

## **COMMUNICATION**

Communication is derived from the Latin word "Communis" which means "common ground - to make common, to transmit, to impart".

When something is made common, it implies sharing and interaction and both of these are very important for communication in general and Business Communication in particular.

Communication is regarded as "The Act of Being Understood".

### **DEFINITIONS: -**

1. Communication is the process by which information is transmitted between individuals and / or organisation so that an understanding response results.
2. Communication is the exchange of facts, ideas, opinions, or emotions by 2 or more persons.
3. Communication is a process of transmitting feelings attitudes, facts, beliefs, and ideas between living beings.

### **COMMUNICATION EVENT / SITUATION/ PROCESS / ELEMENTS OF COMMUNICATION**

A communication event is a transaction between 2 persons where one acts as a sender & the other as a receiver and they communicate through a channel and the receiver sends a feedback to the sender saying whether he has understood or not.

5 elements of communication process are:-

1. **SENDER:** -For any communication to take place, the sender is necessary and important. The effectiveness of the communication depends largely on the abilities and skills of the sender. The sender encodes the message.
2. **RECEIVER:** -The Receiver must receive the message for communication to take place. The receiver is the 2nd most important element in the communication process. The receiver understands and stores the message and decides what to do. In other words he decodes the message.

The relationship between the sender and receiver is very important. Perceptions of the sender and receiver should match or the communication will be ineffective.

3. **The Message:** - The message is the pivot around which the communication revolves. The message is the link between the sender and the receiver. the message can be in the form of words, animation, figures etc.
4. **The Channel:** - Channel represents the means or methods by which the sender conveys the message. Proper selection of channel plays an important role in effective communication. A variety of channel is available. This includes natural channels or senses of perception i.e. seeing, hearing etc & also artificial channels for e.g., Newspaper, Radio, T.V. Telephone etc.

Channels can be verbal or non – verbal. The sender may use more than one channel to convey the message. In other words, he may use multiple channels like, for e.g. an oral message followed by written communication.

### **THE CHOICE OF CHANNELS DEPENDS ON:**

- a) The message itself. For e.g. a Technical Report will inevitably be in written form.
- b) The understanding capacity of the Receiver / Audiences
- c) The situation
- d) The need for speed

5. Feedback: - Feedback is the final link in the communication chain .When the receiver sends a reply or response to the message, it is called feedback. Feedback is the key element in the communication process. It enables the sender to evaluate the effectiveness of the message.

Feedback also enables the sender to clarify the message. We obtain feedback all the time. Feedback can be positive or negative, immediate or delayed.

Feedback is also one of the best ways of improving communication for it enables the sender to find out the defects and weak points of his communication.

Sometimes Feedback is obtained not in the form of replies but by observing the behaviour of a person.

## **Verbal & Non-verbal Communication**

Verbal communication is about language, both written and spoken. In general, verbal communication refers to our use of words while nonverbal communication refers to communication that occurs through means other than words, such as body language, gestures, and silence. Both verbal and nonverbal communication can be spoken and written. Many people mistakenly assume that verbal communication refers only to spoken communication.

The method of verbal communication can also be classified into different types and they are:

- Intrapersonal communication
- Interpersonal communication
- Small group communication
- Public communication
- Mass communication

### **Intrapersonal Communication**

Intrapersonal communication is nothing but the internal dialogue people usually engage in. This type of communication takes place when a person talks to themselves. Here, communication takes place within the brain. People usually interact with themselves on many occasions such as when processing vague information, reaching clarity about something, tackling overwhelming emotions, daydreaming etc.

For example, Katie always has the habit of discussing with herself before taking any important decisions. She feels that talking to herself helps her tackle any confusion efficiently.

### **Interpersonal Communication**

This type of communication is also called “Dyadic communication” and it takes place between two or more individuals. This method involves various aspects of communication such as listening, speaking and responding through words and various acknowledging non-lexical fillers such as “uh-huh”, “hmm” and some head and hand gestures etc.

### **Small group Communication**

This is a type of interaction that takes place in a small group between three or more people. This kind of group would involve interactions about a specific topic or commonly recognized goals. Some examples of small group communication are board meetings, team discussions etc. All the members of the group unanimously discuss and conclude.

### **Public Communication**

In this communication, one speaker conveys information to a large group of people. This takes place in a setting where a large group of people assemble to receive the information from the speaker. Some examples of this type of communication involve election campaigns, public speeches etc. where information is passed on from one common source to hundreds of individuals.

