisation. This type of communication is very helpful in resolving personal differences among different members of the same or other departments.

3) This type of communication is popularly used to solve the interdepartmental problems where solution requires the consensus of opinion of different people.

Problems of lateral communication

1) **Rivalry among employees:** Sometimes employees at the same level feel threatened and insecure in the environment of competition among themselves. As a result, they do not communicated with open heart and broad mind.

2) **Specialisation:** The various specialists employed in the organisation have their own language related with their field which is incommunicable to non- specialists. This naturally creates problem in the free flow of lateral communication.

3) **Physical barriers:** Physical barriers like noise in the channels and distance among

employees or departments are obvious barriers in the lateral communication.

4) **Lack of motivation:** Lack of motivation among employees to work and cooperate with other employees may be one of the major problems of communication.

C. CHECK YOUR PROGRESS
MCQs

1. What is the primary purpose of lateral communication?
a) To report issues to higher management
b) To control subordinates' behavior
c) To promote coordination and mutual cooperation
d) To assign tasks from top-level executives

Answer: c) To promote coordination and mutual cooperation

2. Which of the following is an example of lateral communication?
a) Communication between HR Manager and CEO
b) Communication between Production Manager and Sales Manager
c) Communication from employee to supervisor
d) Instructions from supervisor to subordinate

Answer: b) Communication between Production Manager and Sales Manager

3. One of the major *advantages* of lateral communication is:
a) Enhances top-down control
b) Promotes rivalry among departments
c) Solves interdepartmental problems through mutual understanding
d) Reduces employee interaction

Answer: c) Solves interdepartmental problems through mutual understanding

4. Which of the following is *not* a medium used in horizontal communication?
a) Telephone
b) Written letters
c) Face-to-face conversation
d) Notice boards

Answer: d) Notice boards

13.6   PRE-REQUISITES OF HORIZONTAL COMMUNICATION

Horizontal communication helps to coordinate the activities of different departments and strengthens the relationship among employees. It is essential that it's should be made effective by co- coordinating the following points:

1) Meetings of the different departmental heads and employees should be convened from time to time.

2) The various employees and heads of departments should be linked on intercom or telephones so that they can talk and discuss the business matters, when they feel necessary.

3) If possible, employees working at different locations should be linked with internets as it is more cost effective.

13.7   DIAGONAL. OR CROSSWIRE COMMUNICATION

Diagonal or crosswire communication takes place when persons interact with each other beyond their hierarchical status and established reporting relationships. For example, production manager talking with salesman to elicit his opinion is an example of diagonal or crosswire communication .

Advantages of diagonal communication

1) **Promotes coordination:** It promotes coordination among different persons and departments of the organisation.

2) **Boosts morale:** It boosts the morale of different employees and executives by providing them an opportunity to interact with each other and solve the problems.

3) **Expedites procedures:** It helps to expedite the routine procedures by cutting across the departmental lines.

4) **Building trust and cooperation:** It builds the Atmosphere of trust and

cooperation.

13.8   LET US SUM UP

- **Lateral or Horizontal Communication** refers to the exchange of information between individuals or departments at the **same hierarchical level** within an organisation.
- This type of communication fosters **mutual cooperation**, **coordination**, and **problem-solving**, and helps build **strong interpersonal relationships** among peers.
- It plays a crucial role in promoting **interdepartmental collaboration**, especially when tasks or issues require the involvement of multiple specialists or teams.
- Common **mediums** of lateral communication include **telephone calls**, **face-to-face conversations**, **meetings**, and **written messages**.
- **Advantages** of lateral communication include:
    o Building **trust** and **understanding** among peers.
    o Enhancing **cooperation** and **coordination**.
    o Facilitating **conflict resolution** and **team-based problem-solving**.
- **Challenges** include:
    o **Employee rivalry** and competition.
    o **Language and jargon barriers** due to specialisation.
    o **Physical barriers** such as noise and distance.
    o **Lack of motivation** to engage in collaboration.

Effective lateral communication is essential for smooth functioning across departments and ensures that the organisation works as a cohesive unit.

13.9   GLOSSARY

- **Lateral communication** – Flow of information between individuals at the same hierarchical level

- **Horizontal communication** – Another term for lateral communication

- **Same hierarchical level** – People of equal rank or status communicating

- **Interdepartmental coordination** – Cooperation between different departments

- **Mutual cooperation** – Working together for common goals

- **Conflict resolution** – Solving disputes among employees

- **Peer communication** – Interaction between colleagues at the same level

- **Information exchange** – Sharing data and ideas among employees

- **Team collaboration** – Working collectively on tasks

- **Trust and understanding** – Positive interpersonal relations

- **Problem-solving** – Finding solutions together

- **Telephone** – A medium for horizontal communication

- **Face-to-face conversation** – Direct verbal interaction

- **Meetings** – Formal gatherings for discussion

- **Written messages** – Communication through letters, emails, etc.

13.10 SELF ASSESSMENT QUESTIONS

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1. What do you understand by diagonal or crosswire communicational.

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2. What is lateral/horizontal communication?

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13.11   LESSON END EXERCISE

1. Difference between upward and downward communication?

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2. In   what   way   upward   communication   works   effectively?

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13.12   SUGGESTED READINGS

- T.N. Chhabra & Ranjan Bhanu: Business Communication, Sun India, New Delhi.
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METHODS OF COMMUNICATION

STRUCTURE

14.0 LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

1. To understand the concept and significance of **communication methods** in organisational settings.

2. To identify and distinguish between **oral, written, and non-verbal** methods of communication.

3. To explain the key **media of oral communication**, including face-to-face, telephone, teleconferencing, and voicemail.

4. To analyse the **benefits and limitations** of **face-to-face communication** in various contexts.

5. To recognise the factors influencing the **choice of communication medium**, such as speed, cost, and amount of information.

Learning Outcomes

By the end of this topic, learners will be able to:

1. Define different **communication media** and explain their usage in formal communication.
2. Describe the various **forms of oral communication** and when to use them effectively.
3. Demonstrate an understanding of **face-to-face communication**, including its advantages in capturing attention, using expressions, and enabling discussions.
4. Evaluate situations to choose the **most suitable communication method** for delivering messages efficiently.
5. Differentiate between **verbal and non-verbal communication**, identifying their roles in organisational communication processes.

14.1 INTRODUCTION

Methods of communication refer to the vehicles or instruments or channels through which communication is delivered or channelised. The choice of the communication Medias depends upon number of factors like the derived speed, amount of information, cost effectiveness, etc. Numerous communication channels are used like face to face conversation, telephone, teleconferencing, E-mail, fax, etc. In addition to these verbal communications, non-verbal communications like communicating through face expressions, body language, etc. are available. But non–verbal communications are not formally used.

The formal medias of communication are divided and discussed into two broad categories viz; oral communication, written communication and non- verbal communication.

Oral communication

Oral communication is vital for any business, social or political organisation. Whatsoever the form it may assume, it occurs through spoken words, through speech either face to face or through any electrical device such as phone, teleconferencing , public address system, etc.

Oral communication takes place through any of the following medias:

1.   Face to face

2.   Teleconferencing

3.   Telephone

4.   Voice mail

(1) Face to face communication

Face to face communication may be between two persons or among small group or gathering of persons. It may also assume the form of speech or address by one person to an audience. Face to face communication has the same pros and cons as oral communication, except the following additional.

Benefits of face to face communication

1) **Control over reader's attention:** Compared with written or telephonic communication , face to face communication provides the advantages of exercising control over reader's attention. The speaker can effectively capture the listener's attention by making his message clear and interesting.

2) **Effect of facial expressions:** The speaker can make it more vivid and forceful by conveying through facial expressions , tone and pitch of the voice.

3) **Suitable for discussions:** Face to face communication is most suitable for discussion where instantons feedback is imperative. Even communication on telephone or teleconferencing

is not as effective as it is in case of face to face situation, when a lot of discussion for negotiation, brainstorming or persuasion has to be done.

Limitations of face to face communication

1) **Inattentive listening :** For effective communication, not only the ability of the communicator matters but also the listening skills of the listener plays important role. Most of the persons seem listening, but do not listen because of wandering of mind to other matters , using or selective perceptions, egoism, etc. As a result the communication does not take place because of inattentive listening.

2) **Difficulty in arranging personal contacts**: Face to face communication suffers from the limitation of arranging personal contacts. If the various departments and persons are working at different places, especially noticed in big organisations, it is very frustrating and difficult to arrange their personal contacts. Moreover, it is not easy and economical , rather expensive and time consuming process.

3) **Unproductive in unhealthy relations:** Face to face communication sometimes proves counterproductive when the relations between the parties are unhealthy. It may lead to further conflict and confrontation among them. Under such situations, better will be to avoid this mode of communication. First make the communication environment congenial, then proceed with such medias of communications.

(2) Tele conferencing

Teleconferencing is the next substitutes for face to face communication, popularly used when two or more persons are thousands of kilometres away from one another. Through teleconferencing they can hear and see each other and talk with one another as if they were sitting together in one room.

(a) Teleconferencing eliminates the unnecessary travel by executives and ensures long distance communication. In the present era of globalization people operating in   different countries, can be linked together in "global office" through teleconferencing.

However, it is technologically and economically unaffordable for small organisations

as it requires elaborate studios at each location with heavy expenditure. Moreover, it cannot replace face to face communication completely in case of brainstorming, negotiation and persuasion, etc. Still it is very useful for benefits in terms of savings in travelling expenses and avoidance of interruptions in work, outweigh the costs of its operations.

Telephone

Telephone is one of the most frequently used means of oral communications in the present business world. Most of the urgent matters, are dealt with on phone. Not only one to one contact but group communication is also possible through audioconferencing when more than two persons , sitting far away speak on telephone.

Merits of telephone

1) Through telephone , contact with persons sitting miles away is possible

2) It saves the time wasted in the transmission of message either through first or personal contacts.

3) On telephone instantaneous feedback is possible. Consequently, the communicator can clarify the doubt if receiver has or can adjust his message accordingly.

4) Sometimes, it is very difficult to contact a person busy with his job. Through telephone , he can be contacted without disturbing his busy schedule.

5) Telephone communication can be made more effective than face to face communication, through modulations of voice.

Demerits of telephone

1) Since telephone lacks visual feedback, it is difficult to reveal the moral of the receiver. As a result, communication becomes ineffective, if the receiver is in hurry or anger.

2) Unlike face to face communication, on telephone it is very difficult to hold the receiver's attention for a long time. Therefore, it is not suitable for conveying lengthy messages.

3) It is expensive especially when geographical distance between the sender and receiver is more.

But compared with videoconferencing it is cheaper.

4) Telephone message does not provide a permanent record for legal purposes, unless they are recorded on audio tapes.

5) It is very frustrating when the concerned person cannot pick up the receiver, because of his touring or travelling. Pagers and mobile phones have overcome this disadvantage, but they are still expensive in India.

Barriers to effective telephone use

Physical barriers include the following:

- Noise in transmission.

- Disconnection of telephone calls.

- Telephone tags due to busy calls.

- Non- connectivity due to problem with telephone exchange.

Psychological barriers relates with user's

- Attitude

- Ability

- Approach

Physical barriers may be controllable or uncontrollable. For example, problem with exchange is uncontrollable. But with computerisations of exchanges, telephone services have improved. One should also check one's telephone system to ensure flawless communication at phone.

Psychological barriers need special attention and training. These psychological barriers are:

Wrong attitude: The attitude of the communicator affects the effectiveness of the

telephonic conversation.

Negative	Positive
Irritable	Cheerful
Rude	Polite
Sarcastic	Compassionate
Indifferent	Friendly
Arrogant	Flexible
Harsh	Warm
Hostile	Calm
Insensitive	Empathic
Boring	Interesting

The person with negative attitude fails to communicate the message in effective way as his wrong attitude provokes the negative reaction of the receiver. Similarly, the person with negative attitude fails to comprehend the message conveyed by other person.

2. **Lack of ability to communicate:** Another effective barrier in the telephonic conversation is communicator's lack of ability to convey the message or listen other person empathically. Ill planned and ill thought out message are likely to leave any good impression and impact on the listener. On the other hand, well planned and properly thought out message are likely to have good impact upon the listener. Similarly, inability to listen the message also affects the flow of communication.

4. **Wrong approach:** How one approaches while talking at phone also affects the transmission of the message. While talking to close friends, one can become casual and take time to be familiar about personal health and other matters. But in business affairs, one should not

waste time in talking personal matters and should approach the message in straight forward manner.

How to make effective use of telephone?

- Before ringing up, plan the message to be conveyed.

- Always keep pen and paper for noting down the main contents of conversation.

- Speak in polite , pleasant and positive manners.

- Do not waste time in unnecessary and undesirable talks.

- Do not shout or speak too low. Speak in natural voice.

- Be more alert and attentive while talking on phone. Listen to the other person patiently without any interruption.

- Say good morning , good afternoon or hello before introducing yourself.
- Introduce yourself before conveying or receiving the message.
- Make sure about the identity of the other person before talking.
- Asks the other person to repeat the message, if it is not clear.

Pagers

There are inherent limitations of fixed installed telephone like lack of connectivity for persons moving around. To provide connectivity and convenience along with freedom to roam, pagers were invented. Under paging system, the sender dials the pager number and conveys the message through human voice. The paging service provider forwards the message that gets electronically printed on the pager of the pager holder. The message is received without actual dialogue, and the pager holder is allowed, turnaround time to get back with suitable reply to respond the message. He can either phone or can avoid the dialogue with undesirable persons. Presently, there are two modes of paging i.e., auto paging and operator assisted paging. In auto paging, message is directly keyed by the sender with use of tone mode on the phone; whereas in

operator assisted paging the sender asks the service provider to convey the message to the receiver.

When rental and call charges of mobile phone were high, pagers were used to be an attraction, because of their low monthly rental fee for unlimited number of messages and the facility of avoiding pesky caller. There are certain value added services in the pagers.

(a) Email messaging

With email messaging facility, e- mail can be read instantly. The paging services will forward al e- mail to the pager – holders by charging nominal fees. With this, the pager holder needs not to access the internet and to spend time in connecting internet. Even he can reply back through e- mail ; for this he has to call his paging services and dictate the message to them. The operator will forward the message at the specified e-mail address. This service eliminates the time gap between sending e-mail and connecting internet for opening e- mail by the receiver.

(b) Voice mail

The pager service providers also offer facility of voice mail in which message in any language is recorded. As soon as the caller, finishes recording the message, the operator informs pager holder that a message is waiting for him in his voice mail box. The pager holder has the option of retrieving the message at his convenience. With this service, one can have long message in any language.

(c) Information services

Most pager service providers in India regularly transmit information on pagers. Their information relates to stock price, forex, sports and major political events.

Mobile phones

Mobile phones provide definite edge over fixed telephony when we talk of connectivity, convenience and freedom to roam. The person holding mobile phone can be contacted at any time , at any place. The possessor of mobile phone can talk and transact even during driving car or travelling in train. Because of the advantages of latest information in "real time" among " virtual

reality" during mobility period, subscribers of mobile phone are out passing fixed telephones at global level.

Advantages of mobile telephone

1) Anytime , anywhere connectivity.

2) Convenience and freedom to carry anywhere.

3) Possibility of doing business during travel.

4) Transfer of data along with transfer of voice.

5) Digital photography in new models.

6) Internet access at any time.

Disadvantages of mobile telephony

1) Compared with fixed telephony . it is expensive to use especially from mobile to landline.

2) Wide spread use of cell phones has led to increased concerns about possible health hazards particularly brain diseases as the antennas of these phones lie along the head and the radio frequency waves have both electrical and magnetic components.

3) Use of mobile phones during driving increased the chances of accidents.

4) Wider use of mobile phones is problem for environment.

(4) Voice mail

Sometimes it happens that the receiver is not available on first or sometimes second, third or more attempts. To overcome this, telephone tag, the electronic message system of voice mail is used. This system allows the sender to leave the message with the receiver will receive the message by listening to his spoken voice. This system saves time and money when one way information to be conveyed . however, this system is relatively expensive.

Guidelines for using voice mail

Voice mail can be a useful tool or an annoyance to the receive ,depending on how you use it. The following tips will help you get your message across most effectively when you begin speaking after the beep.

1. **Leave the name of the person for whom the message is directed:** Most home answering machines and some voice – mail boxes in businesses are shared by more than one person. Donor make the recipient guess who you are trying to reach.

2. **Identify yourself:** Unless the recipient knows you well, leave your first and last name. You may not be only John, kim, lizzie or Gus in the receiver's circle of acquaintances. If there's any possibility of misunderstanding ,spell your last name.

3. **Leave your phone number:** Especially if you want to be called back quickly. Even if you know, others have your number, they may not have it with them when they are picking up message.

4. **Organise your message in advance:** Don't confuse the recipient by sending a rambling message in which you carry on a conversation with yourself, change your mind, or switch ideas in mid message. This sort of rambling makes you sound muddle- headed, and it is likely to annoy the recipient.

5. **Keep the message as short as possible:** Even a one minute message can seem endless to the person who receives it. Along message , even if it is well organised, may contain too much information for the listener to digest. If you have a great deal to say, consider alerting your receiver to the main points and then send the details via fax, memo or overnight mail.

6. **Speak slowly and clearly:** The vocal fidelity of some voice mail systems is poor and you don't want your message to be misunderstood.

A. CHECK YOUR PROGRESS

1. What does the term "methods of communication" refer to?
a) The language used during conversation
b) The number of people involved in communication
c) The channels or instruments used to deliver communication
d) The direction of communication flow
→ **Correct answer: c)**

2. Which of the following is not typically considered a formal medium of communication?
a) Face-to-face conversation
b) Fax
c) Body language
d) Telephone
→ **Correct answer: c)**

3. Which factor does not typically influence the choice of communication media?
a) Speed of communication
b) Number of employees
c) Cost-effectiveness
d) Amount of information
→ **Correct answer: b)**

4. What is a key advantage of face-to-face communication?
a) It avoids emotional expressions
b) It ensures complete anonymity
c) It allows control over the listener's attention
d) It requires no interaction
→ **Correct answer: c)**

5. Which of the following is the most suitable medium for in-depth discussion and brainstorming?
a) Fax
b) Email
c) Face-to-face communication
d) Voicemail
→ **Correct answer: c)**

14.2 EFFECTIVE ORAL COMMUNICATION

Whatsoever the form it may assume the underlying principles are the same:

1) **Pronunciation:** All the words should be pronounced correctly and clearly. Bad pronunciation creates adverse image in the mind of the listener.

2) **Self-confidence:** The person speaking must have self-confidence which comes with sufficient knowledge of the subject and overcoming inner inhibitions.

3) **Concise and complete message:** The message to be presented must be concise and complete. Over loaded message diverts the reader's attention whereas under loaded message misleads him.

4) **Logical sequence:** The speaker should present the message in logical sequence with marshalled arguments. Only then his message will be more vivid and forceful.

5) **Natural choice:** The message should be presented in the natural voice. This voice should be made pleasing and clear with practices, confidence , emotional content.

6) **Tone :** The tone of the message should be according to the situation so that the message should not only be intelligible to the mind but also appealing to the heart.

7) **Variations in the intonation pattern:** The sound of the voice should not be steady and flat. There should be variations in the intonation pattern i.e. Both rising as well falling pitch, according to the occasion. It definitely creates interest and maintains the attention of the listener.

14.3 ADVANTAGES OF ORAL COMMUNICATION

1) **Immediate clarification :** In oral communication, the communicator can immediately clarify the message if the receiver has any doubt about the message. This is not possible in written communication which requires certain time for feedback.

2) **Speedy:** Oral communication, whether face to face or through electrical or electronic devices, is speedy. Unlike written communication it does not require time to be spent on dictating, drafting printing, proof reading, revising and recopying.

3) **Suitable for emergency:** Since oral communication is the most speedy method of communication. It is suitable for conveying emergency message. With this, instantaneous feedback is received that eliminates the chances of misunderstanding and misinterpretation of the message and simultaneously helps to convey the meaning and sense without wastage of time.

4) **Lesser formal:** Oral communication is lesser formal compared with written communication. As a result, the concerned parties can exchange their opinions frankly and

fearlessly.

5) **Group communication:** Through oral communication group communication is possible. Therefore, this type of communication is most used in conferences, meetings and seminars where different persons can interact with each other.

6) **Personal quality:** Through oral communication, effective impact can be made on the receiver through personal quality and influence of the personality. Such advantage is not possible in case of written communication.

14.4   DISADVANTAGE OF ORAL COMMUNICATION

1) **No record:** Since there is no documentary record of the oral communication, it does not become legal evidence. It can be used for future or legal reference, if it is tape – recorded. But it is not possible in every case.

2) **Lengthy message:** If the message is lengthy the chances of its misunderstanding, delusion and forgetting are very high. Lengthy message usually fail to retain listener's attention. As a result communication failures occur.

3) **Distortions:** In oral communication, misunderstanding and misinterpretation of the message usefully occur because of the distorted meanings by the receiver. The main theme of the message is lost as a result of these distortions.

4) **Speaker's ineffectiveness**: Speaker's inability and ineffectiveness adversely affect the creation and retention of the listener's interest. To make the oral communication effective speaker's vitality and effectiveness are essential.

5) **Limitations of human memory:** Because of limitations of human memory oral communication becomes ineffective. Human memory cannot retain all the spoken words even if they have been clearly heard and understood.

14.5   WRITTEN COMMUNICATION

Written communication includes written words, graphs , charts, reports, diagrams, pictures, etc. It comes in a variety of forms. Letters, memos, bulletins, reports, etc. It may be ordinary manual based internal or external mail or may be based upon computer technology. Whatsoever the form or channel it may assume, every piece of written communication requires use of human memory, imaginative power, ability to observe and think, mastery over language and liability to write.

Advantages

1) **Permanent records:** Written communication has the advantages of being stored for future reference or legal document. Therefore, policy matters, procedural instructions, and confidential orders are communicated through written communication. Even if the receiver forgets the message, he can refer to the files where written records are preserved.

2) **Easier to understand:** Written communication is easier to understand than speech as it allows ample items to the reader to read at his leisure, analyse and think about the message . He can take a break, if his interest wanes. Therefore, lengthy and large messages are usually communicated through written records.

3) **Composing in advance:** Written communication can be composed in advance before it is delivered. The sender can ponder over the words and their effect on the receiver, and accordingly can change his message.

4) **Accuracy:** This communication are less prone to errors, as they are organised more carefully than the spoken messages. While writing a message superfluous words and all possible errors should be avoided to make it concise , clear and complete.

5) **Wider access:** Written messages, frequently circulated have wide access to the employees. This is not possible in case of oral message.

Disadvantage of written communication:

1) **Time consuming process:** It involves time in writing, rewriting, printing or proof reading the message, to be communicated. In oral communication, such problem is avoided with instantaneous communication. Not only does it take time in drafting and producing the matter, but also takes time to reach the receiver.

2) **Not suitable for illiterate:** It is not suitable for illiterate people as they cannot read or write.

3) **Formalism:** It is more formal and rigid than oral communication. As a result, it leads to defensive behaviour among employees and red tapism in organisations.

4) **Immediate feedback not possible:** Unlike oral communication, in written communication immediate instantaneous feedback is impossible.

Facsimiles (fax) and electronic mail (e-mail) are the most used computer based medias for transmission of the written message. They deserve special attention due to their growing need in the present business organisations.

1. Facsimile (fax)

A facsimile or fax machine is one of the most useful media for transmission of written especially visual material such as diagrams, copies, etc. Fax machines are connected with telephone both at transmitting and receiving end. In fax a document is fed in the transmitting end which is converted into electrical signals. These signals are transmitted through telephone lines to another fax which reconverts these signals into printed out hand copy. Then the receiving fax machine sends a message confirming the receipt of entire message.

Important features of fax machine

1) **Remote activation:** The user can activate his machine via his cordless or even a parallel phone lines. This telephone works even during a power failure.

2) **Memory:** The fax machine can store the message in memory if there is no paper for printing the message.

3) **Transmission speed:** If the speed of transmitting the message is high, the cost of

transmission and reception decreases.

4) **Auto paper cutter:** Fax machine has a paper roll, printing the transmitted message. This paper is to be cut if auto paper cutter is not available.

5) **Answering machine:** Usually fax machines have inbuilt answering machines.

Advantages of fax

1) It is quick means of communication.

2) It can contain pictures as well as words.

3) The recipient needs not to be at the receiving end to receive the message.

4) It is cheaper to fax the message than to send it through postage courier.

Points to be considered while sending message through fax

The message, whether hand written or typed that is going to be transmitted by fax should carry at least the following information for its clear understanding by the recipient.

- The organisation and the person by whom the fax is sent.

- The organisation and the person for whom the fax is intended.

- The number and date of the sender.

- The number of pages of the letters being sent.

(2) Electronic mail (e-mail)

E-mail is another instantaneous medium of communication. It transmits the written message via computers connected on network. For access to network area, a computer, a telephone, a modem with software are needed to function on E-mail. If the network is linked with internet, it provides the added advantage of global communication at local charges.

Advantages of E-mail

1) It is easy, quick and cheap means of communication.

2) In the present business world, that rapidly advance as towards less formal structure, E – mail facilitates more paperless office and enables the employees to function even without sitting at office.

3) The messages sent by e-mails are in the form of text. As a result, the correspondents can include them in computer programmes of their own.

4) E- mail has created an easy communication link among executives and employees transcending hierarchical barriers and has facilitated them to work at home beyond their duty hours.

5) E-mail is the instantaneous means of communication at distant places at significantly cheaper rates.

6) Through E- mail , message can be sent to large number or selected persons simultaneously.

7) Like fax, E- mail system also provides the advantage of storage of message in the memory. As a result, it saves the sender's time wasted in telephone tags.

8) The sender needs not to spend a lot of time worrying about layout., typing faces, paper quality or print quality of the message. Therefore, he/she can focus his/her attention on the words. As a result e – mail messages are short and informal.

9) One can attach computer files - for example, desk top publishing (DTP) pages, graphics or spread sheets – which others can use in their own work.

10) When one receives an e –a mail and wish to reply to it, one can attach one's reply to the message. This keeps that correspondence together, which is useful when checking back what has already been said.

With the increasing popularity of e-mails in the present business world, the use phones for instantaneous communication is becoming lesser. People are more interested

in E- mail addresses, than postal address or telephone numbers. E-mail is becoming popular not only because of cost effective and instantaneous means of communication but also because of present social shift to E-culture and ultimate form of E- expression.

One of the disadvantages of E-mails that it is restricted only to people with computers. To remove the computer from E-mail loop and to facilitate transmission of message irrespective of location, E-pagers have been introduced in the market. The E-mail page holder can send a reply that will follow the same route to reach the addressee.

Suitable channels of communication

Each channel or media for communication has its own pros and cons. No channel is absolutely good in all circumstances. Oral communication is best for messages that require a personal dimension, quick feedback and urgency. Written communication works better in formal ways of communication when permanent records are to be maintained or complicated message is to be conveyed with pinpointing of responsibility.

Of the written communication, E- mail is assuming significant popularity in the present E- culture. It is not only for global, but for local communication as well.

C. Check Your Progress

1. Which of the following is a major advantage of written communication?
a) It is always quick and spontaneous
b) It allows for immediate feedback
c) It provides a permanent record for future reference
d) It does not require language skills
→ **Correct answer: c)**

2. Why is written communication easier to understand than oral communication?
a) It is less formal
b) It can be read repeatedly and at leisure
c) It avoids grammatical rules
d) It is always short
→ **Correct answer: b)**

3. What is a disadvantage of written communication?
a) It creates instant engagement
b) It ensures instant feedback
c) It is not suitable for illiterate individuals
d) It is more prone to distortion
→ **Correct answer: c)**

4. Written communication is more accurate because:
a) It is spontaneous
b) It avoids proofreading
c) It is less carefully composed
d) It is organised and revised before delivery
→ **Correct answer: d)**

5. Which of the following is a widely used modern written communication media?
a) Telephone
b) Voice mail
c) Fax and e-mail
d) Face-to-face interaction
→ **Correct answer: c)**

14.6   LET US SUM UP

- **Communication methods** refer to the channels or tools used to convey messages, such as face-to-face conversation, telephone, teleconferencing, email, fax, etc.

- Communication can be **oral**, **written**, or **non-verbal**. Each type has its specific use depending on the situation, urgency, and nature of information.

- **Oral communication** involves spoken words and includes mediums like face-to-face talks, telephones, and voice mails. It allows immediate feedback and is especially effective for discussions and negotiations.

- **Face-to-face communication** provides control over the listener's attention and makes messages more engaging through tone, facial expressions, and body language.

- **Effective oral communication** relies on principles such as correct pronunciation, self-confidence, clarity, logical sequencing, natural voice, appropriate tone, and variation in pitch.

- **Written communication** is formal and structured, offering a permanent record. It is particularly helpful when clarity, accuracy, and legal documentation are important.

14.7   GLOSSARY

- **Communication Methods** – Channels used to transmit messages like face-to-face, telephone, email, etc.

- **Oral Communication** – Spoken interaction using voice (e.g., meetings, phone calls, teleconferencing).

- **Written Communication** – Communication through written words (e.g., letters, emails, memos).

- **Non-verbal Communication** – Expression through body language, gestures, facial expressions.

- **Face-to-Face Communication** – Direct personal interaction allowing immediate feedback and emotional expression.

- **Pronunciation** – Clear and correct articulation of words in speech.

- **Self-Confidence** – Assurance in speech delivery, often linked to subject knowledge.

- **Concise and Complete Message** – Communication that is brief but thorough and informative.

- **Logical Sequence** – Structuring points in a rational and coherent order.

14.8   SELF ASSESSMENT QUESTIONS

1. Define the methods of communication.

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2. Explain the advantages and disadvantages of oral communication?

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14.9   LESSON END EXERCISE

1. How to use the oral communication effectively?

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2. Explain in detail the written communication?

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14.10 SUGGESTED READINGS

- T.N. Chhabra & Ranjan Bhanu: Business Communication, Sun India, New Delhi.
- P.D. Chaturvedi: Business Communication, Pearson Education, New Delhi.
- Meenakshi Raman: Technical Communication, Oxford University Press.
- Rajinder Pal & J.S. Korlakalli: Essentials of Business Communication, Sultan Chand Publishers, New Delhi.

NON-VERBAL COMMUNICATION

STRUCTURE

15.0   LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

1. To define non-verbal communication and distinguish it from verbal communication.

2. To identify different forms and components of non-verbal communication, including facial expressions, gestures, posture, proxemics, paralanguage, chronemics, haptics, artifactics, and physical context.

3. To understand the role of body language in interpersonal and cross-cultural communication.

4. To explain how non-verbal cues influence communication effectiveness in professional and social settings.

5. To recognize the cultural differences and context-related meanings of various non-verbal signals.

6. To demonstrate appropriate non-verbal communication skills in workplace interactions.

Learning Outcomes

Upon successful completion, learners will be able to:

1. explain the significance of non-verbal communication in conveying emotions and intentions.

2. illustrate how non-verbal cues such as facial expressions, posture, and gestures contribute to message clarity.

3. interpret common non-verbal signals and associate them with specific feelings or attitudes (e.g., confidence, boredom, indifference).

4. analyse real-life communication situations to detect non-verbal signals and assess their effectiveness.

5. apply knowledge of non-verbal communication to improve personal and professional interactions.

6. Evaluate cultural differences in non-verbal communication and adapt behavior accordingly.

15.1 INTRODUCTION

Non- verbal communication is the process of transmitting message through non- linguistic sings both spoken and written. It is the process of communicating through wordless messages. Communication through body language is 55 % as claimed by one researcher Albert Mehabian. In broad sense, non – verbal communication is communication without the use of written or spoken words, and include the following:

1) **Facial expressions:** Facial expressions can show happiness, anger, frustrations, arrogance, shyness, sadness, fear and other emotions. For example, half closed eyes show boredom, eyebrows with upper and lower eyelids raised show excitement or surprise, nodding of head

shows asset or tolerance, pursed lips convey lack of openness, smiling face conveys friendliness, etc.

2) **Gestures:** Gestures are the physical movements of the body parts that convey certain moods and feelings. For example, pointing finger demonstrates authority, arms on side tell that the person is relaxed, shrugging shoulders show indifference, sitting on the edge of chair denotes interest of the listener, a firm handshake means enthusiasm, etc.

3) **Postures:** Postures are the way we hold ourselves. A person's bodily stance indicates confidence, fear, aggressiveness, rejection, anxiety, etc. For example,
standing erect and straight demonstrates enthusiasm and confidence, forward leaning of the body indicates nearness, intimacy and affection towards the other person, sitting expansively with stretched out legs in front shows confidence and relaxation, leaning forward of body indicates a cooperative and helpful attitude, etc.

4) **Proxemics:** It is the study of how people use and perceive the physical space around them. The perception and use of space varies significantly across cultures and different settings (meant for family members, close friends and selected persons), personal (mean for conversations with peers, friends and colleagues), social (space used for formal and official relationships) and public(space used for public meetings).

5) **Paralanguage:** Paralanguage is the study of voice quality, volume, speech rate and the manner of speaking beyond the said words. It concentrates on "how" of speaker's voice rather than "what" of the words. Deep – throaty voice shows maturity of the person whereas flat voice indicates person's lack of interest , shaky voice reveals nervousness of the speaker and clear voice demonstrates confidence.

6) **Physical context:** This context like room, design, furniture, decoration, colour, etc coveys a lot of meanings to our society receptors.

7) **Chronemics:** It is the study of the use of time in non- verbal communication. Punctuality, amount of time spent with another and time spent in waiting for others indicate a lot. Coming on time to office or meeting reveals our interest, sincerity and seriousness towards the work. Time can also be used as an indicator of status. For example, in most companies boss can interrupt the

progress to hold an urgent or impromptu meeting in the middle of the word day, yet ordinary staff member would have to make an appointment to see the boss. Time is also perceived differently in different cultures. For example, Europeans or Americans will schedule a for specific time like 3:00 P.M. and expect all parties to be punctual; and arrive at 3:00 P.M. whereas in African cultures, time may be set as "sometime in the afternoon".

8) **Haptics:** It is the study of touching in communication situations. Touching has the connotation of a more active involvement of the person touching other. How one

touches another, communicates a lot. Touching is treated differently from one country to another. Its acceptability varies from one culture to another. In India, the touch language is confined to people known to each other and that, at best, is the pat on the shoulder form a senior to junior or touching both palms together to elderly person for showing him/her respect. In Thai culture, touching someone's head may be thought rude. In European countries, we find touching is rare in countries like England, France and Netherlands whereas it is relatively common like Italy and Greece.

9) **Artifactics:** It includes the non- verbal message signals that an individual sends across through appearance, clothing, personal objects like pens, briefcases, etc. An individual 's personal appearance makes the first impression and include personal hygiene and neatness, care of skin, nails and hair. One's clothing and accessories (like handbags, footwear, tie, etc.) also convey a lot about the person's attitude.

A. Check Your Progress (MCQs)

1. What percentage of communication, according to Albert Mehrabian, is attributed to body language?
a) 38%
b) 45%
c) 55%
d) 65%
Answer: c) 55%

2. Which of the following refers to the study of how physical space is used in communication?
a) Haptics
b) Proxemics
c) Chronemics
d) Artifactics
Answer: b) Proxemics

15.2 FUNCTIONS OF NON-VERBAL COMMUNICATION

1. To establish and maintain inter personal relationships as it is more polite and polished way to communicate attitude towards others non- verbally rather than verbally or to avoid embarrassing situations.

2. To express emotions like empathy, happiness, anger, etc.

3. To accompany verbal message like speech, for the purpose of enhancing its impact upon the audience.

4. To express interpersonal attitudes towards the listener.

5. To present one's personality in more effective way.

6. To greet other person according to the accepted rituals.

15.3 ADVANTAGES OF NON-VERBAL COMMUNICATION

1. **Easy and acceptable way of communication:** Non-verbal communication is easy and most accepted way of communication . One finding difficulty because of language barrier can easily can easily convey one's attitude. These non-verbal signals are almost universally acceptable, therefore, the receiver and sender can easily understand each other.

2. **Complements verbal communication:** It complements the verbal communication. In the situation of face to face communication ,one can establish rapport, convey attitude or retain the attention of the other person through non – verbal signals. Thus, it complements the verbal message.

3. **Adds intensity to communication:** It adds intensity to the process of communication, the speaker can effectively communicate his or her message if his/her speech matches with appropriate body language signals.

4. **Enhances the impact of communication:** It enhances the impact of the communication. It has been found that when people do not understand the verbal message thoroughly, they try to make inferences from the non-verbal cues. Therefore, appropriate non-verbal signals can enhances the impact of the communication.

15.4   LIMITATIONS OF NON-VERBAL COMMUNICATION

(1) **Different meaning for different people of different cultures:** Non- verbal signals are not universally acceptable. Different gestures and postures have different meaning in different cultures. As a result, misunderstandings are common than exceptions.

(2) **Unreliable:** Unlike verbal message, non-verbal communication cannot be relied upon as the authentic message that the sender intends to convey. Words written or spoken can be taken seriously whereas non-verbal signals cannot be relied upon as the sender may be in different mood at that time.

(3) **Unlike written communication**: Non-verbal communication cannot be recorded and consequently is not meant for future references.

(4) **Not effective for large gatherings:** Non-verbal communication is more effective in situation of face to face communication when just few persons are interacting in group or one – to – one situation. It is not effective for large gatherings.

C. CHECK YOUR PROGRESS

True or False

1. Non-verbal communication is always universally understood.
   False
2. Non-verbal cues can help in retaining the attention of the listener.
   True
3. Gestures and postures have the same meaning across all cultures.
   False
4. Non-verbal communication is very effective in large-scale public events.
   False

15.5   LET US SUM UP

Grapevine communication takes place inside the formally prescribed and planned network or channel. It is used to spread information by passing the formal communication structure. It is not controlled by management but largely by employees themselves. It is sometimes contain rumours.

An organisation has to design the direction of communication flow to ensure uniformity in dissemination of information and to establish accountability. The direction of

communication may be down wave, up wave, lateral and diagonal. The verbal communication may assume the firm of oral and written communication.

15.6   GLOSSARY

• **Non-verbal communication** – Communication through non-linguistic signs; wordless messaging.

• **Universally accepted** – Non-verbal signals often understood across cultures.

• **Complement to verbal** – Enhances and supports verbal communication.

• **Body language** – Use of gestures, postures, facial expressions.

• **Adds intensity** – Reinforces the emotional strength of spoken words.

• **Enhances impact** – Helps clarify and support verbal messages, especially when misunderstood.

• **Cultural variations** – Non-verbal cues may differ across cultures, leading to misinterpretations.

• **Unreliable** – Cannot always be taken as an accurate reflection of the speaker's intention.

15.7   SELF ASSESSMENT QUESTIONS

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1. Explain in detail the functions of non-verbal communication.

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2. Give advantages and disadvantages of non-verbal communication?

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15.8   LESSON END EXERCISE

1. What is Voice Mail? How can it be put to effective use?

2. Give advantages of Fax and E-mail.

3. What is meant by direction of communication?

4. Explain informal network of communication.

15.9   SUGGESTED READINGS

- T.N. Chhabra & Ranjan Bhanu: Business Communication, Sun India, New Delhi.
- P.D. Chaturvedi: Business Communication, Pearson Education, New Delhi.
- Meenakshi Raman: Technical Communication, Oxford University Press.
- Rajinder Pal & J.S. Korlakalli: Essentials of Business Communication, Sultan Chand Publishers, New Delhi.

OFFICIAL COMMUNICATION

STRUCTURE

16.0 LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

1. To understand the **importance and relevance** of business letters in modern business communication.

2. To identify the **situations and contexts** where business letters are appropriately used.

3. To recognize the **advantages** of written communication over oral methods in business.

4. To explain the **various purposes** served by business letters (e.g., inquiries, orders, complaints, payments, public relations).

5. To appreciate the **continued relevance** of business letter writing despite advancements in communication technology.

Learning Outcomes

After studying this topic, learners will be able to:

1. describe the role of business letters in professional communication.
2. list different uses of business letters such as inquiries, order placement, complaints, adjustments, and shareholder dealings.
3. explain why business letters are more reliable than oral communication in business contexts.
4. compare traditional and modern modes of business communication and justify the effectiveness of letters.
5. apply the principles of effective letter writing in real-life business situations.

16.1 INTRODUCTION

Business letters are important and indispensable part of the business communication. Every business, irrespective of its size and structure, has to establish rapport with customers, suppliers, government agencies, etc. , through letters. In the modern era of technological advancement though fax and E-mails have taken place of old post system, yet the basic art of letter writing has remained intact. One can handle business activities over phone but these systems are either expensive or time consuming. Moreover, people fail to retain more than 25 % of what they hear and the chances of misunderstanding are high in oral communication.

Therefore, business letters are relied upon as one of the best ways to ensure conveying of accurate as well as detailed message. These letters are used for soliciting enquires or requesting for quotations or catalogue, placing and executing orders or complaining or requesting for quotations or catalogue, placing and executing orders or complaining about delay,

damage or deflection of goods, making adjustments , persuading to pay promptly, maintaining good public relations, appointing agents, dealing with shareholders, etc.

16.2   BUSINESS LETTERS AND PERSONAL LETTERS

Business letters like personal letters are also a piece of conversation by post. But they differ in certain aspects. The objective of personal letter is to establish a personal contact or to keep alive a personal relationship or to evoke sense of actual meeting with the reader on the other hand, the objective of business letter is to achieve a definite purpose like selling product, seeking information, creating goodwill, etc. Personal letters being least formal are supposed to be frank and intimate whereas

business letters are more formal and to the point. In writing personal letters, heart dominates as they are written to express feelings and emotions; whereas in business letters the head dominates as they are written in cool and calculated way.

16.3   FUNCTIONS OF BUSINESS LETTERS

Business letters are highly useful in introducing trade relations and promoting business transactions. They provide convenient and inexpensive means of communication without personal contacts, furnish evidence of transactions and help in creating good impression and goodwill.

1)   **Record and references:** Business letters function as a permanent record of dealing with customers, suppliers and government agencies, etc. Therefore, they can serve as a ready reference if certain quarries arise relating to them. This is not possible especially when the transactions are innumerable and the number of persons dealt with is large, and if communication is oral or telephonic, (unless all the conversations are recorded). A pale ink is better than the sharpest memory.

2)   **Evidence of contracts:** Business letters act as a valid document and evidence of the contracts between the two parties. A letter signed by the proprietor, managing director, or other responsible officer is an authentic proof, fully recognised by the courts of law. Therefore, communication on telephone, telex or telegraph needs to be confirmed in black and white.

3) **Public relations:** Business letters serve as formal as well as informal business relations even without personal contacts. They help to build goodwill among clients and creditors and create a positive image of the organisation among the readers and the friendliness of the other parties. These letters are the

silent ambassadors of the company.

4) **Business in remote:** Business letters serve the business in case of dealing with persons operating in remote areas, where means of transport and communication have not developed or the distances are too large to deal with economically. Business letters can reach the place which is thousands of miles away or is situated in any corner of the world.

Thus, business letters serve innumerable and important functions. They are good medium to promote and sustain transactions and relations. Therefore, they should be drafted and designed with great caution, care and creativity.

A. CHECK YOUR PROGRESS

Answer the following questions to assess your understanding of the topic:

1. What is the main difference between a personal letter and a business letter in terms of tone and objective?
   a) Personal letters are more formal
   b) Business letters are written emotionally
   c) Personal letters are informal and emotional; business letters are formal and purpose-driven
   d) Both have the same style and intent

2. Which of the following is *not* a function of business letters?
   a) Creating goodwill
   b) Expressing personal emotions
   c) Serving as legal evidence
   d) Facilitating communication in remote areas

3. How do business letters contribute to record-keeping?
   a) They are stored digitally only
   b) They serve as permanent written proof for future reference
   c) They replace the need for oral communication
   d) They are only used for casual communication

4. "A pale ink is better than the sharpest memory." What does this imply in the context of business letters?
   a) Oral communication is always better
   b) Written communication lacks clarity
   c) Written records are more reliable than memory
   d) Business letters are rarely used

16.4   PARTS OF BUSINESS LETTERS

The layout of a letter constitutes different parts arranged customarily. Usually, the business letters , irrespective of their purpose have the following parts:

1. Heading
2. Date
3. Inside address
4. Salutation
5. Reference
6. Body
7. Complimentary close
8. Signatures
9. Reference initials
10. Enclosures.