### **Mass Communication**

Mass communication takes place when a small group of people pass down information to a large number of varied populations using an exclusive medium of communication. This type of communication adopts a special kind of medium that would facilitate the information to reach a wide majority of people. Some examples of mass communication are newspapers, radio, television, posters etc. Recently social media has taken the world by storm and has been very efficient in communicating ideas and information all across the globe within seconds.

### **Non-verbal Communication**

Non-verbal communication skills are those related to body languages, such as eye contact, gestures, facial expressions and vocal tone.

Conversely, in verbal communication, you use text, signs or conversation to express yourself. This kind of communication reveals a lot about how you transfer information, approach others and empathise.

### **Types Of Non-Verbal Communication**

You can use different types of non-verbal communication to communicate different messages. The different types include:

- **Body language:** People understand your message in part by the way you position your body. For example, if you are feeling nervous or angry, you might cross your arms.
- **Gestures:** These can be intentional or unintentional. For example, you might see Americans using a 'thumbs up' sign to express their positive feelings about something.
- **Facial expressions:** This is the most common way of communicating in a non-verbal manner. When using facial expressions, people usually communicate through their eyes, eyebrows, mouth and facial muscles. It is useful in communicating both information and emotion.
- **Touch:** Some people use touch to be expressive, for example, to give support or comfort. Make sure to use it sparingly and only when you know how the receiving party will feel about it.
- **Tone:** Tone emphasises your message. It can express delight, sadness, politeness or anger in a voice. People need to hear the appropriate tone to pay attention to your message, especially when you are addressing a large number of people. A lively and versatile tone sounds more expressive and will grab the interest of your audience to focus on your message. You can only make your point clear when you have your audience's attention.
- **Appearance:** Through appearance, you create a positive or negative first impression on others. The way you present yourself shows your interest, aesthetic taste and self-discipline habits. Therefore, you need to dress appropriately and look appealing when going for an interview. A well-groomed appearance can increase your chances of landing a job.

- **Space:** Maintaining space during conversations is polite, but the distance you stand at can show your level of comfort with someone.

The importance of effective communication in business: -  
Communication is the Life Blood of Business. No business can develop in the absence of effective Internal and External Communication.

1. **Internal Communication:** - i.e. communication within the organisation. Internal communication is important because.
  - a) Business has grown in size (large number of branches)
  - b) Business has grown in complexity (therefore, need for co-ordination).
  - c) Effective communication promotes a spirit of understanding and co-operation. It brings about an atmosphere of mutual trust & confidence.
2. **External Communication:** - includes communication with banks, Insurance Companies, Govt Agencies, Retailers, individual customers.

## **BARRIERS TO COMMUNICATION**

1. **Physical barriers:** - noise; heat; glare; mechanical break – downs.
2. **Time and distance:** shift system, receiver too far.

3. **Semantic (language) Barriers:** - words have different meaning for different people; People understand and react to words differently. The same word has more than one meaning – for e.g. “run”, “fast: “Torch it” etc. Again, there are emotionally laden words which are big barriers. If language is not understood it becomes a barrier.
4. **Socio – Psychological Barriers:** - Attitudes and Opinions: - Our personal attitudes / opinions are barriers. If information agrees with or is favourable to our attitudes/opinion/needs, we react favourably otherwise, not.
- a) Our emotions: strong emotions like anger, jealousy, hatred; sorrow, worry etc are all barriers.
- b) Closed mind: - Not open to new ideas; new ways and procedures for doing things; pre-conceived notions.
- c) Status – Consciousness: - People being aware of their status become a big barrier. Our status comes in the way of good communication for e.g.
- Sub – ordinate afraid of communicating upwards.
  - Sub-ordinate jittery and nervous.
  - Supervisor impatient.
5. **Source of communication:** - If superior has prejudice (bias) or suspicion about the source (sender), this will be a Barrier (lack of trust, past experience).
6. **Inattentiveness:** Due to lack of interest in the subject or if message contains a new idea.



7. **Distraction:** - Here the receiver is interested, he wants to pay attention but he gets distracted by something in the environment.
8. **Faulty Transmission:** - If the transmitters are not good, then communication from one level to another loses its accuracy. Mechanical breakdowns also come under this.
9. **Unsolicited Communication:** - We are unresponsive to this; for example – unwanted advice, unnecessary comments.
10. **Poor retention:** At every stage of communication – 20% of information is lost. Employees retain only about 50% of information. Therefore, down the line, the message gets eroded or lost.