1) **Heading :** the heading of a letter consists of the printed letterheads, mentioning the name of the company. Its address, telephonic and E-mails, address, symbols and trademarks. If the letter heads are not printed, the name and address of the company are typed in the centre and its telephone, fax, E- mails no's are mentioned on left or both sides of the address.

Telephone No.   Fax no.

SUREKA TRADERS

Stockiest and Distributors of rubber chemicals.

2) **Date:** Two or three lines below the letterhead, the date when the letter was typed should be mentioned. This serves as an important references for the letters.

The date of the letter can be written in any of the following ways.

November 30,20........;   20 July ,20.....

1st April, 20.........;   10th June,20....   But

never write the date as below:

30/11/20.....;   20-7-1920

Sep. 6, 20.......   August 15th, 20.....

3) **Inside address:** Below the date line the inside address is mentioned. It contains the

name , title or division or department (if any), mailing address or pin code of the receiver.

Mr. S.N. Narayanaswamy, Accountant, Finance
&Accounting Department, Krishna Financers,
12, Sardar Patel Road, Hyderabad.

4) **Salutation:** Below the inside address the complimentary greeting, which is called salutation is made on the right or left side. This salutation depends upon the writer's relationship with the correspondent.

Usually, in business correspondence, Dear Sir or Dear madam (for both single and married woman) is applied for addressing the correspondent . In addition to this, there are other forms of salutation:

Sir Or Madam used in case of more formal relations for example, writing to Superiors officers, editor of newspapers, etc.

Dear Mr. Amit Sharma   used when there is a close relationship between

Two parties.

Or

Dear Ms. Anita

5) **Reference lines:** For inviting special attention to the subject matter of the letter or singling out the person to whom the letter is addressed reference line is inserted below the inside salutation with word 'subject or attention'.

Mr. Manish Malhotra Tripathi ,
Rama Tower Tilak road ,
Hyderabad.
Subject: Supply of 60 engines Dear sir,

Finance   Department   Punjab
Tractors Limited Phase II, Mohali
Attention - Mr. Rajeev Tandon, Accountant. Dear Sir,

6)   **Body:** It is the main part of the letter with preceding and succeeding parts as

its ancillaries. These ancillaries are formalities , yet convey certain message.

The body of the letter starts two lines down the salutation either in block style with no paragraphs , indentation's or semi block style with indented paragraphs. There is no hard and fast rule regarding adoption of the style ; any style can be applied.

When the matter is large, it is usually divided into paragraphs. The first paragraph intends to catch the reader's attention by referring to his need or interest. The second paragraph mentions the services, products or other information you can offer that suits the reader. The last paragraph ends the matter with the action that the writer likes the reader to take.

7) **Complimentary close:** After the body of the letter, complimentary close is typed whether on l eft or right side of the letter. This is conventional and polite way of ending the letter.

Most of the business letters use the following complimentary closures:

Sincerely	Yours Sincerely
Truly	Yours Truly
Faithfully	Yours Faithfully

8) **Signatures:** While typing the letter, two or three lines, below the complimentary closures , are left blank for the signatures of the writer in ink. Just below, his name and designation are typed.

9) **Reference initials:** Below the name and the designation of the sender, the sender of the letter puts his initials, which is called as the reference initials.

Enclosures: This is the certain material enclosed with the letter for its indication. Enclosures are put at the end of the letter.

16.5 FORMAT OF BUSINESS LETTERS

The following format styles are often used in the business letters

(a) Full block

(b) Block

(c) Semi block

(d) Simplified

Full block: In full block format all lines: date, inside address, salutation, paragraphs, complimentary closure, are flush with left margin.

It concentrates too much on the left margin rather than the right. With this no typing adjustments are required because everything begins at the left margin this form is popular due to its pleasant and informal look. Moreover, it offers the advantage of convenience of typing at computer.

Block format: In block format, all lines except date and complimentary closures along with the signatures are flush from the left margin. However, date, complimentary closure, signatures are flush with the right margin.

This form also saves time in typing as little adjustment is required to be made. Because of its balanced look. This block form is very popular and widely used form in business correspondence.

Semi block format: In semi block format (a) date, complimentary closure and signatures are flush with the right margin (b) inside address and salutation are set flush with the left margin and (c) paragraphs are indented.

It requires certain extra typing adjustment, compared with block format. But because of its balanced look like block format, it is most popular among business world.

Simplified format: In simplified format like full block format all lines are flush with the left margin but there is no salutation and complimentary closures.
It eliminates the problem of gender specific salutations [sir / madam] by doing away with salutation line altogether. Because of its simple and direct form and quality of time saving, it is gaining popularity in western business world. But in Indian business world, it is not much used.

16.6 HOW TO MAKE BUSINESS LETTERS

Business letters act as the silent ambassadors of the company. They should be written in clear and vivid language, free from confusing and complicating phrases, and in accurate facts. Not only should they be written effectively but also displayed attractively on handsome looking stationery paper. In addition to this they should be dispatched in fine envelop, so that all things associated with their production and execution should leave a good impression on the mind of the reader.

Producing quality correspondence requires quality service and attitude of the person convened with writing , typing and the dispatched correspondence.

The following are some of the points to be mastered for writing effective and excellent business correspondence:-

1. **Write naturally:** Letter writing is a piece of conversation by post or E- mail. It should be as natural as the oral communication. Therefore, do not sacrifice your naturalness for the sake of the literary endeavour. Think and ask yourself, what you want to convey. Whether the message can be conveyed in same sense or spirit or not? If yes, then put the message in writing. While being natural , ensure that the message is written from intellect and not from the emotions. Be careful and cautions here!

2. **Take care of language:** Effective business correspondence requires more attention and awareness of the language and avoidance of outworn expressions, wordy phrases and vague terms.

   The language of the letter can be improved by following these steps:-

   (a) Write in simple and straight forward way.
   (b) Use active verbs, nouns , adjectives and adverbs to create vivid image and to retain the reader's attention.

Use	Instead of
The directors will discuss expansion of the plant meeting considered.	The expansion of plant will be the discussed by the directors in in the the meeting.

(c) Avoid the use of words like herewith , aforesaid, under-mentioned, etc., which are commonly used in the legal language.

(d) Unnecessary and undesirable phrases should be avoided.

3. **Clarity of the message:** The message of the letter should be clear, unambiguous and self, explanatory. Remember that ,communication is complete only when the receiver understands the message in the same sense and spirit as the conveyor wants to convey. Business letters ,as means of communication, should take this maxim in to account and should clarify the message.

For this (a) avoid the use of abstract and vague words and phrases. These are meant commonly for concepts or generalities and ideologies which are far from daily business experiences. Their use definitely leads to misunderstanding and (b) far as possible specific words should be used.

4. **Brevity:** The effective business letters always expresses the writer's message in a clear way and in as few words as possible. Businessmen have got limited time at their disposal to deal with correspondence and will naturally like to get exact information without the wastage of time. This is possible if the letters are brief: free from unnecessary and undesirable details and maze of long sentences.

Bravity does not imply saying less than what is needed but does not also mean saying more. At the same time clarity should not be sacrificed for brevity.

Here are some of the guidelines for keeping the message brief:

Use the following:

	Instead of	Use
a	In a year's time	In a year
	The reason I met the MD	I met the MD because
	Due to the fact that	Because
	Square in shape	Square
	Few in number	Few
	Depreciate in value	depreciate
b	Try to condense the phrases and clauses wherever possible	
c	Use one word substitution where possible.	
d	The letter should not be so brief that it calls for further enquiries.	

5. **Accuracy:** Business letters should convey accurate facts and figures to the reader. Inaccurate information can cost money and goodwill which no businessmen can afford to sacrifice. Therefore, while writing letters , the writer should ensure that all names, figures, dates, specifications are correctly spelled, and ideas have been clearly presented.

6. **Check the tone:** Tone the emotional content of the letter, can be formal, informal

, persuasive, humorous, positive or negative. Each tone has a different role to play in a different context.

While writing to government agencies, formal tone should be used, whereas for communicating with a friend or friendly business house, informal tone will be better. In first, three reminders of the collection , positive tone is better whereas
for final collection letter, negative tone is better. But such negative tone should be usually avoided and if necessary, it should be handled with great sensitivity to the situation. Whatsoever, the circumstances may be, never write in anger or hatred.

B. CHECK YOUR PROGRESS

1. Why are business letters called the "silent ambassadors" of a company?
   a) Because they are rarely read
   b) Because they represent the company's image and professionalism
   c) Because they are written by diplomats
   d) Because they are delivered silently

2. What is the main rule to follow while trying to write naturally in business letters?
   a) Use poetic language
   b) Write from emotions only
   c) Write as if you are having a natural conversation, but from intellect
   d) Avoid editing the letter

3. What kind of language should be avoided in business letters?
   a) Legalistic and outdated expressions like "herewith" and "aforesaid"
   b) Simple and clear phrases
   c) Verbs and adjectives
   d) Specific nouns and data

4. Which statement best describes the concept of "brevity" in business letters?
   a) Write as briefly as possible, leaving out necessary details
   b) Be concise but complete—avoid wordiness without sacrificing clarity
   c) Use short forms and emojis
   d) Always write less than needed

5. What should a writer ensure to maintain **accuracy** in a business letter?
   a) Use impressive vocabulary
   b) Check facts, figures, names, and spelling thoroughly
   c) Always use metaphors
   d) Focus only on tone

16.7   TYPES OF LETTERS

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1. **Request letters**: The letters written to have a specific response from the reader are called request letters.

    Such type of situations where request letters are written are as follows:

- Asking about the quotations before placing an order.

- Requesting routine information related with product.

- Asking for the adjustment for defective goods.

- Asking customers to supply opinion.

- Requesting banks for opening accounts, procuring loans, etc.

Request letters can be approached in two ways:

- **Direct approach:** It involves stating the request in a straight in a way manner. This approach is followed in situation when request is likely to be met. Here the writer need lesser time to convince or persuade the reader about the situation.

- **Indirect approach :** It involves requesting in indirect way. Here the reader is made aware of the situation first and slowly he is persuaded to comply with the request. This is more discussed in persuasive letters like circulars, sales letters or collection letters.

In practical like, mixture of the both approaches is used for getting particular response from the customer. The direct approach is followed when the audience is interested to respond favourably. If the audience is to be persuaded to comply with request , indirect approach is followed.

In order to write an impressive request letter, the following points should be born in mind:

3. The beginning of the letter should contain the direct request you are going to make. It is wrong to start the request the letter giving an elaborate introduction of one's own self. Such a beginning sounds egoistic and the gist of the matter, i.e., the specific request is lost sight of. In the first or the second sentence, the direct request should be stated and then the explanation, if necessary, may follow.

2. The tone of the request letter should be soft and polite. Expressions like, "May I request you', "Would you please" "We would appreciate if you" should be frequently used. In no case, the tone of the request letter should be one of the command.

3. In the statement of your request, be precise and exact. For example, if you are asking for catalogue from an internationally renowned publication house, you must specify why this catalogue is needed.

4. After making the request in the introductory sentence, give details of your request emphasising how the meeting of the request would go in favour of the reader also . for example, an importer of latest books on science and technology may emphasize how he can be helpful in creating new distribution channels in his own country.

5. If the request letter contains an enquiry about machinery and complex equipment, the details of the specifications may also be asked for. In case more than one or two things are to be asked, the most important information should be sought first.

6. If in the request letter you are asking for diverse information you must list your quarries in order. The most important should be mentioned first of all.

7. The ending of the request letter is as important as the beginning. It should be positive, personal and forward looking. The emphasis should be shifted from the message to the specific reader so that the reader feels that by granting your request he would be benefitting himself.

Good news letter: good news letters are written to impart pleasant information to the reader like acceptance of request, acceptance of order, dispatch of goods, etc,. Here the basic reaction of the reader will be joy and happiness. The situation from which such letters emerge is fortunate.

Like all other letters, a good newsletter should have satisfactory appearance, pleasant tone, complete message. In addition to these qualities, it should specify that the request has been met. The subject line of these letters should highlight the good news and summarise the information concisely.

Good news letters include the following:

- Acceptance to requests.

- Positive reply to reader is requests.

- Changes that benefit reader.

Purpose of good news letters

To **Kitty O. Locker and Stephen Kyo Kaczmark,** Good news letters or message have usually several purposes:

Primary purposes:

- To give good news to the reader or to measure the reader.

- To have the reader read the message, understand it, and view the information positively.

- To deemphasize any negative elements.

Secondary purposes:

- To build a good image of the writer.

- To build a good image of the writer's organisation.

- To cement a good relationship between the writer and the reader.
- To reduce or eliminate future correspondence on the same subject so that the

  message does not create more work for the writer.

Organisation of good news letters.

Good news messages or letters should be organised in following order:

- **Main Point** - Give any good news and summarise the main points.

- **Details** - Give details , classification, background.

- **Negatives** - Present any negative elements as positively as possible.

- **Reader benefit** - Explain any reader benefits.

- **Goodwill ending** - Use a goodwill ending: positive, personal and forward looking.

1. **Give any good news and summarise the main points:** First of all, give the good news in the first para or line of the letter like:" The company has announced a special discount of 30% for our customers".

"Your application for the loan has been accepted".

"your request for credit has been approved by management".

If the reader has already raised the issue, make reference of his application. This is essential to ensure that you are responding to his letter.

2. **Give details , clarification, background:** In the second para, give details and clarification. Here the writer should keep in mind the possible questions that reader is likely to ask. Details should be presented in order of importance to the reader. The writer should not repeat the information from the first paragraph.

3. **Present any negative elements as positively as possible:** It is quite possible that the reader may have to satisfy certain requirements or conditions for claiming that benefit. Make these negative elements in the third para but present as positively as possible.

4. **Explain the reader's benefits:** After explaining the negatives, make clear that the proposal helps the readers, not just the company. For this , the writer should mention enough details to make the benefits clear and convincing.

5. **Use a goodwill ending:** Positive, personal and forward looking: At the end, close the letter with pleasant message that conveys your concern for the reader. This line should be positive, personal and forward looking.

Occasions for writing good news letters

The usual occasions for writing good news letters include:

- Sending quotations and offers.

- Acknowledging order and its execution.

- Accepting claims and adjustments.

- Accepting credit.

- Letters stating introduction of new product, obtaining agency,etc.

- Conveying favourable reply.

- Congratualations or appreciating someone.

3. Bad news letters: A bad news letter is a letter written to convey an unpleasant and unfavourable information without provoking the annoyance of the readers. It is very difficult to write a bad news letter because it is natural that the reader will get angry and in the long run company's goodwill will diminish. Therefore, these letters are written with extra care and caution.

Bad news letters can be grouped under two categories : unfavourable replies and unfavourable unsolicited message. The unfavourable replies include answering enquiries when the information is undesirable, refusing adjustments of claims, refusing credit, declining requests, etc. Unfavourable unsolicited messages include announcing bad news about prices, penalty for not following rules and procedures, conveying the

conveying the news of death of a person, etc.

Purposes of writing bad news letters

The purposes of writing bad news letters are:-

Primary purposes:

- To give the reader the bad news.

- To have the reader to read, understand, and accept the message.

- To maintain as much goodwill as possible.

Secondary purposes:

- To build a good image of the writer.

- To build a good image of the writer's organisation

- To reduce or eliminate future correspondence on the same subject so that the message does not create more work for the writer.

The purpose of writing such letters is to convey the bad news without sacrificing the goodwill and relations. A bad news messages varies from a good news message in structures, tone and information. Receiving the bad news, the reader will be disappointed. Therefore, bad news messages need a right attitude and appropriate tone.

The right approach

The principle of consideration and courtesy towards the reader are top most requirements in writing bad news letters. It is essential that tone of the message should be appropriate. This is possible if the writer of the letter possesses right attitude.

To create and maintain the right attitude, the writer should:

- Put himself in reader's place.
- Assume that he wants to do the right thing despite adverse circumstances.

- Be courteous and shield the respect of the reader.

- Avoid using company rules and policies as a shield to support your decisions.

- Mention mistakes using impersonal constructions.

Drafting bad news message

Bad news messages can be drafted according to two types of plans:

(A) Indirect plan: In indirect plan, following pattern of writing bad news is followed:

- Buffer   A neutral or positive statement that delays the negative message.

- Reason   The reason for the refusal.

- Refusal   Stating the negative decision clearly.

- Alternative   Presenting an alternative or companies, if available.

- Goodwill ending   Ending the letter with positive and forward looking statement.

1. **Buffer:** A buffer is a neutral or positive statement that allows the writer to delay the negative message. The purpose of buffer is to put the reader in a good frame of mind. but at the same time it should not be so pleasant that reader may misinterpret its a favourable communication.

   This buffer can be in the form of thanks, facts and chronologies of events, reference to enclosures, and statement of principles.

For example:

(a) Assume that he wants to do the right thing despite adverse circumstances.

   Thanks:- Thank you for taking interest in our company.(used for refusing job application)

Facts and chronologies of events:- As we received your order on sep.10.20 .... we

   immediately enquired about the availability of raw material. Our purchase manager personally visited Mumbai on sep.12.20. ... to search the raw material .(used for refusing to execute the order due to non-availability of raw material)

(c) **Reference to enclosures:-** Here we are sending you mew subscription form that you will for renewal of membership.

(d) **Statement of principles:-** You may be aware about recent supreme court ruling of no work no pay.

(used for refusing employees wages for period for strike)

Buffers are very hard to write. Therefore the buffer should be used when the writer can write a good one.

While writing buffer, the writer should:

- Avoid saying no as it provokes the negativity of the reader.

- Avoid apologizing as it weakens the explanation of the unfavourable decision.

- Avoid using irrelevant and lengthy phrases.

- Avoid writing buffer when the reader is suspicious of the writer.

2. Reason

After buffer, the reason for refusal is stated. The reasons should be clear and convincing.

While stating reason:

- Do not hide behind company policy as a the reader will interpret that company policies are internal rites specifically created or projected to deny his request.

- Avoid passing the buck by saying that top managers have designed this policy. Carelessly criticising superiors is not a good idea as it conveys insincerity for the organization.

- Use strong reasons for dismissing the refusal.

3. **Refusals**

Deemphasise the refusal by putting it in the same paragraph as the reason with statement of reason, the reader is psychologically prepared to accept the refusal. Once the reader is psychologically prepared to accept the refusal, he can read it without reaction.

4. **Alternatives**

After refusing the request, give the reader some alternatives if possible. With this, the reader's attention is diverted towards alternatives instead of reacting towards the refusal. With this, he can re-establish his psychological freedom.

Bad news or negative messages restrict, the reader's freedom as a result , he may respond to this limitation of freedom by asserting in some other area. For example, a customer denied credit may no longer buy even on a cash basis. By allowing alternative, the reader is allowed to react in a way that does not hurt anybody . these specific alternatives vary from situation to situation . The writer should use his imagination and creativity to explore these alternatives.

5. **Ending**

The bad news letter should be closed with pleasant ending. This ending should be with you attitude. It should not sound sarcastic or insincere.

B) Direct plan

In direct plan, the bad news is stated in direct and straight away manner. This is followed by the explanation and reasons justifying the decision. At the end, a courteous note is given.

The direct plan makes the message short and as a result, writer's as well as reader's time is saved. But this approach is follower because it influences the reader slowly and steadily.

Direct plan may be effective in following cases:

- When routine matter is presented and the reader is likely not to be seriously disappointed or emotionally hurt.

- When the sender prefer reading the contents in first paragraph.

- When urgent message is to be given.

Points to be considered while drafting bad news letters

Besides considering the attitude and approach, the writer should also pay attention to the following points:

1. Consideration and courtesy are the top most requirements in writing bad news letters.

2. In conveying the bad news like death of a person, first prepare the reader psychologically to bear the shock. For this, indirect approach is better than applying direct approach of conveying the message.

3. In case of writing letter announcing hikes in prices, refusals, etc. Ensure the reader that though the decision is contrary to his request, it is fair, reasonable and imperative in the light of the circumstances. Narrate those circumstances to support the decision.

4. Close with a positive statement by wishing the reader success or encouraging him to buy other companies that may help him.

Types of bad news letters

Some of important types of bad news letters are:

1. Refused requests

2. Credit refusals
Refusing adjustment to claims

4. Revocation of agency

5. Announcement of policy changes that adversely affect the reader.

Persuasive letters are written when the reader is not ready to comply with the request. These letters are written in indirect way to persuade the reader for particular action. Such letter includes proposals and recommendations, job application letters, circular letter, sales letters, etc.

4. Persuasive letters

In the present era of competition, persuasion skill has assumed great importance. Salesmen have to persuade their customers to buy product, job seekers have to convince the management above their potential strength, and fund raising agencies have to convince the donors about the emerging needs of funds. It involves special care to persuade others through letters. Here writer has to overcome the reader's resistance to the desired goal.

Persuading the reader to act in desired way or to change their mindset full of preconceived knowledge, viewpoints and emotions which may run contrary to the goal requires great skill of the writer. Therefore the writer should design the message in such a way that will change the mental filter of the audience. "Doing this job will require your best in human evaluation, logical reasoning and persuasive writing ", lesikar and Pettit aptly remark.

Types of persuasive letters

Usually persuasive letters include the following:

- Circular letters

- Sales letters

- Fund-raising letters

- Job application letters
- Reports with recommendations

- Solution letters

- Performance appraisal letters where the management intends to improve the behaviour of the subordinate.

Purposes of persuasive letters

The purposes of persuasive letters are as follow:

1. **Primary purposes**

The primary purposes of persuasive letters are

- To motivate the reader for desired action

- To overcome reader's mental resistance to desired goal

- To provide enough information so that the reader knows exactly what to do.

2. **Secondary purposes**

The secondary purposes of persuasive letters are

- To create healthy image about the writer and the organization

- To strengthen the relationship between the writer and the reader

- To reduce or eliminate future correspondence on the same subject

How to persuade others?