## **ORGANISATION COMMUNICATION**

Organisation or a Corporation deals with 2 types of communication - External and Internal

**External communication** is a communication with other business houses, Banks, Govt Offices; the Media; the customers and the General Public.

**Internal Communication** consists in transmitting information within the organization.

Internal communication again may be of 2 types: -

A – Formal or

B – Informal.

**Formal Communication:** - Flows along prescribed channels which members desirous of communication with one another are obliged to follow – e.g. clerk to supervisors to Managers so on. Similarly, if supervisor in sales Dept wants to formally talk with Accounts Clerk, the communication will be through Sales Manager – Accounts Manager – A/C Supervisor downward to A/C clerk.

**Formal Communication:** - May move vertically or horizontally. Vertical communication can move downward or upward. Horizontal communication flows between employees on equal or comparable status.

When a number of people, irrespective of their status, sit down and confer with one another to arrive at a decision acceptable to all, it is called consensus.

In addition, there exists in every organisation, an Informal Channel, often called grapevine, that does not arise out of organisational needs, but that is nevertheless an integral part of its communication system. Rumours that are all the time spreading in any organisation follow the grapevine.

**DOWNWARD COMMUNICATION:** -The communication channel which pushes the flow of information downwards is known as the downward channel of communication. Downward communication is eminently suited to an organisation in which the line of authority runs distinctly downwards. In today's complex business with so many

functions, downward communication has to be supplemented by other channels of communication.

Downward communication may be oral or written but oral dominates.

### **MAIN OBJECTIVES OF DOWNWARD COMMUNICATION**

1. To give specific instructions about the job being entrusted to a sub – ordinate.
2. To explain the policies and procedures of the organization
3. To apprise (or convey assessment) to the sub – ordinates of their performance.
4. To explain the rationale of the job to the sub – ordinate so that they understand the significance of the job vis-a-vis organizational goals.

### **LIMITATIONS OF DOWNWARD COMMUNICATION**

1. **Under communication or Over communication :-**  
(Some managers speak too little) (Some managers speak too much)
2. **Delay:** - in the case of long line of communication, the information reaching the worker may lose its significance.
3. **Loss of information:** - It has been verified that only 20% of the communication sent downwards through five tiers of management finally gets to the workers level.
4. **Distortion:** - In long line of communication, exaggerations, under – statement, giving unconscious twists etc all creep in at

every level. The message thus gets “distorted” and loses some of its authenticity.

5. **Built-in Resistance:** - there is too much authoritarianism in Downward communication. Orders are given and subordinates do not get any opportunity to participate in decision-making process; they have to accept the orders without questions. This is not liked by the workers. In fact, the workers resent this.

## **UPWARD COMMUNICATION**

The communication channel which pushes the flow of information upwards is known as the upward channel of communication.

### **Importance / merits / advantages of upward communication:-**

1. **Providing feedback:** -Upward communication provides management with necessary feedback – whether direction is properly understood. It also gets valuable information on what the employees think of the organisation and its policy.
2. **Outlet for pent – up emotions:** - It gives the employees an opportunity to vent their problems and grievances – it is vital to look at employees’ problems as they look at them. In this way genuine and pressing grievances are redressed.
3. **Constructive suggestion:** - often employees give constructive suggestions to promote the welfare of the organisation.

4. **Easier Introduction of New Schemes:** - Since the employees feel themselves to be a party to the decision making process, it helps the organisation to introduce new schemes – employees not only lend concurrence and support but take extra pains to make a success of it.
5. **Greater harmony & cohesion:** -Upward communication acts as a Lubricant. It makes the atmosphere in the company congenial (friendly) and there is greater harmony and cohesion between Management and Employees.

## **METHODS OF UPWARD COMMUNICATION**

- a) **Open door policy:** - employees feel free to walk in and talk about their problems.
- b) **Complaints & Suggestion Boxes:** - employees are encouraged to drop their complaints and suggestions, if any, into these boxes.
- c) **Social gatherings:** - These gathering offer a very informal atmosphere in which the employees shed their inhibitions (Shyness) and feel free to talk about their problems.
- d) **Direct correspondence:** -Sometimes the Manager may directly write to an employee and ask him to communicate with him. Or the employees may write to higher – ups on their own initiative.
- e) **Reports:** - employees may be required to submit reports about the progress of their work at regular intervals.