To persuade others, one should follow the following tips:

1. Identify the needs and interests of the reader. Only after this, one can talk about rewards and incentives to them.

2. Enhance your credibility by supplying evidences and statistics regarding claims. Without credibility, use of appeals, emotions and logic will be considered as manipulation.
Talk about facts to those who think analytically.

4. Appeal to self interest of the reader.

5. Use selling words like new, exciting, fashionable, cost effective, easy to use, and successful.

6. Motivate the reader for desired action.

Approaches to persuasive letters

There are two approaches for planning persuasive letters:

1. Direct approach

2. Indirect approach

1. Direct approach

In direct approach, the writer explains the request directly. He states they reasons for favourable response in straight away manner and then complete letter with a courteous close.

The direct approach should be used when:

- The audience will do what you ask without any resistance

- You need a response only from the people who are willing to act

- The audience is busy and may not read all the message received.

- Your organisation culture prefers direct request.

In direct approach, the letter is drafted in three parts:

- Main idea: Request for desired action.

- Explanation: Evidences and details stating reasons for the desired action.

- Courteous close: At the end, the letter is closed by asking for the desired action.

2. Indirect approach

When the situation is complex and complicated, it needs more efforts to persuade the audience. Indirect approach and problem solving pattern approach is followed in such a situation.

The problem- solving pattern should be used when:

- The audience is likely to object to do as you ask.

- You need action from everyone.

- You trust the audience to read the entire message.

- You expect logic to be more important than emotion in the decision.

1. What is the first component in the structure of a direct approach letter?
a) Courteous close
b) Main idea
c) Explanation
d) Background story

2. When should the **direct approach** be used in letter writing?
a) When the audience needs convincing
b) When the audience will act without resistance
c) When the message is emotional
d) When writing to a large unknown audience

3. Which of the following is *not* a typical reason for choosing the direct approach?
a) The audience is busy
b) Your organisation prefers it
c) The audience needs emotional appeal
d) The audience is willing to act

4. In the **indirect approach**, what strategy is commonly used to present the message?
a) Narrative storytelling
b) Problem-solving pattern
c) Humour and jokes
d) Legal justification

Organising problem-solving messages

Use an indirect approach and the problem solving pattern of organisation when you except resistance from your reader but can show that doing what you want will solve a problem you and your reader share. By using this approach and pattern, the writer can disarm opposition by demonstrating the reasons in favour of the position before they can object.

How to organise a problem-solving persuasive message?

- **Shared problem:** Describe the problem you both share (which yours request will solve)

- **Details:** Give details of the problem.

- **Solution:** Explain the solution to the problem.

- **Negatives**: Show that any negative element (cost, time, etc.) are out weighted by the advantages.

- **Reader benefit:** Summarize any additional benefits of the solution.

- **Request for action:** Ask for the action you want.

4. **Describe the problem you both share.** Here you should present the problem in objective way. Blames and accusations on personalities should be avoided.

2. **Give details of the problem.** You should give the details of the problem, money and time involved, etc. You have to convince the reader that something has to be done for arriving at the solution.

3. **Explain the solution to the problem.** After giving details of the problems, explain the solution to the problem. If you know that the reader will favour another solution. Start with that and slowly show why it will not work. At this stage, avoid the use of words: i or my, criticizing personalities.

4. Show that any negative element (cost, time, etc.) are out weighted by the advantages. At this stage, explain the benefits of the problem. With this, desire for the proposal will arise.

5. Summarize any additional benefits of the solution. After explaining the main benefits of the problem, mention additional benefits of the proposal.

6. Ask for the action you want. After explaining the various benefits of the proposal, ask the reader to act.

Exhibit No. 1

Alok consultancy limited 76,

residency road, Jammu

June 30, 20......

Dear Sir,

Everybody should receive financial advice. But should everybody receive the same financial advice? Certainly not, there is difference between access to mass market information and access to customized advice, that alok consultancy recognizes.

With transformation of economy to knowledge based economy, investment information and commentary is accessible to everyone. But one person's investment information can be other person's misinformation. Even the most astute investor's recognize that information alone, delivered indiscriminately is not enough. Complex investment decision regarding tailor made solutions that is what alok consultancy provides to its customers with different objectives-growth, regular income and tax planning.

Insightfulness of our consultants, with vast experience and expertise can not only put the investment information into meaningful context for you, but can also guide you-what strategies are right for you under different conditions. They will help you to identify not only what securities to buy and sell but also when to buy and sell especially during the period of short term ups and downs.

Please consult us before making investment decision. Sincerely

yours,

Ashok Dogra

Managing director.

Exhibit No. 2

Specimen circular by management consultancy co.

In block format

Rohit management consultancy services 13,

canal road, Jammu

Dated

July 31, 20.....

Dear Sir,

Today's competitive landscape sizzles with accelerating innovation and sweeping changes. The only sustainable competitive advantage in the 21st century is the ability to respond business conditions faster than the competitor. In the brutal environment, your strategy must be robust enough to stand out, yet flexible enough to evolve as conditions demand.

As a total solution company, rohit management consultancy service provides you with a visionary thinking and dynamic structure that integrate strategies with business architecture, business processes, business objective and implementations so that you can quickly respond, improve and change from finance to marketing and from leadership to electronic commerce. Our acclaimed faculty will help you to shape and direct the trajectory of the global economy.

For more information, visit us at www.skm.com or call us at phone no. Mobile - 9872138367 or fixed 2648473.

Always at your service.

Sincerely yours, Rohit

chowdhry Managing

director.

Exhibit No. 3

Specimen circular of holding seminar on customer Relationship In semi

block format

Surinder management consultants m-45,

mall road, jammu

date july 31,

20.....

dear sir,

welcome to seminar "21st century customers".

It seems trite to quote change is the law of nature that never changes, but it seems even more hackneyed to suggest thst things are chaning faster than ever. No aspect of corporate life currently needs adaptation to change more than that ofhandling or managing customers.

Managing customers relation is frequently talked in seminars, speeches and web sites. We discuss incorporating technology, training and empowering employees and information, and so on.

To provide you better insight with a unique learning experiences, surinder management consultants are organizing two day seminerr on 21st century customers. The perspectives in 21st century customer deal with the myriad problems and pitfalls companies face in customer management area , obstacles theyface in implementing techonogies for building and sustaining customer, etc. You can learn by interacting with experts who intergrate theory with best practices for new levels of performance.

The seminar will be held on oct 3 and 4, 20.   At residency hotel with three sessions

on each day during period of 9 a.m to 5 p.m . To get yourself registered, please deposit Rs. 4,000 either by bank draft or cash; this includes lunch and refreshment ex

Attend this seminar and discover the efficiency and effectiveness this customer orientation will bring to your organizations.

Sincerely yours. Ashok Chandra

Managing director

Exhibit No. 4.

Specimen order for goods on trial basis by dealer In

simplified format

Irani traders limited

45, mall road, Ahmedabad

Dated : June 30, 20.......

m/s ginny fish suppliers ltd..,

16, Jaffar road,

Mumbai,

We are in receipt of your letter dated 15,20.   and are favourably impressed by your product and way of dealing . it is possible , however, that local conditions may not favour dealing in fish at large scale. With thios possibility in mind ,you will appreciation that we cannot do more than to place a small trial order to test the market.

We shall be glad to receive your fish of 10 baskets within a week.

We would remind you that high quality is not only important in the first consignment but that this quality must be consistent to gain popularity in the local market. We assure you that we shall mahe every effort to market yourfish and trust youyr cooperation for our mutual benefit.

B . chanderashekhar

Managing director.

16.8LET US SUM UP

- Business letters can be written using either a **direct** or an **indirect** approach, depending on the situation, audience, and message complexity.
- The **Direct Approach** is suitable when:
    - The audience is likely to accept the message without resistance.
    - The message needs to be brief and to the point.
    - A quick response is expected.
    - The organisation culture supports directness.
- In the **direct structure**, the message includes:
    1. **Main Idea** – A clear and specific request or purpose.
    2. **Explanation** – Supporting details and reasoning.
    3. **Courteous Close** – A polite conclusion asking for the desired action.
- The **Indirect Approach** is appropriate when:
    - The audience may object or be resistant to the message.
    - The topic is sensitive or complex.
    - Logical reasoning and persuasion are needed.
    - You expect the audience to read the entire message before responding.
- The **indirect structure** typically follows a **problem-solving pattern** that builds understanding and persuasion before presenting the request.

Using the right approach improves clarity, tone, and the chances of achieving the desired response in business communication.

16.9   GLOSSARY

- **Direct Approach:** A method of writing where the main idea or request is stated upfront, suitable when the audience is expected to agree or respond positively.

- **Indirect Approach:** A technique used when the message is sensitive or complex, where the main idea is introduced after giving background or rationale to persuade the reader.

- **Business Letter:** A formal, structured written communication used in professional contexts to convey specific messages such as inquiries, requests, complaints, or acknowledgments.

- **Main Idea:** The core message or key request that the writer intends to communicate to the reader in a direct and concise manner.

- **Explanation:** The part of the message that provides supporting details, evidence, or reasoning to justify the main idea or request.

- **Courteous Close:** A polite ending to a business letter that encourages action, expresses gratitude, and maintains goodwill.

- **Problem-Solving Pattern:** A persuasive communication strategy that begins with identifying a problem and ends with a proposed solution, useful in complex situations.

- **Audience Resistance:** The anticipated opposition or reluctance from the audience in response to the message, often requiring a persuasive tone.

- **Persuasive Communication:** A style of writing or speaking that aims to convince the audience to accept a viewpoint or take specific action.

16.10   SELF ASSESSMENT QUESTIONS

1.   Explain in detail the types of bad news letter.

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2.   How to make business letter?

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16.11 LESSON END EXERCISE

1. What is Business letter ?

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2. Give advantages of business letter.

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3. Make the format of business letter?

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

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

16.12 SUGGESTED READINGS

- T.N. Chhabra & Ranjan Bhanu: Business Communication, Sun India, New Delhi.
- P.D. Chaturvedi: Business Communication, Pearson Education, New Delhi.
- Meenakshi Raman: Technical Communication, Oxford University Press.
- Rajinder Pal & J.S. Korlakalli: Essentials of Business Communication, Sultan Chand Publishers, New Delhi.

BUSINESS CORRESPONDENCE

STRUCTURE

17.0 LEARNING OBJECTIVES AND OUTCOMES

Learning Objective

To understand the role and structure of enquiry letters in the sequence of business communication related to trading transactions. Learners will gain knowledge about how such letters initiate the sales-purchase cycle, identify suitable suppliers, and gather essential product and service information. The objective also includes learning to draft professional, specific, and clear enquiry letters that help minimise miscommunication, reduce delays, and establish the foundation for successful commercial negotiations.

Learning Outcomes

After studying this section, learners will be able to:

• explain the sequence of business correspondence involved in sales and purchase transactions.

• describe the purpose and significance of enquiry letters in sourcing goods and services.

• differentiate between routine, solicited, and unsolicited enquiries.

• identify the key components that should be included in an effective letter of enquiry.

• understand the importance of specifying product requirements clearly to avoid miscommunication.

• recognise the difference between an enquiry and an actual purchase order to avoid premature commitment.

• draft concise and professional enquiry letters tailored to various business situations and product types**.**

17.1 INTRODUCTION

In the realm of business communication, written correspondence plays a critical role in facilitating and formalising various transactions. Among the different types of business letters, the **enquiry letter** is often the first step in initiating a commercial relationship between a buyer and a seller. These letters are written by prospective buyers or clients to gather essential information regarding the goods or services offered by a supplier. The content of an enquiry letter may include questions related to pricing, delivery terms, quality specifications, credit facilities, discounts, after-sales service, and other relevant terms and conditions.

Enquiry letters are particularly useful when a buyer wants to compare multiple offers or identify the most competitive supplier in terms of quality and cost-effectiveness. They help businesses avoid hasty decisions by enabling them to gather and assess accurate data before committing to a contract. Moreover, clear and specific enquiries minimise the chances of receiving incorrect or irrelevant quotations, thereby saving time and preventing unnecessary follow-up communication.

Enquiries may be routine, solicited (in response to an advertisement or promotional material), or unsolicited (initiated independently by the buyer). Regardless of the type, it is important that the enquiry clearly states the buyer's needs and expectations. This ensures that the response received is relevant and facilitates informed decision-making.

A well-structured enquiry letter reflects the professionalism of the organisation and lays the groundwork for a transparent and mutually beneficial business transaction.

17.2   BUSINESS CORRESPONDENCE

Business organisation writes letters on number of occasions, the most common of all surround around usual trading transactions that starts from the enquiry about terms and conditions to the final settlement of sales contract. In ordinary sales and purchase procedures, first of all letter of enquiry are written to search the most suitable terms and conditions, quotations are submitted by the supplier that states the various terms and conditions regarding price, delivery, credit, etc. ; orders are placed after evaluating them and selecting the best one. As most of the sales are on credit, the supplier asks for trade references before taking risk associated with bad debts. When he verifies the credit worthiness, he supplies the goods on credit . It sometimes happiness that the goods delivered are either short, defective or ill- packed, the buyer writes complaint letters and asks for adjustments. In the final stage of the contract, payment as agreed has to be made. If the buyer fails to make payments in due time, the seller writes collection letter in mild language to strict warning of legal action.

1. Enquiry letters

It is customary that for the purpose of finding the cheapest and best source of supply of required goods, the potential customers inquire and invite quotations from possible sellers. For this enquiry letters are written for asking information about product price, terms and conditions of sales, etc. Enquiry may be routine , in response to advertisement (solicited enquiry) or at one's own initiative (consolicited).

The form taken by a letter of enquiry varies with the type of product or service required. Sometimes request for sending catalogue and price list is sufficient. And some- times, it is necessary to specify the range of goods in which the buyer is interested. In certain cases, the buyer has to give detailed description in terms of its quality, colour and price range or the purposes for which he is wanting them. These detailed descriptions reduce the chances of receiving unsuitable and unwarranted goods and avoids the chances of further enquires through correspondence or telephone calls. As far as possible, it is essential that the buyer should properly identify his needs and be specific about enquiry. The buyer should also beware of turning an enquiry into an order. He should make it clear that the letter is an enquiry only, just a preliminary stage in the negotiations leading to the binding contract.

Opening sentences

Suitable opening sentences in a letter of enquiry include: -

(a) We shall be grateful if you would kindly quote your lowest rates for the following items.

(b) We shall be glad if you would kindly inform us of the terms and conditions for the supply of following items.

(c) We should be glad to receive details of your terms and conditions of the sale for the supply of following items.

(d) We intend to buy the following items for our organisation. We are grateful if you would kindly quote your lowest rates for this. The detailed specifications are given below.

(e) We are considering the purchase of.......................... and are making preliminary enquires from several suppliers with a view to compare prices and terms of sale.

(f) May we request you to let us know your lowest rates for the following items which are planning to purchase from the supplier with lowest quotations?

(g) A business friend has given us your name as a reliable firm, prepared to supply . ... we would welcome information about your range of product.

Closing sentences

Closing sentences of the letter of enquiry may be : -

(a) We hope the terms and conditions you quote will be satisfactory. We shall of course , be happy to order all our requirements from you.

(b) If your terms are favourable, we shall be pleased to send our order immediately.

(c) As we need these goods urgently, we shall be grateful for your prompt reply.

(d) Since we plan to contact for regular long run business, we are sure that you will quote your most favourable terms.

(e) We look forward to your reply. If your quotations are cheap and best, we shall be happy to buy from you.

For drafting enquiry letters the following points should be considered:-

1. Use direct and straight forward approach with confident and positive tone.

2. State clearly the purpose of enquiry in compact yet complete language.

3. Request for catalogue, price list or sample of desired goods.

4. Ask terms and conditions regarding discount, credit, packing and forwarding.

5. Express your gratitude for the time , the reader has spent in reading the letter. If enquiry is made for getting certain information other than related with purchase of goods, also include self – addressed envelops in such cases.

6. Avoid lengthy unnecessary and unwarranted statements.

Specimen enquiry letter (in block format)

<div style="border:1px solid">

Jiwan book depot

12, Residency Road, Jammu

Letter No. AC/38   Date : jan 12, 20...

M/S Lyall Book Depot,

Chaura Bazar,

Ludianea.

Dear Sir,

You are well known publisher and book seller in the region. We are interested in selling your publications in the city.

Kindly send your price list and state the terms and conditions of doing business with you on wholesale basis. We like to place order with you, subject to the suitability of your terms and conditions.

Sincerely,

Jiwan lal

</div>

Specimen enquiry letter asking for price of computer

<div style="border:1px solid">

Rajneesh traders Limited

45,Gandhi Nagar, Jammu

To   July 15, 20...

M/s. Azhar Computersm

Residency Road,

Jammu.

</div>

Dear Sir,

We are planning to install internet with high speed computers. Wil you kindly quote your lowest prices and state terms and conditions of sale for supplying computers with following requirements:

- Computer – 17.

- Hard disk driver 603 G.B.

- DVD Player

- Colour Monitor

- Multimedia with 144 MB HDD

- Modem 33.6 KBPS.

We look forward to your reply. If your quotations are suitable, we shall be happy to order you to install the system within one month.

Thank you Sincerely

yours, Sanjeev Sharma

Managing Director

Specimen enquiry letter asking quotations for manufacture of watches
(in block format)

Dogra Engineering Works 45,

Palace Road, Jammu

July31, 20 ...

To

M/s Excellent Watches, Mall

Road, Bangalore. Sir,

Our Company is planning to present our employees gifts in the form of wrist watches, we shall be grateful if you kindly quote your lowest rates for various ranges of watches and state your terms and conditions regarding credit, transport, etc. As we are presenting this gifts from the company, please let us know whether you can arrange to print our company's logo on the dial or on the back cover.

Please let us know whether guarantee period and after sale service facility are offered by you

Waiting for your prompt reply. Sincerely

Yours,

Sushant Goswami Partner.

18.0 Quotation and offers

After enquiries , quotations stating various terms and conditions are stated or sometimes offers are made. The acceptance of offer constitutes valid contract whereas such is not in case of quotations.

While making offers or sending quotations , the seller must touch the following points.

- Quality and quantity of goods.

- Mode and terms of payment.

- Methods of transportations.

- Place and time of delivery.
- Charges on account of sales tax, octroi, freight and insurance.

- Packing and forwarding charges.

   While drafting letter of offer and quotations, consider the following points:-

1. Reply promptly, if quotations and offers are to be made in response to inquiry.

2. Refer to the date or number of other party's letter in response to which, quotations are made.

3. Make reasonable offers that can persuade the other party to buy.

4. Be specific about the price, quantity, quality terms of payment, time and mode of delivery, sales tax and octroi charges, packing and forwarding charges, etc.

5. Express gratitude for the interest the enquirer has taken in the company and its products or services.

6. Demonstrate the willingness to serve or help, if additional information or clarification is required.

7. Be clear about the various terms used in quoting prices: F.O.R (Free on Railway), C.I.F (Cost, Insurance , Freight) ,etc.

Specimen reply to the letter No. 3 (In Full Block Format).

Excellent watches

Mall Road, Bangalore.

Aug 8 , 20 ....

To

M/S Dogra Engineering Works,

45, Palace Road,

JammuSir,

Thank you for your letter dated on july 31,20
We are happy to submit the following quotations of HMT watches for your company.

		Rs
Lalit	LGGL – 01	570
Lalit	LGSS – 01	465
Lalit	LGGG – 07	815
Sangam	MLSS – 02	895
Sangam	5168	935
Sangam	MLGL- 02	845
Elegance	58419	1,295
Roman	50428	1,535
Kohinoor	4387	835
Shakti	SGC 501	1,015
Shakti	SGGL – 04	1,195

For knowing the description of these watches, you can consult the catalogue attached herewith.

We, the authorised dealers and stockiest of HMT, offer discount of 15 % provided the purchase order is above Rs 20,000 . Price from Rs 425 to Rs 1,500, each one of these personalised watches combines quality and exquisite craftsmanship. HMT has special facility to print your company's logo on the dial or on the back cover. This printing will be done free of cost.

All models are guaranteed for a period of one year from the date of sale. During this period, if needed, we shall repair or replace any item at our cost.

As regards the payment , we would like 25 % of the billed amount to be paid as advance along with your firm order and the rest of 75 % amount at the time of delivery. We shall arrange to supply the watches along with printing of logo within 30 days of your order.

We hope that our terms and conditions shall suit you. We look forward to receive your order very soon.

Sincerely

Rohit

Managing Director

Reply letter quoting terms and conditions (Full Block Format)

Lyall Book Depot
Chaura Bazar , Ludhiana

Jan 15, 20 ....
M/S Jiwan Book Depot, 12,
Residency Road, Jammu Dear
Sir,

We are pleased to receive your letter dated jan 12, 20.   enquiring about the terms and conditions regarding trading with us. Thank you very much for the interest you have shown in our publications. Latest catalogue and price list of our publications have been enclosed here with. We allow 25 % discount of the catalogue price for cash sales and 20 % for credit sales if payment is made with in 2 months. Packing and forwarding charges wiil be borne by us if the order exceeds Rs 2,000 / -
Sincerely,
Raj Kumar

    (Proprietor)

Specimen letter quoting terms and conditions of Philip sound system (In Semi Block Format)

Thomson Radio Venkeshvar

Road, Bangalore

To   Sept, 30, 20......

   M/S Ashish Radios, Gulab Singh

  Marg, Jammu

Sir,

   In response to your enquiry dated Aug. 25 , 20....., we are pleased to submit below our offer for the supply of " Philips" sound systems:

(1) Price: The prices of various sound systems will be as follows:

Philips Model No.	Watts	FOB	Features
A2 2100	120	5,990	1 CD, 1 Cassette, FM/MW
A2 8051	60	5,550	1 CD, 1 Cassette, FM/MW
MC 170	1200	14,500	1 CD, 1 Cassette, FM/MW
FW 39 CC	1800	18,500	3 CD, Double, 2 Cassette, FM/MW

(2) **Delivery:** 15 days from the receipt of your firm order along with 50% advance.

(3) **Terms of Payment:** 50% of the total amount of bill will be paid as advance along with your firm order and the balance at the time of the delivery of goods.

(4) **Guarantee:** We offer guarantee for one year against all manufacturing defects and repair or replace any part.

(5) **Time for offer:** The above offer will remain valid for 30 days.

   Thanking you,

Sincerely yours,

S. Abbas

Proprietor

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3. Orders of Execution

After making inquiries from various sources and receiving their quotations, a comparative statement is prepared to evaluate the price, qualities, terms and conditions of sale, and

other requirements. Usually for purchase of routine items, the purchase manager or purchase committee selects the suppliers and places order with him.

In certain cases the suppliers send their representatives to the purchase committee for interview and personal discussions in order to assess the needs and requirements of the buyers. These personal discussions and interviews are helpful in building buyer and seller relations but the suppliers have to send the order in writing for the purposes of creating legal relationship. Orders placed by letters should:

(a) Give full details and quote catalogue numbers, if any.

(b) Give full description of the date of delivery, mode of transportation, etc.

(c) Confirm the settled terms of price and payment.

(d) Thank the supplier for his quotation

(e) Ask for after sales services, if needed.

Orders can be placed through telephones or telegrams, but they should be followed by letters.

Sometimes, a standardised printed order form is used for placing regular and routine order. These forms consists of all the necessary instructions and information for the supplier. The practices of sending orders through printed forms provide the advantage of saving time and money, better quality in content and appearance, efficiency and expediency in handling large number of letters.

The receipt of order should be acknowledged in cheerful and pleasant way. As this acknowledgement is a legal acceptance of all the mentioned points, it is essential that the order should be carefully read before acceptance and acknowledgement.

While writing letter of acknowledgement:

(a) Thank the party for his order.

(b) Mention the time when goods will be dispatched.

(c) State the total amount of invoice and attach the copy of invoice to the letter.

(d) Specify the mode of dispatch or transportation like post, railway roads, etc.

(e) Maintain a pleasant and personal tone throughout the letter and ensure the customer for your services in all possible ways.

(f) Express the hope that the quality of goods will satisfy the customer's needs and requirements.

Specimen of an order for appliances (semi block format)

---

s.k traders

near Raghunath Temple, Jammu

To   march 26, 20.....

M/S BBN Appliances,

17, Nagarjun Road, Kolkata. Dear Sir,

     We thank you for your quotation of March 20, 20......We find both qualities and prices satisfactory. I am pleased to place an order with you for the following appliances at the prices and on the terms quoted:

Quantity	item	price(Per Pc)
20	Sandwich Mixer	Rs 950
40	Citrus Swicer	Rs 850
15	Pop up Toaster	Rs 750

Above prices to include delivery by railway with a cash payment discount of 3 %.

We place the order on the understanding that the goods will be dispatched to reach us not later than April 2,20.........

                            Yours Sincerely,

                            S.K. Sharma (Proprietor)

Specimen of an order for copying machine (in block format) Shingar

Engineering Limited

Gandhi Nagar , Jammu

To   Sept. 12, 20.....

M/S Sharma Printers,

40, Mission Road, Bangalore. Dear

Sir,

Thank you for your hospitality and demonstration of various ranges of copying machines. After, discussions with your representatives, our purchase committee members have decided to buy latest 5623 fibre optics machine with micro computer technology, colour white grey. The price quoted by your representative Mr. Rohit Aggarwal was Rs 80,000 with a reduction of Rs 12,000 for taking over of an obsolete machine. Your representative is to install and take away absolute machine at your expenses. For the balance amount of Rs 68,000 , we shall give you a crossed bank draft in your favour payable at Bangalore. As per our verbal discussion and understanding , it was agreed that your company provides four free services within 2 year of purchase and guarantees for any manufacturing defect or replacement within one year.

Please expedite the matter and execute the order within 15 days so that we can start this new machine at our earliest.

Yours Faithfully
Gopal Sharma
Managing Director

4. Circular letters

Circular letters are used when the same information and message is to be conveyed to large number of people, customers, shareholders, members of societies and so on. They are circulated to the selected readers who have same and common interest in the information. Because of their wide circulation, they should be drafted with grant care, printed in bulk on attractive letter heads and sent on addresses obtained from specialised directories.

The objective of writing circular letter may be to market the product or idea, to inform the reader regarding change of business, place or policies or to retain the reader or customer by keeping his interest alive.

Usually circular letters are written in case of :

(a) Opening of new branch

(b) Change in address of business premises.

(c) Reduction in sales price.

(d) Admission , retirement or death of a partner, etc.

In drafting the circulars, following points should be considered:

(1) Capture and arouse reader's interest in the opening paragraph.

(2) Give the personal touch by writing in friendly tone and conversational style by addressing like dear reader, dear shareholders, Dear customer, Dear sir, Dear Friend, etc.

(3) Print the letter on attractive and quality paper with suitable letter heading.

(4) Be precise but informative.

(5) Use appropriate tone.

(6) Thank the readers for their trust and co-operation.

(7) Mention the main contents of the letter in first paragraph . For example, in case of change of address of premises new address may be given in first paragraph. Similarly, in case of introduction of new product, name of the new product should be mentioned in the opening paragraph.

(8) Explain the benefits and utilities of new premises, product or proposal to the customer and other parties.

(9) Ensure the readers your personal attention in the future.

Specimen circular letter informing about the change of premises (in block format Naaz Appliances Limited13,

Gandhi Nagar, Jammu.

Date : July 10 , 20....

Dear Friend,

  We are grateful to you for reposing your valuable trust in our products due to which our company continues to grow from strength to strength. Owing to expansion of our activities and growth of business all with your sincere cooperation, we have decided to shift from our old premises at Hall Bazar to new premises.

Naaz Appliances Limited, 17, New

Rehari Road, Jammu.

You will feel pleasant to visit this new premises well furnished, attractively decorated and fully air conditioned to provide speedy and excellent services. The customer's sales counters have been sectionalized and computerised. Now your store has more sections to provide for additional lines of goods. Mixer section, Toaster section , Sandwich Maker section, juicer section, room cooler section, fan section.

Your visit to new premises will be totally new experiences for you. Now you will find our new premises for any enquiry or information. We will be always at your service. Please visit soon at new premises of yours.

Cordially yours,
Atul Sharma
Managing Director

5. Complaint letters

Life is a very complex, uncertain and unpredictable phenomenon where things do not take place according to our expectations. Unexpected things suddenly and accidently happen. In business life, despite being very careful and conscious, persons usually make mistakes. A letter written to bring these mistakes to the notice of the responsible person is called complaint letter

and the letter written to take action on them is known as adjustment letter. The purposes of writing complaint letter is (a) to inform the supplier about defects, deficiencies or delays and (b) to get the fault corrected or to get compensation.

In the present era of competition where customer is regarded as king, companies stress on efficient customer service and quality products. Companies not onlytry to satisfy the customer but delight the customer as they cannot afford losing the customer. Therefore, reputed and established business houses properly attend to their customer, regret for inconvenience and make adjustments quickly.

When a person has to suffer because of somebody else's mistake, his immediate reaction will naturally be anger and annoyance. Accusations usually stem from this state of mind. This process of accussing others and excusing oneself does not sort the problem, rather complicates it. Our purposes in writing complaint letter is to solve the problem, not to create problem over problem. To achieve this object the writer has to be very careful, conscious and courteous. Before writing, he should cool his temper and be clear about the problem.

Elements of complaint letters.

(1) A statement about what has gone wrong like supply of defective goods, inordinate delay, faulty services, etc. In case of a product, details about the purchase of goods, like their description, order number, amount, etc, . are given for quick identification by the supplier. Similarly, in case of inordinate delay, details are given about the number and date of order, time of the expected arrival of goods, etc.

(2) Statement about the loss suffered by the buyer. This loss may be inconvenience, inability to meet the future orders, or any other loss that the business has suffered.

(3) An appeal to the supplier's ethics, reputation or professional pride with a view to motivate him for taking necessary actions.

(4) A formal request for the necessary adjustments that the buyer claimant thinks fit.

Drafting complaints letters

It requires great care to write a complaint letter that settles the claim and preserves the cordial relations between the parties. While writing complaint letters:

(1) Make accurate and clear statements by giving pertinent details and exact description of the goods.

(2) Be factual , concise and exact in describing the problem.

(3) Explain the implications of the problem, state the loss of business, interruption in services or operations and inconvenience faced by the company.

(4) State the desired steps to be initiated to rectify the situation . These steps may be replacement of goods, performing extra service, refund of money or making compensation, etc.

(5) Do not loose temper, resist the temptation of accusing the other person of carelessness, negligence or inefficiency.

(6) Be courteous, but remember that courtesy should not be at the cost of firmness.

(7) Do not use offensive or unpleasant words like dishonest, unfair, false, disgusting, useless, inefficient, etc as they sound discourteous.

(8) Do not attribute faults to anyone unless you are absolutely sure. Use passive voice to talk of mistakes. Make a judicious choice of words to convey your feelings.

(9) Avoid threats, accusation or veiled hints about the legal or other action, if the claim is not settled promptly.

(10) Close the letter with formal request that the supplier will respond favourably and fairly to the claim.

Occasions for writing complaints

A buyer of goods or services may have to write complaint letters on one or more of the following occasions:

1. When the goods do not arrive on time.

2. When the goods are in damaged conditions.

3. When the quality of goods is different from what was ordered.

4. When the work undertaken is done unsatisfactorily.

5. When a product does not function properly.

6. When goods are delivered at the wrong place.

In addition to the above complaints in trading of goods, a business house has to write complaints or grievance letters against various government agencies like –

1. Higher authorities of BSNL due to non-entertainment of complaints at lower level, or inflated bills.

2. Municipal corporation regarding damage of roads.

3. Taxation authorities for non- payment of refunds.

4. Electricity board officers regarding non - supply or interrupted supply of power, etc.

Specimen complaint letter regarding inordinate delay of the supply of goods (In full block format)

Raja Leather Limited
13, Nehru Market, Jammu

Aug . 25, 20....

To

M/S Javid Chemical Limited,

5, Rashbehari Avenue , Kolkata.

Sir,

I regret to say that chemicals ordered by us on july 2, 20...... have not been received till today. We placed the order by clearly stating that chemicals should reach us on or before Aug. 15, 20..... We also stressed the importance and reasons behind this.

The inordinate delay on your part has created an odd situation for us. The delay in delivery has brought the work in our unit to a standstill, and it may well spoil the prospects of our project. Due to this delay, our company will have to pay the overhead expenses everyday.

Keeping in view the urgency, we request you to inform us about the exact date when delivery can be made. Please deliver us goods before sept. 5, 20. , otherwise we will have no other alternative except to cancel the order and purchase from nearby suppliers.

Yours faithfully

Ashish   Gupta

Managing Director

Specimen complaint letter regarding supply of damaged goods (In full block Format)

<div align="center">

Alka Traders
7, Ratan Lal Nagar, Gandhi Gram, Kanpur

</div>

July 8 , 20....

To

M/S Kumar Enterprises,

17, Cool Road, Kolkata.

Dear Sir,

Sub:- Your consignment No. 3 , dated July 5.

Thank you for dispatching 30 crompton fans to us by order no. 60 dated July 1, 20...... But I regret to inform you that out of those, 5 sets are badly scratched and damaged in transit because of insufficient and incomplete packing.

We feel that usually such mistakes happen because of oversight. But since our customers will not accept them, we have no choice, but to return these damaged sets. We shall be grateful to you if you kindly replace these sets and send new ones at your earliest.

Sincerely yours,

Ashok Singh

Manager.

Specimen complaint letter regarding printing mistakes (In Semi Block Format)

<div style="border:1px solid">

<div align="center">**Sunder Tractors Limited**
M – 18 Cannaught Place, New Delhi</div>

To

M/S Chopra Printers

Raja Garden, New Delhi

Dear Sir,

After receiving 2,000 copies of annual report, we discovered several errors in composing of matter. We feel that these errors resulted from an oversight by both of us. Although we gave final approval after second reading, careful proof – reading was also part of your job.

The annual report has to be corrected and reprinted at an additional estimated printing cost of Rs 15,000 . We believe that your firm and ours should share the cost of the correction. As a result, we will pay half of the additional printing cost, i.e., Rs 7,500 to reprint the annual report.

Do you differ from this proposal ? If you have alternate solution, please let us know. We shall be happy to accept a better solution.

We feel that mistakes usually happen. This situation will not affect our fine and friendly relations that we have enjoyed in the past.

<div align="right">Cordinally yours
Zafar Iqbal
Manager</div>

</div>

6. Adjustment letters

Complaint letters should not be viewed as nuisance, rather, they should be looked as an opportunity to re- examine the working of the organisation. They should be replied in the form of suitable adjustment letters so that challenge is not lost and goodwill of the company is not damaged. The retention of the customer is the ultimate test of a good adjustment letter. Therefore, the adjustment letter should be designed to restore the customer's confidence in the organisation and the product, and to convenience him that mistake or defect was a rare instance.

The main purpose of writing adjustment letters is to handle the customer's complaints while being fair and friendly to the concerned party. They are written according to pre-decided adjustment policy of the company. This policy should aim at satisfying the twin objective of preserving customer's trust and maintaining firm's integrity. The customer should not feel cheated and at the same time should not be allowed to take undue advantage of the generosity of the company.

When the customer is right.

1. Acknowledge the letter with thanks for pinpointing the area where company needs improvement.

2. Admit the fault frankly without the excuse. Non –acceptance of genuine claims harms the image of the company and ultimately affects its sales and profits.

3. Grant them adjustments in clear terms and if refusal is to be made, offer an alternate solution.

4. Regret the negligence in sincere words and assure that it will not occur in future.

5. Get some senior officer to sign such a letter. If the reply to complaint letter is signed by junior officer or clerk, it will further increase the complaint.

6. Close the letter with positive statement expressing hope that the customer will enjoy good service in future.

The main purpose of writing adjustment letters is to handle the customer's complaints while being fair and friendly to the concerned party. They are written according to pre-decided adjustment policy of the company. This policy should aim at satisfying the twin objective of preserving customer's trust and maintaining firm's integrity. The customer should not feel cheated and at the same time should not be allowed to take undue advantage of the generosity of the company.

Rebuttal of unjustified complaints

Sometimes, on thorough investigation you come to know that the complaint lodged is false and unjustified. What do you when come to face such a situation? You will feel like calling your complainer's a cheat or a fraud. Yet this is exactly what you are not to do. However great the provocation try to stay cool. On such occasions, be sympathetic and polite but firm. Remember that a gracious retreat can help you smoothen the ruffled feathers.

Very politely but firmly express your disagreement with the compliant. For example, you can express your disagreement in such words. "we have done business for many years and i have come to value your judgement and accuracy. On this occasion, however, may I suggest that you

are mistaken" or "we have considered your point of view carefully. Now we ask you to consider ours".

Helpful sentences

A few sentences can be helpful in designing adjustment letters: Beginning sentences

1. We regret to learn about your experience with ...

2. Thank you for bringing our attention to the defect in ......

3. We are indeed very distressed to know that ....

4. Please accept our sincere apology for mistake in....

5. We feel very sorry to know that ....

Concluding sentences

1. We assure you that in future these things will not happen.

2. Thank you once again for drawing our attention to this defect.

3. We are indeed very grateful to you for giving us an opportunity to have a look at our working.

4. We hope that our new arrangements will be highly suitable and satisfactory for you.

5. Kindly tell us if you wish to do anything further. We are always at your service.

6. Please do inform us how you find the replacement. We always value our customer very high.

Specimen adjustment letter in reply to letter no. 10 (in semi block format)

Javid chemical limited

5, Rashbehari Avneue, Kolkata

To   Date: Aug 28 , 20.....

       M/S Raja Leathers Limited,

       13, Nehru Market, Jammu

Dear Sir,

Please accept our sincere apology for delay in execution of your order dated July 2, 20....
Owing to month long strike in the factory, followed by power cuts and strike of Electricity
Board Employees, the production has remained suspended for more than one month.
This resulted in our falling behind the delivery schedule. Kindly, understand our position
that circumstances were beyond our control.

We feel extremely sorry about this inevitable delay that has caused you

inconvenience. Now the situation has changed. We are doing our best to execute the

pending orders. We hope you will be supplied your goods before Aug, 5, 20......

                                        Yours faithfully,

                                        Twakal Hussain

                                        Sales Executive.

Specimen adjustment letter in reply to complaint letter no. 11 (in Full block format)

Kumar Enterprises 17,
\COOl Road, Kolkata

July 14, 20......

To

M/S Alka Traders,

7, Ratan Lal Nagar, Gandhi Gram, Kanpur. Dear

Sir,

Thank you for your letter dated July 8,20. .... We are sorry to learn that you have been put to embarrassment and inconvenience owing to our mistake.

Your suggestion for replacing 5 sets is most appropriate. We have dispatched them today by quick transit service. Hope these will reach you within two – three days.

We are very grateful to you for drawing our attention to insufficient and incomplete packing. We have examined the working of our packing depth. And have introduced further quality checks to present the recurrence of such mistakes.

We further assure that you will not be put in such inconvenience in future.

Sincerely yours, Ajit

Mukerjee Proprietor

Specimen adjustment letter in reply to letter no. 12 (in full block format)

Chopra Printers
Raja Garden, New Delhi

July 12,20....

To
M/S Sunder Traders Limited,
M- 18 , Cannaught Place, New Delhi.
Dear Sir,
We deeply regret that you received copies of annual report with printing mistakes overlooked by us. We accept your proposal of reprinting these 2000 copies at half the printing rates.
We shall first make corrections in composed matter and then your final approval before printing them. We assure you that within 3 days of your approval report will be printed without any mistake.
Thank you for your cooperation and patience in this matter.
Sincerely yours,
Rajan Chopra,
Proprietor.

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7. **Status enquiry and credit letters.**

Buying and selling on credit are very common in modern business, industry and commerce. Credit is a facility through which goods can be bought and sold without cash payment. It helps the buyer to conduct the business without blocking large money in stock. It also provides the advantage to the seller in the form of attracting larger sales volume. Though credit accelerates sales, yet it involves the risk of bad debts and delayed payments that result in loss to the business. Therefore, the seller offers credit only after obtaining buyer's assurance of making payment within specified period and ascertaining his sound ability and good intentions. For this he writes letters to other businessmen, dealing with him, to enquire about buyer's character, capacity ,capital , reputation, etc. These letters are called status enquiry letters. Credit letters are written for requesting grant of credit (by buyer), granting credit (by seller) or refusing credit (by seller) . Letter requesting for credit should convey needful facts and figures with high accuracy. A letter granting credit can be written in polite and straight forward manner. Bu the letter refusing credit demands utmost tact and diplomacy to retain relationship and goodwill.

A letter containing a request for credit should:

1. Explain about the product or goods to be purchased.

2. Place the order with indication of arrangement of credit.

3. Supply references for enquiring about the reliability and promptness of payment.

4. Promise to supply further information to establish financial creditability

   If the terms and conditions mentioned in the letter are satisfactory and buyer assures making payment within stipulated time, an acceptance letter is dispatched. This acceptance letter should:

1 State the granting of credit in the beginning.

2. Promise that order will be executed immediately.

3. Mention that the credit reference have been obtained.

4. Explain the terms and conditions of credit.

5. Express hope of better continual relations.

Refusing credit involves more care in drafting letter. While drafting refusal letter:

1. Put yourself in the reader's shoes to understand his situation.

2. State your decision of refusal, after explaining the situation with objective reasoning and facts.

3. Offer an alternative solution or a time when the customer can apply for credit privileges again.

4. Express your readiness to discuss the matter further in person or over phone.

5. End the letter with the positive note suggesting the customer to buy on cash basis until another application for credit is considered

Specimen letter requesting for credit (In block format)

Rashid Steel Limited
Sadar Bazar , Lucknow

To   July 31, 20.....

M/S Amit Chowdhry Steels,

13, Mukerjee Nagar, Jammu.

Dear Sir,

We are the leading supplier of steel iron in the region and supply the steel rods to various retailers and house builders. We like to place an order of Rs 500,000 for the various items manufactured by you. But because of tight market conditions, we may not be in a position to make you advance payments.

Will you kindly supply us goods at three months credit? If you agree , we can order the goods according to market prices. Please let us know if you can provide the credit factulty of months.

Yours sincerely,

Haroon Rashid

Managing Director

Nitin Chemical Limited
Nehru Market, G.T.Road, Gaziabad

To   June 29 , 20...

M/S Alfa Chemical Limited,

Raja Garden, New Delhi.

Dear Sir,

We have received an order of the amount near Rs 50,000 from M/S Rahul Chemical Limited, G.T.Road, Sonepat. They have given us your name as a reference and have demanded credit for a period for a period of two months. As we did not have the experience ofdealing with them in the past, we want to know about their credit worthiness and financial soundness.

We shall be grateful to you if you kindly give us information relating to their business

standing, reputation and financial status. As we understand that they have been dealing with you for the last 7 years, we want to know whether in your opinion granting credit would be reasonable or not. Any information or opinion you give us, will be treated as strictly confidential.

We hope for an early reply. For your convenience, a self - addressed stamped envelop is enclosed herewith.

Thank you

Yours Faithfully
Rohit Malhotra
Sales Executive

Specimen letter of favourable reply conveying sound position of the party (in semi block Format)

Alfa Chemical Limited
Raja Garden, New Delhi.

To   July 5, 20......

M/S Nitin Chemicals Limited,
Nehru Market, G.T. Road, Gaziabad.

Dear sir,

In reply to your letter dated june29, 20.   asking about the credit worthiness of M/S Rahul Chemical Limited, Sonepat; we are glad to inform you that the said company has satisfactory credit worthiness. In our opinion granting credit of Rs 50,000 for two months can be considered reasonable and safe.

The leading chemical trader in the city of sonepat, M/S Rahul Chemcial has been dealing with us for the last 7 years. Its record of payment has been entirely free from any default and delay. It enjoys high reputation and sound financial position. We would also like to add that our confidence in the company has never been misplaced .

We are expressing our opinion without any financial responsibility on our part. If you need any further information, please let us know; we will be happy to serve you.

Yours faithfully
Krishan Chandra
Managing Director.

Specimen letter requesting for credit (in full block format)

<div style="border:1px solid">

Bhattacharya Sports
14, Shah Market, Hyderabad

July 6, 20....

To

M/S Amritya Sports,

Basti Nau Market,

Jalandhar,

Dear Sir,

We have been selling sports goods for the last 25 years. Dealing in hockey, badminton, volleyball and handball, we have achieved the remarkable target of Rs 1 crore in the last year. Now we are planning to add cricket bats and balls in our merchandise.

We know that you are leading manufacture of cricket bats in Jalandhar. We also appreciate the quality of your English willow as well as Kashmiri willow bats and want to sell the same. Our recent market survey reveals that there will be brisk business of cricket bats and bats. Our estimated quarterly requirements are as follows:

Type	Size	Quantity
English willow bat	Full size	100
Kashmiri willow bat	Full size	2,000
Kashmiri willow bat	No. 6	1,000
Kashmiri willow bat	No. 5	600
Kashmiri willow bat	No. 4	800
Kashmiri willow bat	No. 3	700

Regarding your terms and conditions of sales, we understand that you allow 25 % discount on catalogue price and bear transportation charges. Will you like to supply us goods at 30 days credit? If you agree, please book the order of above mentioned quantity and send us goods within 20 days . we shall also like to have similar terms and conditions for further purchases.

We are listing, as references , the names of our suppliers and dealers, with whom we have been trading for the last 20 years. We hope that these references will be found satisfactory to you:

</div>

1. Wasson Sports ,   2. Surinder Gupta Sports,
   14, Nariman Road,   G.T. Road,
   Mumbai.   Meerut.

If you need any further information, please let us know. We will be pleased to supply you.

We look forward to your prompt execution of our order that will pave way to a mutually profitable business relationship.

Yours faithfully,

Ajit Bhattarchya

Partner.

Specimen letter refusing credit (in full block format)

Halif Carpets
34, lal Chownk, Srinagar.

Oct. 4 , 20....

To M/S Navjeet Appliances,

17, Saraswati Road, Kolkata.

Sir,

We are pleased to receive your order dated sept. 29, 20. ... for various types of carpets manufactured by us. We appreciated your interested in our products.

We have carefully considered your request for credit facility and have gathered the relevant information from the parties you mentioned for references. But we regret our inability to execute your order on credit basis.

We are expanding our business for which we badly need finance. We do not like our finance to be blocked in debtors and we have to arrange from bank by paying interest. In addition to this, we feel your company trading more on external debts, which is risky for any industry.

However, if the situation changes, we would definitely grant you the desired credit privilege. Meanwhile, we would be glad to supply you goods at special discount of 2 % on net invoice prices, provided you send us bank draft of the net amount.

We hope you will understand our position and will accept this offer.

Yours faithfully

Tariq Ahmed

Partner.

8. **Collection letters**

Collection letters aim at collecting the dues without affecting the business relations. An impatient and rash approach affects the customer's relation, while negligence and delays in collection result in opportunity costs of interest paid to banks or forgone along with increased possibility of bad debts.

The language and the tone of collection letters is not same for all the customers. Companies write a series of collection letters from early polite request, to stronger requests, to warnings.

Requests and reminders

The first series of collection letters are requests and reminders for non- payments of bills.

They are written in polite language that seeks to jog the customers conscience about the unpaid bills. While writing such letters:

1. State the unpaid bills clearly the dates, numbers and amount unpaid

2. Send the photo copies of the bills for customer's easy and quick references.

3. Say that the customer has perhaps forgotten to pay.

4. Show confidence in customer that they will respect their business obligations.

Stronger collection letters

The second series of collection letters are stronger reminders , pressing the customers to take immediate action. These are written in format but friendly tone.

While writing such series of letters.

1. Avoid using harsh or threatening language and expressing doubts about customer's intention or capacity.

2. Give reference of the reminders or requests already sent.

3. Ask him why they have not made payments.

4. Tell the customer that he owes a definite amount which we ought to pay .

5. Tell the customer that he owes a definite which he ought to pay promptly.

6. Hope that amounts will be paid immediately.

Final collection letters

Final series of letters is written with tougher tone but not with sacrifice of courtesy. This letter leaves no doubt in the reader's mind that supplier intends to collect the amount. while drafting such letters:

1. Refer to the past attempts made to collect the amount.

2. Give the customer a final opportunity to pay within a definite time limit.

3. Restate the consequences of failure to pay the amount owed in terms of legal action.

4. Explain that customers is responsible for the unfortunate situation.

Specimen of first series of collection letter in full block format

<div align="center">

Nitin enterprises
34, Gulab Singh Marg, jammu

</div>

No 16, 20....

To

M/S Vikas Traders,

Mysore road, Bangalore

Dear sir,

We just want to remind you that your account shows unpaid amounts of the following bills:

Date of bill	Bill no.	Amount
March 6 , 20..	804	Rs 6,200
July 12,20...	903	Rs 4,300
Sept 6, 20...	1802	Rs 4,500
		Rs 15,000

Most probably it is just an oversight on your part . We know that it is a small amount and could easily escape your attention. We have enclosed here with the photo copies of the bills to facilitate your verification , in case you have misplaced them.
Please remit the amount due at you earliest.

Sincerely,
Nitin Gupta
(partner)

Specimen of second series of letter

Dec 26, 20...

Dear sir,

We have appreciated your dealings in the past and would like to supply you goods in future. However, despite our two previous reminders requesting for payment of Rs. 15,000 you have neither paid the dues nor have explained the causes for delay.

Please do not spoil your credit record and send us cheque in the enclosed envelop or inform us when we should expect payment.

We value our customers and make every effort to accommodate them but it i s depends upon their prompt payments. You must be well aware that non- payments by debtors jeopardy working capital flow and increase the financial costs.

We earnestly wish to offer you our credit facilities if you please pay the dues at your earliest.

Hope you will take quick action in payment of dues.

Sincerely yours,

Nitin Gupta

(partner)

Specimen of final collection letter

Feb 8 , 20...

Dear sir,

Despite our previous reminders and repeated requests regarding payment of overdue balance of Rs 15,000 , you have failed to respond during the last 4 months.

We are left with no choice, except to cancel your credit facilitates immediately and serve legal notice for the payment of Rs 15,000

However, we still give you the chance to contact us immediately within 3 days with cheque of Rs 15,000. If any unfortunate legal action i s initiated by us, you will be solely responsible.

Sincerely   ,

Nitin gupta.

9. Bad news letters

Bad news letters can be grouped under two categories : unfavourable replies and unfavourable unsolicited message. The unfavourable replies include answering inquires when the information is undesirable , refusing adjustments on claims, refusing credit, declining requests, etc. Unfavourable unsolicited messages include announcing bad news about prices penalty for not following rules and procedures , conveying the news of death of a person, etc.

The purpose of writing such letters is to convey the bad news without sacrificing the goodwill and relations . Abad news message varies from a good news message in structure, tone and information. Receiving the bad news, the reader will be disappointed . therefore, bad news messages need a right attitude and appropriate tone.

The right attitude

The principle of consideration and courtesy towards the reader are top most requirements in writing bad news letters. It is essential that tone of the message should be appropriate. This is possible if the writer of the letter possesses right attitude.

To create and maintain the right attitude , the writer should:

(a) Put himself in reader's place.

(b) Assume that he wants to do the right thing despite adverse circumstances.

(c) Be courteous and shield the respect of the reader.

(d) Avoid using company rules and policies as a shield , to support his decision.

(e) Mention mistakes using impersonal construction.

Plans for bad news message

Bad news messages can be drafted in indirect or direct plan.

(a) **Indirect plan:** In indirect plan, the message is started with pleasant and neutral tone. This is followed by explanation and analysis of the relevant facts behind the decision . Then the decision taken or to be taken , is stated clearly and concisely. At the end, a positive and reader friendly note is made. This note should expect or assure future patronage and cooperation's.

(b) **Direct plan:** In direct plan, the bad news is stated in direct and straight away manner. This is followed by the explanation that justifies the decision. At the end an appropriate, friendly and positive note is mentioned.

In bad news message, usually indirect approach is used because it influences the reader slowly and steadily. The direct approach can also be used if the message is routine or when the reader is known for coming to the point quickly.

Besides, considering the attitude and approach , the writer should pay attention to the following points:

1. Consideration and courtesy are the top most requirements in writing should pay attention letters.

2. In conveying the bad news like death of a person's first prepare the reader psychologically to bear the shock. For this, indirect approach is letter than applying direct approach of conveying the message.

3. Incase of writing letter announcing hikes in prices, refusals, pursue the reader that enough the decision is contrary to his request, it is fair, reasonable and imperative in the light of the circumstances. Narrate those circumstances to support the decision.

4. Include, if possible the customer's benefits in those refusals.

5. Close with a positive statement by wishing the reader the success or encouraging him to buy other companies that may help him.

Specimen of refusal of information

Etop chemicals

23, mall road, shimla.

Feb 20, 20...
To
Mr. RaJnish Gupta,
68, Rajinder Nager,
Ludhiana
Dear Mr Gupta

We received your letter asking for information about details of the shares held by various shareholder, that you need for your research purposes. We regret to state that as per our company's policy this information is kept confidential. Any other help we can do for you, please let us know.

We appreciate your interest in our company and wish best of luck.

Truly yours,
Raman Ahuja
Finance Manager.

Specimen letter refusing offer for construction of laboratories contract

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Rajni pharmaceuticals,
Sector 12, rajajipuram, lucknow

Aug 3 , 20 ...
To M/S Roshan Constructions,
7, Mission Road,
Kolkata.
Dear Sir,

Thank you for submitting specifications and cost estimates for the construction and renovation of our laboratories. We also appreciate your interest in the project and the time and effort you devoted in preparing the bid.

We received five bids and each bid was carefully evaluated by the building committee specially in the light of the budget , quality and qualifications of each company. After careful deliberation , however , we selected a kay constructions Co. For the laboraties

---

project. Their bid was lowest and closest to our budget.

We hope you understand the whole budget.

Sincerely yours,

Narinder singh

Manging director.

Specimen letter adjusting refusing adjustment for claim in full block format

Amit electrical
34, Gandhi Nagar, New

Oct 4, 20...

To

M/S Rohan Desai, 13, Kartar Nagar, Karnal

Dear sir,

On receipt of your complaint, our representative visited your house and checked the power battery attached with invertors on oct, 1 , 20...After verifying the warranty card
, it was found that the battery was purchased on march 29, 20... i.e. one and half year back. You know that our warranty period is for one year. Therefore, we feel regret that your battery will not be replaced.

However, by repairing , your battery will function in proper manner. We suggest you to contact our dealer M/s Narinder electrical, G.T. Road, Karnal. They will do the needful work.

We are thankful to you for showing interest in our products and in future you like to have improved version of our products.

Sincerely, Rajnesh

Sharma Manager.

17.3   LET US SUM UP

- **Complaint Letters** are written to report issues like defective goods or poor service and request corrective action. They should be polite, factual, and solution-oriented to maintain professional relationships.

- **Bad News Letters** convey disappointing information such as refusals or price hikes. They must balance honesty with courtesy, often using an indirect approach to soften the impact and preserve goodwill.

- **Status & Enquiry Letters** involve verifying creditworthiness and managing credit requests. They should be clear, accurate, and tactful, especially when refusing credit, to maintain trust and business rapport.

17.4 GLOSSARY

• **Status Enquiry Letters**: Sent by sellers to seek information about a buyer's character, capital, and reliability before extending credit.

• **Credit Request Letters**: Written by buyers to request goods on credit, including references and financial details to establish trust.

• **Credit Granting Letters**: Inform buyers that credit has been approved, along with terms and conditions and assurance of order execution.

• **Credit Refusal Letters**: Carefully drafted to explain the reason for refusal while preserving goodwill and encouraging alternative arrangements.

17.5 SELF ASSESSMENT QUESTIONS

1. Explain in detail bad news letter.

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

2. Discuss the complaint letters?

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

17.6 LESSON END EXERCISE

1. Give details about status enquiry.

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   …………………………………………………………………………………………

   …………………………………………………………………………………………

2. What are the elements of complaint letter?

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3. Briefly explain the adjustment letters?

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17.7 SUGGESTED READINGS

- T.N. Chhabra & Ranjan Bhanu: Business Communication, Sun India, New Delhi.

- P.D. Chaturvedi: Business Communication, Pearson Education, New Delhi.

- Meenakshi Raman: Technical Communication, Oxford University Press.

- Rajinder Pal & J.S. Korlakalli: Essentials of Business Communication, Sultan Chand Publishers, New Delhi.

BUSINESS REPORT

STRUCTURE

18.0 LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives:

1. To understand the **importance and purpose** of business reports across different organisational levels.
2. To define a **business report** and identify its key **characteristics**.
3. To distinguish between **internal and external** reports based on their flow and audience.

4. To recognise the difference between **oral** and **written** reports and their appropriate uses.

5. To appreciate the need for **objectivity, factuality, and structure** in business report writing.

Learning Outcomes:

After completing this module, learners will be able to:

1. **explain the need** for various types of business reports in different organisational contexts (top-level, middle-level, operational).

2. **define** a business report and **identify its features** such as orderliness, objectivity, communication function, and factual basis.

3. **classify reports** as internal or external and articulate their respective purposes and target audiences.

4. **differentiate** between oral and written reports and choose the appropriate format for specific business needs.

5. **apply principles** of effective report writing to ensure clarity, accuracy, and purpose-driven communication.

18.1 INTRODUCTION

Business needs variety of reports of various purposed. Top level organisational needs feasibility reports for expansion or exploration of new market areas or products. Middle level organisation as well as operational level management require monthly or quarterly sales reports or production reports to judge the efficiency and effectiveness of the operations of the company.

Shareholders need the annual report to know the state of affairs of the company. Government also calls for certain reports to ensure the compliance with the statutory requirements or for any statistical or strategic purpose.

Meaning of business report

A report means an account given or opinion formally expressed for specific purpose after proper inquiry, investigation and consideration of facts affecting the situation. Business reports is an objective and planned presentation of facts to one or more persons for specific business purpose.

Raymong V. Lesikar and John D. Pettit - "A business report is an orderly, objective communication of factual information that series some business purpose".

Be careful and critical study of the above definition, the following features of business report are identified:

1. **Orderly:** A business report is not a casual exchange of information, rather it is carefully planned, prepared and presented message.

2. **Objective:** Objectivity means freedom from personal prejudices, presumptions and preconceived ideas. A business report should always be impartial, objective and based upon facts collected with open sensory receptors, analysed with high ethical standard of thinking and presented truthfully.

3. **Communication**: Business report in one ofthe ways of communication that involves transmission of meaning and understanding.

4. **Factual information:** One of the ingredients of business reports is factual information, events, records and other forms of data communicated in the course of business.

5. **Business purpose:** A business report always serves some specific and significant business purpose. They are not designed for the sake of writing.

The business reports may travel inside or outside the organisation. The internal flow of reports may be upward to management for planning or policy making or downward and horizontal for carrying out. , the plans and policies. The reports may also travel to external parties e.g., Shareholders, customers , government. The business reports may be oral or written. Oral reports are conveyed orally whereas written reports assume the form of written communication and may be presented in a letter form and memo form or formal form.

18.2   TYPES OF REPORTS

1. **On the basis of legal requirement:** On the basis of statutory compliance, the business reports may be statutory or non- statutory. It required to be prepared and presented according to legal procedures. Under section 165 of the companies act, statutory report is to be prepared after holding statutory meeting within six months of the incorporation of the company. In addition to this, annual report, auditor's report, report by inspector appointed to investigate into company's affairs are statutory reports. Non- statutory reports are prepared not because of legal compulsion but because of necessity felt by management.

2. **On the basis of formality:** On the basis of formality, business reports may be formal or informal. Formal reports are prepared and presented in accordance with formal structure and established rules. The formal structure of business reports includes:

    a) **Pre factory parts:** Title , letters or reference of authorisation acknowledgements, context, etc.

    b) **Body:** Introduction, text, summary of findings, recommendations, etc.

    c) **Supplemental parts:** Appendix, bibliography, index.

        Informal reports do not stress the formal structure, but concentrate more on the body of the report.

3. **On the basis of frequency**: On the basis of frequency, reports may be routine or special reports. Routine reports are reports structured and submitted at regular intervals (year , half – year , quarter month, fortnight, week or day) examples of such reports include annual report, auditor's reports, monthly sales statements, etc.

    Special reports are reports concerned with single or special situation . for example, management reports on strike of labour, feasibility report, etc.

4.   **On the basis of functions:** On the basis of functions, business reports may be

informational or analytical reports. The informational reports merely present the facts and summary without analysing, interpreting and making recommendations. Examples of such report are progress reports, sales reports, etc.

The analytical reports present facts after their analysis and interpretation ,and make recommendations if any. Some analytical reports have special labels – recommendation report , proposal and justification report.

5. **On the basis of subject matter**: On the basis of subject matter business reports may be marketing report, accounting report, production report, etc.

6. **On the basis of length :** On the basis of length reports may be short or long. Short reports are (a) written in lesser formal coherence plans. (b) addressed more with personal touch. (c) presented with lesser introductory material.

7. **On the basis of writers:** On the basis of writers of report, reports may be :

Individual reports: it is the reports submitted by individuals like auditor, works manager, company secretary, etc.

Committee reports is the report submitted by committee, consisting of members. It is usually needed when expertise and experience of different departmental heads in needed for taking business decisions.

A. CHECK YOUR PROGRESS

Q1. What is the key difference between statutory and non-statutory reports?
a) Statutory reports are prepared only for internal use
b) Statutory reports are legally required; non-statutory reports are prepared as per management need
c) Non-statutory reports follow a legal format
d) Statutory reports are always informal in nature

Q2. Which of the following is NOT a part of the formal report structure?
a) Title page
b) Informal tone
c) Summary of findings
d) Appendix

Q3. A report submitted regularly such as monthly sales reports is called:
a) Informational report
b) Special report
c) Routine report
d) Analytical report

18.3   IMPORTANCE OF REPORTS

1. Reports provide findings and offer recommendations based on systematic and scientific analysis of collected data. These recommendations are the most expert advices, which enable management to take sound decisions and prompt actions.

2. Investigational reports provide detailed analysis and highlight the factual and real information, which can act as basis for planning and controlling.

3. Committee reports facilitate solving complex and complicated problems through the mature, impartial and combined judgement of expert members.

4. Progress reports act as control devices for taking corrective actions to ensure successful implementation of plans and policies.

18.4   ESSENTIAL OF GOOD BUSINESS REPORT

1. **Clarity:** The business reports should be entirely clear and completely understandable. This is possible if the author of the report has clear purpose and thought in his mind. Only then report can be written in smooth flow of thought, with clear facts and marshalled arguments. Not only clarity of thought, but also clarity of expression is imperative. To bring clarity of expressions, report should be presented logically in different paragraphs with suitable headings, demonstrating its coherence with the purpose.

2. **Consistency:** The business report should be consistent with the purpose of writing. The various stages in report writing like enquiry and collection of facts, their analysis and interpretation and recommendations should flow towards the main theme. It should not deviate from the main theme into other directions.

3. **User oriented:** Report is basically meant for the reader, not for the writer himself. If the words, symbols and sentences used in report are beyond the reader's mental filter,

the purpose of writing report will be defeated. Therefore, report should be adapted according to user's communication ability. Certainly this requires disciplined, dedicated and deliberate effort on the part of the writer to put himself in the shoes o f the reader.

4. **Objectivity:** There should be objectivity in observation, collection of related facts and writing of report. Objectivity involves separation of thinking form emotions, freedom of oneself form his personal prejudices and presumptions and taking the things as they are with clear perceptions.

   Objectivity enhances the reliability and believability of the report. If based, false and fabricated stories and findings are detected by the reader, the whole work will be taken with suspicion.

5. **Accuracy:** Accuracy of the facts and figures is imperative for report, whether routine or non-routine, statutory or non- statutory. A misstatement of facts in statutory report results in heavy penalty under law. Inaccurate and incomplete information in non- statutory report misleads the management for taking wrong decisions and actions, which is very costly for the business. Therefore, the report writer should incorporate accurate information and state clearly whether these are observed facts or are expressed opinions.

6. **Brevity:** The report should be made brief to save the reader's time and to retain his attention. Unnecessary details, irrelevant facts and needless repetition of the same idea should be avoided. Idea should be expressed in few words and in logical sequence without sacrificing the clarity and completeness of the message.

7. **Interesting:** The business report should not only be informative and illuminating, but also be interesting to the reader. If the reader's interest is not aroused and retained, he is likely to miss the parts of the message regardless of his desire for its study. Report writer should create rhythmic flow of language that appeals to the heart of reader, by narrating some form of activity- people doing things – behind every fact and finding. Report should look like living commentary, not dead and dull record. For this , report writer should master the ways of creative writing and use visual aids at appropriate places.

8. **Relevant:** The report should be relevant for the user in making decisions or taking corrective action. It should not be just post- mortem analysis for the sake of finding the causes, rather it should be futurist in its approach. It should be presented with relevant facts and figures which are useful to the reader.

B. CHECK YOUR PROGRESS

Q1. What is essential for achieving clarity in a business report?
a) Including all emotional viewpoints
b) Clear purpose, structured paragraphs, and logical flow
c) Using technical jargon
d) Skipping headings and subheadings

Q2. Why is consistency important in a business report?
a) To impress top management
b) To add unnecessary examples
c) To ensure all elements support the main theme
d) To expand the report length

Q3. A user-oriented report means:
a) It only focuses on what the writer wants to say
b) It includes all legal policies
c) It is adapted to suit the reader's understanding and needs
d) It uses complex language to impress

Q4. What does objectivity in a report ensure?
a) It includes strong opinions
b) It reflects the writer's emotions
c) It separates facts from personal bias and emotions
d) It allows exaggeration for emphasis

Q5. What can be the consequence of inaccurate information in a statutory report?
a) It is simply ignored
b) It creates confusion
c) It may result in legal penalties
d) It is overlooked by the reader

Q6. Why should a business report be brief?
a) To confuse the reader
b) To exclude important facts
c) To save the reader's time and maintain their attention
d) To reduce writing effort

18.5   STEPS IN BUSINESS REPORT WRITING

The actual process of writing business report can be divided into three stages like writing any message:

   a.   Pre writing stage
   b.   Writing stage
   c.   Rewriting stage

1. **Prewriting stage:** in the prewriting stage, following steps should be followed:

   a)   Establish the purpose of your writing report.

   b)   Determine the intended readers of your report whether top or middle level management , general public, workers, etc.

   c)   Narrow down the subject to a few listed topics in the light of the purpose of the report.

   d)   Collect the background research material from libraries, industrial and government data on the relevant subject.

   e)   Obtain information on the relevant subject.

      a.   Making personal observations.

      b.   Interviewing the concerned parties.

      c.   Asking and helping various concerned persons to fill up the questionnaire.
      d.   Analyse and evaluate the collected data.

For example, report on declining sales of the company for management. The individual or committee, concerned with writing report, will narrow down their area to selective variables like quantity, prices, after sales service, dealers margin, advertisement, etc. then individual or committee will collect the background research material related with topic from

newspapers, magazines, etc. then they will obtain the information from dealers, users, etc. through observation, interviews or questionnaires. After collecting the data they will analyse and evaluate for meaningful conclusions.

2. **Writing stage:** After gaining and gathering the relevant information to be presented, next step involves outlining and organising the matter in logical sequence to write the first draft of the report. Business report may be short, written in letter or memo form, or long. The short report is written in informal way whereas long report is prepared and presented in formal structure. Usually, the short report is written in the following outlined structure:

   1. Subject and purpose of the report.

   2. Data and its sources.

   3. Methods of study.

   4. Findings and conclusions.

   5. Recommendations.

The long report has the following contents:

   1. Title Page contains all the identifying information – title of the report, name of the company recipient, date and name of the writer.

   2. Letter of authorization from the person authorizing to prepare the report.

   3. Table of contents contains the list of all topics and tables, with their corresponding page number in the report.

   4. Introduction describes the purpose of writing report, methods and sources of collecting data, definitions, etc.

   5. Body contains the major finding of the study written under suitable headings and sub –

headings, graphic and pictorial presentations to show the point, etc

6. Conclusions highlight the finding in summarized form for easy and quick understanding of the report even by skipping its body.

7. Recommendations enumerate the further actions to be taken by the concerned authorities to rectify the situation.

8. Bibliography lists all sources used in writing report: list of persons interviewed or corresponded and already written references like other reports, articles, and documents etc., consulted.

9. Appendices contain the information that supports the data in the body like charts, questionnaires, photographs, etc.

3. Rewriting stage

The third stage of writing business report is rewriting stage that involves reviewing, revising and recopying the matter already written. For the following points must be kept in mind:

1. Is the report Coherent with the overall purpose and selective objectives of its writing?

2. Is the information presented completely? Does the reader need more data to understand the situation?

3. Is the matter written concisely by elimination of unnecessary word and phrases?

4. Will the language of the report be clear to the intended reader? Are technical terms defined sufficiently and vague impression avoided?

5. Are the facts and figures recorded correctly? Are facts and opinions differentiated? Are they objective, unbiased and impartial? Not only are they accurate and true but also are they free grammatical and spelling errors?

6. Is the report written in a courteous way? Is it free from personal attack and unparliamentarily language?

Before final draft is presented the report should be carefully proofread and ruthlessly edited in the light of above questions.

18.6   SOME MOSTLY USED REPORTS

Progress Reports

As the names suggests, Progress Reports are prepared and presented to show progress, accomplishments or activities over a time. These reports are submitted either periodically or on special occasions by subordinates to superiors. The organizational plan ot these reports is usually as follows.

  (a)   Introduction, starting purpose and nature of the project.

  (b)   Description of accomplishment during the reporting period.

  (c)   Unanticipated problems.

  (d)   Plans for the next reporting period.

  (e)   Summary, narrating overall appraisal of the project.

Confidential Reports

Confidential report are prepared by immediate boss for submission to the higher authorities to evaluate the periodical performance of the subordinates. On the basis of these reports, promotions and incentives and incentives are decided and declared.

Technical Reports

Technical reports are reports prepared by technical experts in a specific technical area. As these reports are meant only for technical persons a lay man cannot interpret them. Unlike general reports, technical language and jargons are frequently used in these reports to transmit the message among technical persons in expeditious and professional way.

Directors' Report

The directors of the company prepare report at the end of every financial year, to disclose the information with respect to:

(a) The state of company's affairs.

(b) The financial results during the year.

(c) The amount, they recommend as dividend.

(d) The material changes during the year, which affect the financial results of the company.

(e) The conservation of energy, technology absorption, foreign exchange earnings and other matters in such manner as may be prescribed under company law or legal rules.

Auditor's Report

In case of company form of business organization, there is separation of ownership and management. To ensure that the funds of owners are utilized economically and efficiently, the (company) law requires examination and attestation of accounts by an independent authority (Chartered accountant in India).

The auditor shall make a report to the members/shareholders of the company on the balance sheet and profit and loss account and the documents annexed with them. In his report, he

shall state whether in the opinion and to the best of his information and explanations, the accounts give a true fair view of the balance sheet and profit & loss account or not

Press Report

Press report are written to inform the public through media about the important events occurring within a company, like change of managing director, expansion of existing project, entering into joint ventures with foreign collaborations, mergers and takeovers, etc. they publicize the company and create positive impression in the minds of the readers.

Since press reports receives widespread attentions, the writer should be sure about the accuracy and correctness of the statement. A misquote, an ambiguous statement or a wrong fact can tarnish the company's reputation. As these are ready general public, it is essential to design the information with human interest so that it should suit the wavelength of masses and appear interesting.

Press Report should have the following essentials:

1. **Interesting to reader:** Press report should not only stress basic information, but also create interest among readers.

2. **Factual accuracy :** Every statement of the press report should be accurate and clear. Misquoted statements and misrepresented facts can damage the company's image and can lead to litigations.

3. **Brevity:** Press report should always be brief because limited space is allowed for them by the newspaper.

4. **Simple language:** Press report like other news should always be written in simple language, easily understandable to masses.

5. **Five W's of Journalism**: press report should take care of the 5 W's of journalism. Who, what, when ,where, why.

   Who? Who is the person involved in the event?

What? What event has happened that is to be recorded in reports? When?

When the event happened?

Where? Where the event happened?

Why? Why the event happened in that way?

18.7 STEPS IN WRITING PRESS REPORT

Like any written communication, writing press reports also involves systematic stages and steps of pre- writing free – writing and re- writing. Unlike letter memos and interval reports press reports are meant for the masses. Therefore, these are written to appeal to the interest and understanding level of public - at large.

Stage One: Pre writing : In pre- witting stage.

(a) Decide the theme of the writing.

(b) Accuracy is the most important guiding principle of writing press reports.

Once the theme of the story is decided and related facts are collected, these facts should be verified for the accuracy of the message.

(c) Facts to be recorded are searched and established after giving due consideration to 5 Ws of journalism : why, What, where and why.

(d) Permission of the appropriate authority to release sensitive and selected information, is obtained.

(e) Appropriate newspapers or magazines covering the press reports are chosen.

Stage Two Writing : In the second stage the first draft of press report is written in brief and short paragraphs, with suitable headings in a lucid style easily understandable to the audience. While writing, accuracy and authenticity of the facts are considered. For this:

(a) Focus on the story is that its construction should be marvellous; flawless in its logic, beautiful in its composition and sound in its ethical standard. There must be a fine link between preceding and succeeding sentences and paragraphs. Logical fallacies, like foundational flaws, can bring down the entire edifice.

(b) Be clear in preparing and presenting the facts. Clarity is the hallmark of widely read written pieces of communication.

(c) Be specific in narrating the events. Abstract terms must be avoided so that the press reports is clearly understandable.

Stage Three : Rewriting: In the last stage, Press report is reviewed, revised and rewritten to ensure that:

(a) Its story answers the five Ws of journalism.

(b) Its language is lively and creative.

(c) Its contents are concise.

(d) Its facts are accurate.

(e) Its matter is free from grammatical and spelling errors.

Market Reports

Market reports are reports that convey the activities of the market. These reports are published in the form of news in the various daily newspapers. These reports may related to stock market, bullion market or commodity market. The stock market reports highlight the news relating to the transactions and trends in stock exchange. The money market reports deal with monetary transactions in the money market during a certain period. The bullion market reports inform trends in precious metals like gold and silver. The commodity market reports are concerned with food grain, cotton, oilseeds and other commodities.

The trend of the market may be upward or downward . The main factor causing upward trend are buyer's support, good prospects, reduction in bank rate, etc. on the other hand,

factors causing downward trend are less buying support, natural calamities, unfavourable prospects, etc. In addition to these factors, two types of operators play major role in influencing the overall expectations and consequently market trends – bull and dear. Bull is a person who buys shares with hope to sell them at higher prices in future. Bear is a person who sells hoping that price will fall and so will enable him to buy securities in future at a reduced rate.

C. CHECK YOUR PROGRESS

Q1. What is the first stage of writing a press report?
a) Rewriting the draft
b) Pre-writing
c) Writing headlines
d) Getting it published

Q2. Which of the following is NOT part of the pre-writing stage of a press report?
a) Verifying facts
b) Adding lively language
c) Choosing relevant newspapers
d) Deciding on the theme

Q3. What are the 5 W's of journalism considered while preparing a press report?
a) Who, What, Where, When, Why
b) Who, Whom, When, What, Will
c) Where, Why, Whose, Which, When
d) Why, Which, What, With, Will

Q4. During the writing stage, which quality ensures a press report is widely understood?
a) Artistic flair
b) Clarity of presentation
c) Poetic language
d) Formal tone

Q5. What is the role of the rewriting stage in press report writing?
a) Add more opinions
b) Increase report length
c) Revise content for clarity, accuracy, and grammar
d) Include more vague expressions

Q6. What do market reports focus on?
a) Performance appraisals of employees
b) Legal compliance status
c) Activities and trends in various markets like stock, bullion, and commodities
d) Weekly newsletters of corporations

18.8   LET US SUM UP

Stages of Press Report Writing: Writing a press report involves three systematic stages—**Pre-writing**, **Writing**, and **Rewriting**. Each stage focuses on accuracy, clarity, and ethical communication.

• **Pre-writing Stage**: Includes deciding the theme, verifying facts, obtaining necessary permissions, and selecting appropriate media outlets. The five W's of journalism (Who, What, Where, When, Why) guide the fact-collection process.

• **Writing Stage**: Emphasises brief and clear paragraphs with suitable headings, logical sequencing, and accurate narration. The story must flow smoothly and appeal to public understanding.

• **Rewriting Stage**: The draft is reviewed and revised for clarity, liveliness, conciseness, factual accuracy, and grammatical correctness.

18.9   GLOSSARY

• **Purpose of Press Reports**: Unlike internal reports, press reports aim to inform the public. Hence, they require broader appeal, simpler language, and verified content.

• **Market Reports**: These reports reflect current trends and activities in markets like **stock exchange**, **money market**, **bullion (gold/silver)**, and **commodity markets** (e.g., food grains, cotton).

• **Market Trends**: An upward or downward trend depends on various factors such as **buying support**, **economic prospects**, **bank rates**, or **natural calamities**.

• **Bull vs. Bear**: A **Bull** buys securities expecting prices to rise, while a **Bear** sells expecting prices to fall and repurchase at a lower cost later.

18.10   SELF ASSESSMENT QUESTIONS

i.   Explain in detail the meaning of business report.

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ii.   Explain the types of reports?

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18.11   LESSON END EXERCISE

1.   What is the essentials of good business report?

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2.   Steps involved in writing business report.

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18.12   Suggested Readings

- T.N. Chhabra & Ranjan Bhanu: Business Communication, Sun India, New Delhi.
- P.D. Chaturvedi: Business Communication, Pearson Education, New Delhi.

- Meenakshi Raman: Technical Communication, Oxford University Press.
- Rajinder Pal & J.S. Korlakalli: Essentials of Business Communication, Sultan Chand Publishers, New Delhi.

MEMORANDUM WRITING

STRUCTURE

19.0 LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

• To understand the **purpose and importance** of memorandums (memos) in internal business communication.

• To identify the **key components** and **standard format** of a business memo.

• To differentiate between memos and other forms of communication such as emails, letters, and reports.

• To learn the principles of **clarity, brevity, and formality** essential in memo drafting.

• To recognize various types of memos (informational, request, confirmation, directive, and report memos).

• To apply professional tone, structure, and formatting to write effective memos.

Learning Outcomes

After studying this chapter, learners will be able to:

• explain the **role of memos** in facilitating internal communication within an organization.

• draft clear, concise, and purposeful **memos tailored to different workplace situations**.

• use correct **formatting and layout**, including heading elements such as To, From, Date, Subject, and the message body.

• demonstrate the ability to **communicate instructions, information, and policies** effectively through memos.

• avoid common errors such as vagueness, excessive detail, or informal tone in formal memos.

• enhance their written communication skills by adapting their message to meet **audience expectations and business needs**.

19.1   INTRODUCTION

In the fast-paced world of business, clear and efficient internal communication is essential for smooth operations and decision-making. One of the most commonly used tools for internal communication is the **memorandum**, commonly referred to as a **memo**. Unlike letters, which are generally used for external correspondence, memos are **brief, formal messages** used within an organization to **share information, give instructions, make announcements**, or **record decisions**.

Memos are **purpose-driven** documents that help in maintaining records, improving coordination between departments, and facilitating quick dissemination of information. Whether it's a reminder about a meeting, a policy update, or an internal directive, memos serve as reliable written documentation that can be easily referenced in the future.

This chapter aims to introduce the **format, types, characteristics, and tone** of effective memo writing. It will also equip learners with practical strategies to draft memos that are **clear, concise, and action-oriented**, ensuring professional communication across all levels of the organization.

19.2   MEMORANDUM WRITING

Memo is the abbreviation of word memorandum which means , " a note to help the memory' (shorter oxford dictionary). This is the internal communication flowing downward, upward or horizontally , meant to provide a summary of important information and suggest actions to be taken. It is also called as interoffice memorandum. The main purpose of a memo is to record or convey information and decision or to make short requests.

Usually memos are used:

- For conveying routine message.

- For submitting periodical reports.

- For communicating changes in organisation.

- For issuing instructions to the staff.

- For confirming a decision made at phone.

- For calling explanation on some matter of conduct.

- For asking certain special information.

- For granting /withdrawing certain permission to do something.

Memo format

Memos are often written on printed form, containing the following headings:

- The name of the company is usually contained in the letter head.

- The words "No.' and " Date' followed by colons indicate the reference no. And date of writing memo. This is used for further references.

- The word "To" followed by a column indicates the sender.

- The word "Subject" followed by columns, introduces the topic of the memo. Below the details of the subject are written.

J.K. Enterprises
Inter-Office Memo

No. : ....   date : ....

To : ....
From..........................
Sub. ....

- ....
    ....
    ....
    - ....
        ....
        ....

Copies to

....
....   Signature
....

Advantages of memo

The memo has the following advantages:

1. **Inexpensive :** Because of its hand to hand circulation within the organisation , it is inexpensive means of communication.

2. **Convenient:** It is convenient to write and read memo, as all headings like date, person, etc. are usually printed in standardised format. Therefore, memos take comparatively less time for writing, transmission and reading than letters.

3. **Future reference :** Memos are usually stored in office files or computer discs.

As a result of their preserving , they can be used for future references.

4. **Quick :** Memos ensure quick and smooth flow of information in all directions. With exchange of memo, the busy executives and employees can interact with each other without disturbing their routine.

5. **Establishes accountability:** As memos are records of facts and decisions, they establish the accountability . Therefore, some organisations prefer to use memos even for small events and requests than telephone or verbal conversations.

A. CHECK YOUR PROGRESS

Q1. What is the main purpose of a memorandum in business communication?
a) External correspondence
b) Internal communication
c) Sending greetings
d) Marketing products

Q2. Which of the following is a key feature of a memo format?
a) Salutation and complimentary close
b) Printed headings like date and subject
c) Signature at the bottom left
d) Use of personal anecdotes

Q3. Memos are generally written to:
a) Advertise services to customers
b) Maintain legal contracts
c) Communicate within the organisation
d) Entertain employees

Answers:

1. b) Internal communication
2. b) Printed headings like date and subject
3. c) Communicate within the organisation

Disadvantages of memo

Though writing memo provides the advantages of convenience, accountability and time saving; yet it is not free from certain disadvantages stemming at emotional level. It is very common that people feel hurt when they are issued memo for something bad. Therefore, Ronna Lichtenbeg

suggests, "If you do not have anything nice to say do not write it down in a memo" . But there are certain extreme situations , where the question of fixing responsibility arises, memos have to be issued.

The executives should avoid frequent use of memos especially in situations like calling explanations. The person whom explanations are issued feels embarrassed and consequently tries to react through back – biting, etc. This pollutes the organisational environment and creates cynicism which is harmful for the organisational growth and creativity.

To bring a change in the organisation , issuing memos will not serve the purpose. Before issuing memos, executives and employees of different levels should be involved. Remember the chain of understanding should always precede the chain of command.

J.K. Chemicals Ltd.
12, Nehru Market, Jammu

No. AK/285   Date 20 June, 20 ......

To : Mr. M.K. Jha, Accounts Clerk.
From : Mr. P.P. Gupta, M.D
Subject: Absence from duty on June 19, 20......
It came to my notice that you were not present in the office on june 19, 20...... Your application for leave has not been received yet.
Will you kindly explain the cause for being absent? If your reply does not reach on or before July 25, 20 ..., administrative action can be taken against you.
Sd/-
P.P. Gupta
Managing Director

Specimen memo by managing director to sales officer for customer's complaint.

<div style="border:1px solid black; padding:10px;">

Dheeraj Auto's Limited
To : Mr. Imitiyaz Ahmed, Sales Officer

From : Mr. Mahavir Singh, M.D

Sub: Mr. Sanjay Chauhan's Complaint

Mr. Sanjay Chauhan's came to my office yesterday and told me that he was not attended properly and had to wait or more than half an hour for his turn.

Perhaps the growing pressure in festival sessions was the main cause for not paying him proper attention and speedy service. During such days, when the customer's rush increases it requires higher efficiency greater concentration, more helping attitude and always smiling face to attend all customers within shortest possible time without affecting their satisfaction.

Hope persons like you, with enterprising and dynamic outlook, will appreciate the values of serving customers with zero complaint level.

Mahavir Singh

Managing Director

</div>

Specimen memo inviting explanations for negligence

<div style="border:1px solid black; padding:10px;">

Parvinder Industries
24,Near Raghunath Temple, Jammu

Date : Nov. 10, 20...........

To : Mr. Ashok Kumar, Accountant

From : Mr. Jatinder Mohan, M.D.

Sub: Negligence in depositing cheque.

A crossed cheque dated 11.08. 20...... of amount Rs 60,000 was received by you on 12.08.20..... But that cheque was not immediately deposited by you in company's bank account No. 64842. This was deposited by you on 28.10.20....

Because of this negligence , the company has not only to lose bank interest for two and half months , but also has to face the shortage of funds for purchasing material.

Will you kindly explain the cause of this negligence . If you do not explain within 10 days, you will be liable for disciplinary action.

Onkar Sethi

Managing Director.

</div>

Specimen memo from purchase officer to managing director informing about the purchase order.

Surinder Chemical & Fertilizer Limited
Ludhaina

Date : Sep 24 , 20........

To : Managing Director

From : Purchase Officer

Subject: Purchase of Office Furniture.

To execute the decision of the board, quotations for office furniture have been collected and comparative statement is prepared. As the rates of M/s Ajit Furniture are lowest, an order for the following furniture items at following rates has been placed:

- 10 Tables @ Rs 2,000 each   Rs 20,000
- 10 Revolving Chairs @ Rs 800 each   Rs 8,000
- 10 Book Cases @ Rs 4,200 each   Rs 42,000

                                                        Rs 70,000

These items will b e supplied within 10 days. Arrangement may kindly be made for its payment to M/S Ajit Furniture.

Rahul Sharma

Managing Director

Encl. : 1. Comparative Statement

           2. Copy of order.

Specimen memo inviting explanation for misbehave of an employee

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Ranjit Industries
12, Palace Road ,Jammu

Date:Jan 11, 20.......

To: Mr. Ram Gopal , Public Relation Officer.

From: Mr. J.P. Garg, M.D.

Sub: Misbehave during public function dated Jan. 9, 20....

During public function of the company on Jan 9, 20 ......, **You misbehaved as follow:**

- You challenged the judgement of judges at cultural function. It was uncultured and uncivilized way to publically question for such little matters specially to judges of cultural items who were our guests.
- When Mr. Sohan Lal prevented you, you used abusive language against him. Were you aware of your unconsciously aggressive behaviour? Being public relation officer, you know such behaviour tarnish the image of the organisation.

  Will you kindly explain why disciplinary action should not be taken against you for such behaviour? If you do not explain within 7 days, you will be liable for disciplinary action.

  J.P. Garg

  Managing DIrector

Specimen memo from sales manager to managing director informing about sales position

Natrajan Furniture Ltd.
38,Mall Road, Shimla.

Date: March 31, 20.......

To : Mr. Rahul Hans, Sales Officer

From: Mr. Suresh Chandra , Managing Director

Your application for joining evening college for pursuing diploma course in marketing management is favourably considered and you are granted permission to join evening classes.

But you must ensure that your joining of evening classes should not adversely affect your normal office routine. You have to work till your company hours. Please note further that you will not be granted any study or special leave during examination days. You have to avail only your casual leaves.

Suresh   Chandra

Managing Director

Issue a memo to an employee who remained absent from duty without sanctioned leave.

Ashoka Agro- Chemical Industries Limited
12,Gandhi Nagar, Jammu

Date : July 23, 20.....

To: Mr. Satish Behl

From: Mr. S.P .Jain

Yesterday, i.e., July 22,20.   , You were not present on your duty. Neither your application for leave or any intimation from your side was received.

Since you are very hardworking and punctual employee of the organisation and you have not committed any offense at earlier stage. Therefore, you are warned not to be absent without intimation or prior permission. If you go on leave without prior permission , disciplinary action can be taken against you as per companies rules and regulations.

S.P. Jain

Managing Director

Write a memo to an employee conveying him a cut in his salary due to his absence from office without sanctioned leave.

Ashish Chemical and Fertilizers Limited
45, Palace Road, Jammu

Date: May 3, 20.....

To: Mr. Ramesh Bajaj, Production Supervisor.

From : Mr. Rameshwar Rao, Managing Director.

You remained absent from your duty from April 26 to April 30,20. ..... for 5 days without any prior permission. Therefore, you have not earned your salary and emoluments for that period.

This is without prejudice to our right to take disciplinary action against you.

Rameshwar Rao

Managing Director

Copy:

• Establishment Branch.

• Accounts Branch.

Draft an office memo warning an employee for submitting fake medical bills.

<div style="border:1px solid black; padding:10px;">

Ashoka Automobile Limited
Nehru Market, Jammu

Date: march 6, 20.....

To: Mr. Ashok Bansal, Production Supervisor

From: Mr. Ashish Bajaj, Managing Director

You claimed reimbursement for getting yourself treated for typhoid fever. But your application for three days medical leave submitted by you state that were suffering from cold. Typhoid Fever takes longer time. Moreover, your doctors slips were also not attached with the bills. Consequently, the bill submitted by you is not genuine one. Claiming reimbursement of false medical bill is a serious matter. You are hereby warned not to indulge in this unethical practice. Otherwise, disciplinary action shall be initiated against you if you repeat the offense in future.

Ashish Bajaj
Managing Director.

</div>

Draft an office memo to a woman employee warning her against knitting during office hours.

<div style="border:1px solid black; padding:10px;">

Anand Automobiles Limited Gandhi
Nagar, Jammu

Date: May 23 , 20.....

To: Raj Kumari, Office Clerk

From : Ashok Sharma, Managing Director.

During my surprise visit to the office today, You were found knitting the sweaters. During office hours you cannot knit.

Since you were found for the first time, a warning is given to you. In future, if you are found knitting during office time, disciplinary action may be initiated against you as per company rules and regulations.

Ashok Sharma Managing
Director

</div>

Issue a memo to office clerk for greater amount of pending work.

Ashish Furniture Limited
78,Palace Road, Jammu

Date: Feb 24,20......

To : Satish Pattar

From: P.P. Singh, Managing Director.

It is brought to my notice that you have not completed the work of pay fixation of different employees due to revision of pay scales. In addition to it, you have to complete the work of tax deduction at source for all employees.

The reasons for pending work is more because of your lethargic attitude to postpone the things. If you could not complete the work related with fixation of pay and TDS of employees, salary for the month of February paid in March shall get delayed. Put some extra efforts and work hard with more concentration. In case, the salary of the month of February get destroyed, you will be responsible for that.

P.P . Singh

Managing Director

Draft an office memo to the security officer asking him to regulate the parking facilities in your office premises.

G S Electronics
Nehru Market, Jammu.

Date : July 23, 20......

From : Mr. Surinder Nath, General Manager.

To: Mr. Surjan Singh, Security Officer.

It has come to may notice and staff members complained that they have to face to problem of parking their vehicles in the office premises.

We appreciate that because of phenomenal increase in the number of customers and visitors, our office premises is finding difficulty to part their vehicles. However, there is amble space for parking of vehicles if it i s there is order in parking arrangement. Being security officer, you are supposed to ensure that all vehicles are parked in order and nobody faces the problem of bringing their vehicle in or out of the office premises.

Surinder Nath

General Manager.

Draft an office memo to the office staff on how to conduct themselves while answering the telephone.

Anita Corporation Limited 56,Gulab Singh Marg, Jammu

TO: Ms Rajni Arora, Receptionist. From: Mr. R.D. Gupta, M.D.

There is need for handling telephonic conversation with professional approach by you. While receiving and answering calls:

- Remain cool and calm and avoid indulging in argumentation.
- Greet the telephone caller with good morning and tell that you are speaking from Anita corporation limited.
- Keep the tone neutral and speak in clear and polite manner to leave good impression.
- Suspend the judgement for the time being, try to grasp the message by being attentive and ask question for clarification.
- Answer the calls by keeping the message precise and avoid unnecessary talks.
- End the talk in pleasant and positive.

R.D. Gupta

Managing Director.

B. CHECK YOUR PROGRESS

Q1. Why is memo considered an inexpensive means of communication?
a) Because it uses legal language
b) Due to its external circulation
c) Because it is circulated internally
d) Because it replaces all letters

Q2. Memos are considered convenient because:
a) They require special software
b) They use informal language
c) They follow a standardised format
d) They are sent via email only

Q3. Which advantage of a memo helps employees remember decisions taken earlier?
a) Inexpensiveness
b) Quick writing
c) Future reference
d) Verbal conversation

Q4. Which of the following is enhanced by using memos in communication?
a) Gossip
b) Accountability
c) Personal bias
d) Confusion

Q5. Memos save executives' time because:
a) They are lengthy and formal
b) They require meetings every time
c) They enable interaction without disturbing routines
d) They involve court registration

Answers:

1. c) Because it is circulated internally
2. c) They follow a standardised format
3. c) Future reference
4. b) Accountability
5. c) They enable interaction without disturbing routines

19.3   LET US SUM UP

- **Memorandum (Memo)** is an internal communication tool used within an organisation to convey information, decisions, requests, or instructions in a concise and structured format.

- **Memos are informal in tone** compared to letters but follow a **standardised format**, often including printed headings like **To, From, Date, Subject**, and **Body**.

- **Advantages of Memos**:

  - **Inexpensive**: Since they are circulated internally, they reduce communication costs.
  - **Convenient**: Easy to write and read due to their standard format.
  - **Quick**: Facilitate fast communication without interrupting regular routines.
  - **Future Reference**: Can be stored for documentation and future review.
  - **Accountability**: Record decisions and actions, thereby ensuring responsibility.

- **Disadvantages of Memos**:

  - May **hurt emotions** when used for criticism or calling explanations.
  - Overuse in **sensitive situations** may lead to negative reactions, resentment, or cynicism in the workplace.
  - Should be written with **careful tone and purpose**, especially in emotionally charged situations.

- **Writing a Memo** involves clarity of purpose, objectivity, user orientation, accuracy of facts, and brevity in message delivery.

- **Professional Etiquette** suggests using memos with discretion, especially when dealing with delicate matters. As Ronna Lichtenberg advises: *"If you don't have anything nice to say, don't write it in a memo."*

19.4   GLOSSARY

• **Definition of Memorandum**: A memo is an internal, informal written message exchanged within an organisation for conveying instructions, decisions, requests, or information.

• **Purpose of a Memo**: Used to ensure smooth, quick, and accountable communication across departments and levels within an organisation.

• **Advantages of Memos**:
– **Inexpensive**: Economical due to internal hand-to-hand circulation.
– **Convenient**: Standard format with pre-printed headings makes it easy to draft and read.
– **Quick**: Allows rapid dissemination of information without disrupting workflow.
– **Future Reference**: Stored in files or digital systems for recordkeeping.
– **Accountability**: Maintains documentation of decisions and communication trails.

19.5   SELF ASSESSMENT QUESTIONS

1. Explain in detail the term memorandum writing.

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

2. Discuss the term Memo?

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

19.6   LESSON END EXERCISE

1. What do you understand by memo?

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

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

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

2. Give examples of how to draft the format of memo?

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

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

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

19.7   SUGGESTED READINGS

- T.N. Chhabra & Ranjan Bhanu: Business Communication, Sun India, New Delhi.

- P.D. Chaturvedi: Business Communication, Pearson Education, New Delhi.

- Meenakshi Raman: Technical Communication, Oxford University Press.

- Rajinder Pal & J.S. Korlakalli: Essentials of Business Communication, Sultan Chand Publishers, New Delhi.

PRESENTATION SKILLS

STRUCTURE

20.0   LEARNING OBJECTIVES AND OUTCOMES

Learning Objectives

1. To understand the importance and role of presentations in business contexts such as meetings, seminars, and sales pitches.

2. To identify the key stages involved in preparing an effective business presentation.

3. To differentiate between oral presentations and formal speeches.

4. To recognise the three fundamental purposes of business presentations: to inform, to persuade, and to build goodwill.

5. To develop awareness of audience analysis and content organisation for impactful delivery.

Learning Outcomes

After studying this chapter, learners will be able to:

1. **explain** the purpose and scope of business presentations in various organisational settings.
2. **plan and structure** a business presentation with clarity, focus, and relevance to the audience.
3. **apply** strategies to make presentations engaging and persuasive.
4. **use technology and visual aids** effectively in presentation development.
5. **distinguish** between informative, persuasive, and goodwill-building presentations with suitable examples.

20.1 INTRODUCTION

Business executives have to make number of presentations on different occasions like meetings, seminars, conferences, etc. sales people have to make presentations to persuade the potential customers to buy the products and services. This art of making presentations is more than just delivering the presentations. It involves developing the theme and ideas, analysing the audience, searching the material from library and internets, organising it effectively and developing various slides on computers or laptops before delivering the presentations. Like speeches, presentations involves the same fundamentals of oral communication of attracting the attention of the audience and instituting enthusiasm among them. But compared with speeches, presentations are usually short and less formal.

Purpose of presentations

Oral presentations have the following three basic purposes

- **To inform:** The basic purpose of presentations is to inform or teach the audience regarding new schemes, new proposals or new products, etc. Training presentations basically aim at informing the new entrants about the organisational policies and procedures. Sales

presentations are made to inform the audience about the features of the product that benefit the readers.

- **To persuade:** Presentations have another distinctive purpose of persuading the audience to act or to believe in certain way. For example, sales presentations are made to persuade the buyers to buy the product.

- **To build goodwill:** Still another purpose of presentations is to entertain the audience. Therefore, at the end or during presentation, jokes are cut to entertain the audience.

20.2 KINDS OF PRESENTATIONS

1) **Monologue presentations:** In monologue presentations, the speaker speaks without interruption and at the end, answers the questions of the audience. The speaker plans the presentations in advance by collecting the relevant literature and anticipating audience's demand. This kind of presentation is most used in class room situations. But it leads the audience to get bored. Therefore, good delivery skill is needed to retain the attention of the audience and to make it more interesting.

2) **Guided discussions:** In the guided discussion, the speaker presents the questions or issues that both speaker and audience have agreed in advance, and acts as facilitator to help the audience with the expert knowledge. This type of presentation ins very useful when the audience has knowledge of the subject. Here the speaker has to supplement with his specialised knowledge. Compared with monologue presentations, guided discussions have following advantages:

- More audience response.

- More detailed analysis.
- More commitment to the results.

    But his kind of presentation involves more time.

3) **Sales Presentations:** A sales presentation is made to convince the audience for buying the products or services or accepting the new ideas. In sales presentations, the speaker speaks to the audience, asks questions that raise their curiosity for the product, overcomes their negative assumptions regarding product and finally gains their commitment to buy the product or service.

20.3   FACTORS AFFECTING PRESENTATIONS

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1. **Audience analysis:** If the speaker has analysed the audience in proper way before presentation, his presentation will be more effective. On the other hand, poor or improper audience analysis leads to ineffective presentation. The style of the presentation is largely dependent upon the type and size of the audience. If audience is large, presentation should be more formal whereas informal presentation can work in small audience.

2. **Communication environment:** Communication environment affects the effectiveness of the presentations. Much of the audience notices the physical things surrounding the speaker , the stage, lighting arrangement, background, etc. Proper arrangement of these things can enhance the impact of the presentations. If there is noise in the surrounding environment, it detracts the audience from listening and consequently leaves unhealthy message.

3. **Personal appearance:** Personal appearance of the speaker has great impact on the audience. Well dressed up person can deliver good presentation. Therefore , the speaker should wear neat and clean clothes and take time to check his appearance just before starting presentations.

4. **Use of Visuals:** Visuals can enhance the professional image of the presentation. Different research studies demonstrate that presenters using visual techniques are perceived as better prepared, more persuasive, more credible and more interesting than speakers who do not use visuals. But visuals work only if the technology on which they depend works well. Therefore, presenter should check the equipment in advance before presenting.

5. **Opening and closing of presentation**: The beginning and closing of a presentation are the positions of emphases. Those presenters who can open the presentation with interesting remarks which are likely to create more interest and enthusiasm for listening the presentation. On the other hand, presenters with poor opening are likely to leave the audience bored. Similarly, the ending of the presentation has profound impact on the audience. Endings, with vivid and positive pictures are more likely to have profound impact on the audience.

6. **Organisation of presentation:** Clarity in presentation is essential that comes with proper organisation of the information.

A. CHECK YOUR PROGRESS

1. In **monologue** presentations, the speaker speaks without interruption and answers questions at the end.
2. **Guided** discussions involve both the speaker and audience engaging in a discussion based on agreed-upon issues.
3. The **sales** presentation aims to convince the audience to purchase a product or service.
4. **Organisation** of presentation refers to the structure and logical flow of content.
5. **Visuals** can enhance the professional image of the speaker and improve audience engagement.

20.4 GIVING EFFECTIVE PRESENTATION

Giving effective presentation involves developing readers benefits, overcoming, objectives, closing research analysing data and designing slides. Like speeches, these presentations, are based upon the principles of oral communication. Every successful and effective presentation requires:

Strategy of presentation The strategy of presentation

- Deciding the general as well as specific purpose of the presentation. The

general purpose may be to inform, to persuade, to entertain or to make rapports with the public at large. The specific purpose of speech is targeted at specific audience to be influenced.

- Deciding the possible results expected from the audience

- Knowing and analysing the audience, their economic and social status, their demographic characteristics, their cultural background and their personal preferences

- Deciding the time, location, and the manner they are to be influenced.

B. CHECK YOUR PROGRESS

1. **What is the key difference between monologue presentations and guided discussions?**

2. **Why is audience analysis considered crucial before delivering a presentation?**

3. **How does the communication environment influence presentation success?**

20.5   TRAINING PRESENTATIONS

Training presentations are informative presentations that teach listeners how to do something. For example: Office manager explains to the employees how to use intercoms or voice – mail systems, personnel manager trains the new entrants by explaining them company's rules and regulations, senior executives impart knowledge to the promoted mangers about the roles and responsibilities of new job, etc. These training presentations can be informal or highly structured, from simple tips of experienced employees to a month long seminar.

How to make training presentations effective?

Like other presentations , training presentations involve the same principles and procedures. More specifically, training presentations should involve:

1. **Strategy:** The strategy for effective training presentation involves the following:

    a) **Cover only necessary information:** The presenter may have thorough and in depth knowledge of the subject but he has to present the essential in very simple way. If he covers the topic in too much detail, he is likely to bore or even antagonise his listeners. Therefore, he should avoid giving details. If the members of the audience want more information, they will probably ask for it.

    b) **Link the topic to the audience:** The presenter should link the topic to the needs of the audience. He has to dwell on audience's benefits by listening to that topic.

    c) **Involvement of audience:** Without involvement, members of the audience feel bored. Therefore, their involvement should be there. For this, the presenter can, think about the questions that provoke audience's thinking or channelizes their participation in the discussion.

2. **Organising the informative messages:** For organising the message to be delivered at training presentation, the researcher should start with an overall picture that explains the topic in brief. He should state the objective of the presentation and its benefits to the audience. Emphasise the important points of the discussion. At the end summarise the main points that have been discussed.

3. **Delivering the message:** While delivering the message catch audience's interest, ensure that the voice is audible to the listeners, use appropriate audio- visual aids that clarify the message and explain the message in pictures and answer queries of the audience to their satisfaction.

20.6 ROLE OF VISUALS IN ORAL PRESENTATIONS

A picture is worth a thousand words. Words are imprecise and imperfect conveyors of meaning especially in communicating voluminous and complex information. Therefore, visual aids should be used in presentations. These visual aids are essential parts of the business communication , especially in reports and presentations. They supplement the verbal parts of the

communication. Researchers have discovered that audience recalls more information when it is presented both verbally and visually than presented in only one way.

Method	Recall after	Recall after
	3 hours (in %)	3 days (in %)
Verbal only	70	10
Visual only	72	30
Verbal and visual	85	65

Functions of visuals

These visuals aids perform useful functions:

1. They can show how things look. For example, an architect can show the model of building.

2. They can show how things work. For example, an engineer can demonstrate the working of an equipment.

3. They can show how things relate to one another. For example, an organisation chart can provide the idea about reporting relationship of different members.

4. They can emphasise important points. For example, one can show rising profits or rising sales with use of graphs.

Types of visuals

The various types of visuals are:-

1. **Objects and models:** Objects and models are specially shown to enable the audience to have real experience of the working of equipment's. Usually, customers are reluctant to buy expensive as well as unfamiliar products without having trial of its operations. In such situations, demonstrations of objects and models is most suitable form of visual aid in presentations.

2. **Photographs and video movies:** Photographs and videos movies are effective means of illustrating a variety of images. For example, architectural firm can show the pictures of their best works to influence the prospective customers.

3. **Diagrams:** Diagrams are abstract two dimensional drawings that show the important properties of the object. For example, organisational charts, flow charts, maps, etc. are diagrams that include the features of the object without being completely representational.

4. **Tables:** Tables are systematic and summarised presentation of data into rows and columns. These are instruments in communicating and comparing information in effective way. These tables permit precise figures and allow the reader to have profound insight of the situation through classified data.

5. **Graphs:** Graphs depict the pictorial relationship between two variables. They help the reader to spot trends or cyclical movements easily and quickly without going through the image of the large amount of data. These commonly used graphs are:-

   a) **Line graphs:** It is showing relationship between two variables along continuum.

   b) **Bar graphs:** Comparing differences in quantities representing the lengths of the bars.

   c) **Column bar graphs:** Depicting quantities of more than one variable simultaneously and comparing over time or location.

   d) **Pie charts:** That show the whole information expressed in 100 % in pie or circle, subdivided with different allices representation by parts expressed in percentage of the whole.

POWER POINT PRESENTATION

Computers and laptops can be used as wonderful tools to prepare and deliver the presentations. When the spoken message is delivered with the points presented on screen, the effectiveness of the presentation is enhanced. PowerPoint is one of the most effective and versatile computer software under MS- Office that can be used for creation of various slides for presentation. The features of power point presentation includes:

- Creation and insertion of unlimited slides.

- Use of it as slide sorter mode to scan through slides and to decide which to show.

- **X** Insertion of hyperlinks to online web pages or to images.

- **X** Graphical objects, images, scanned objects, etc. can be included in the slide(s).

- **X** Sound effects can be added in the slides.

- **X** Excel tables and charts can be imported and modified to suit the presentation style.

- **X** Audio and video clips can be added or linked to enhance the impact of the presentation.

- **X** Different colour schemes and wide variety of fonts can be used to enhance quality of presentation.

Advantages of power point presentation

- X Enhanced impact upon the audience.

- X Enhanced quality of material due to different colours, fonts, checking of spelling, etc.
- X Enhanced confidence of the speaker as he or she can easily view the relevant points and elaborate them in speech.
- X Easy to operate, just with clicking of the mouse of computer.

- X Videos or audio clips can be demonstrated.

- X Slides can be modified at last moment to ensure that important data is presented to the audience.

Rules for the use of power point presentation

- X Slides should be restricted to 4-5 bullet points

- X Each bullet print should be a shorter phrase or a few words that you can build on.

- X Charts and graphs should be used than using tables of data.

- X Graphs and charts should show the trends rather than details.

X   Use animation selectively.

X   Use colours , fonts and designs consistently.

X   Use large fonts easily readable by everyone in the audience.

X   Be sure that matter is free from spelling and grammatical errors.

C. CHECK YOUR PROGRESS

1. Which type of presentation is most common in classroom situations?

   Monologue presentation

2. What is the main drawback of monologue presentations?

   Audience gets bored easily

3. One of the advantages of guided discussions is:

   More detailed analysis

4. Which of the following factors does NOT directly affect presentation effectiveness?

   Weather conditions

5. Which aspect of the presentation holds **maximum impact** on the audience?

   Opening and closing

20.7 LET US SUM UP

Business organisation write pending letters which starts from the enquiry to final settlement of sales contracts. While writing enquiry letter, the writer should use direct and straightforward approach with confident are positive tone, state clearly the purpose of enquiry, and ask various terms and conditions in specific manner. In business transactions, sometimes mistakes occur. Complaint letters are written to bring these mistakes to the notice of the responsible person and to get compensation.

Report writing forms essential part of business communication. A business report is an orderly, objective presentation of facts for some specific purpose. It may traced inside or

outside the organisation and can be written in letter, memo or formal form. The structure of short reports usually contains term of reference, methodology of collection of information, findings and interpretations and recommendations.

Every successful and effective presentation requires strategy, structure, support and speech. The strategy of presentations involves deciding the purpose, possible results, audience's reaction, time and place and manner of presentation.

20.8 GLOSSARY

- **Monologue Presentation** – A presentation style where the speaker talks without interruption and takes questions at the end.
- **Guided Discussion** – A presentation involving speaker-audience interaction based on pre-agreed topics; speaker acts as a facilitator.
- **Sales Presentation** – A type of presentation aimed at persuading the audience to buy products/services or accept new ideas.
- **Audience Analysis** – Understanding the audience's background, preferences, and expectations for tailoring the presentation effectively.
- **Communication Environment** – The physical and surrounding conditions (lighting, background, stage) influencing presentation success.
- **Personal Appearance** – The speaker's grooming and attire, which impacts audience perception and credibility.
- **Use of Visuals** – The inclusion of charts, slides, or other visual aids to enhance understanding and engagement.

20.9 SELF ASSESSMENT QUESTIONS

1. What do you mean by business letter?

2. What are the types of business letter?

_____

_____

3. Give essentials of good business reports.

_____

_____

_____

4. What are different kinds of presentation?

_____

_____

_____

20.10   LESSON END EXERCISE

1. Give role of visions in presentation.

2. Draft a report of personnel manager on the alleged misbehaviour of a worker in memo form.

3. What is progress report?

4. What is full block format of a letter?

20.11   SUGGESTED READINGS

- T.N. Chhabra & Ranjan Bhanu: Business Communication, Sun India, New Delhi.

- P.D. Chaturvedi: Business Communication, Pearson Education, New Delhi.

- Meenakshi Raman: Technical Communication, Oxford University Press.

- Rajinder Pal & J.S. Korlakalli: Essentials of Business Communication, Sultan Chand Publishers, New Delhi.