- f) **Counselling:** - In some organizations, workers are encouraged to seek the counsel (advice) of their superiors on their Personal Problem. As they feel encouraged to talk about themselves freely, they provide the managers with valuable information to shape future policies.

## **LIMITATIONS OF UPWARD COMMUNICATION**

It is not very easy to have a smooth upward flow. Moving against the force of gravity, which seems to be rather difficult, upward communication, suffers from a number of limitations.

- a) Employees are reluctant to initiate upward communication. They are reluctant (not willing) to express themselves – Doors may be open but they may not walk in.
- b) Employees often feel that if they communicate their problems to their supervisor, it may adversely reflect on their own efficiency – for e.g. – if a superior experiences some difficulty in getting co-operation from his workers and points it out to his departmental managers, the latter (departmental manager) might feel that the supervisor himself is incompetent.
- c) Upward flow of communication is more prone to distortion than downward communication. In Downward communication, distortion is often unconscious but upward communication is deliberately distorted. Some managers lose their cool if they are confronted with unpleasant or

unpalatable facts. So information, particularly of the unpalatable sort, is suitably edited before it is passed on to them.

- d) Bypassed superiors feel insulted: - sometimes in the process of upward communication, workers become too bold, ignore their immediate superiors and directly approach the top most authorities with their suggestions or complaints.
- e) This proves harmful in 2 ways. The by-passed official feels slighted and insulted, while higher ups get suspicious of the workers' intentions. The relationship between the workers and their immediate superiors gets strained and the work suffers.

## **LATERAL/HORIZONTAL COMMUNICATION**

Communication between department or people on the same level in the managerial hierarchy of an organization may be termed as horizontal or lateral communication. It is the most frequently used channel of communication. Workers communicating with other workers, clerks exchanging information with one another, superiors holding a coffee – break session to discuss some organizational problem are all engaged in horizontal communication.

## **IMPORTANCE OF LATERAL/HORIZONTAL COMMUNICATION**

It is important for promoting understanding and co-ordination among various departments. Lack of co-ordination might create an

embarrassing situation for e.g. stores may report shortage of raw material when production is fully geared up.

## **METHODS OF LATERAL/HORIZONTAL COMMUNICATION**

1. Face – to face discussions: - It is the best form. The atmosphere is informal and congenial which encourage free flow of communication.
2. Telephone talk
3. Memos

## **GRAPEVINE**

It is an informal channel of communication. It follows no set lines, nor any definite rules, but spreads, like the grapevine in any direction, anywhere and spreads fast.

The grapevine is basically a channel of horizontal communication. Only people working at the same level can informally communicate with one another with perfect ease, thus workers have separate grapevine, officers separate etc. But the Grapevine does not follow any set pattern & it can be effective horizontally, vertically and even diagonally.

### **How the grapevine operates**

Prof. Davis classifies Grapevine into 4 Basic Types: -

- I. Single strand chain
- II. Gossip chain



III. Probability chain

IV. Cluster chain

**Single strand** chain involves the passing of information through a long line of persons to the ultimate recipient, 'A tells 'B' who tells 'C' and so on.



**Gossip chain:** - 'A' actively seeks and tells everyone. This chain is just like a wheel where 'A' is at the centre and the information passes along the spokes of the wheel to others stationed on the rim.

**Probability chain:** - It is a random process in which 'A' transmits the information to others in accordance with the laws of probability and then the others tell still others in a similar manner. This chain may also be called random chain.

**Cluster chain:** - In this 'A' tells selected persons who may in turn relay the information to other selected individuals. Most of the informal communication follows this chain.

**IMPORTANCE / MERITS / ADVANTAGES OF GRAPEVINE:**

**Safety valve:** - Grapevine provides emotional relief for e.g. talking about fears of promotion gives an outlet for pent-up emotions.

**Organisation solidarity and cohesion:** - The existence of grapevine proves that workers are interested in their associates. It helps to promote organisational solidarity and cohesion. Properly used, it may even raise the morale of the workers.

**Supplement to other channels:** - all information cannot be transmitted to the employees through the official channels. If there is some useful information unsuitable for being transmitted through official channels, it can be transmitted through the grapevine.

**Quick transmission:** - The speed with which information is transmitted through grapevine is remarkable. Rumours spread like wild fire. Just tell a top secret to the leader and the rest will happen.

**Feedback:** - Grapevine provides feedback to the Management. It enables them to know what the sub-ordinates think about the organization and its various activities.

#### **DEMERITS/DISADVANTAGES OF GRAPEVINE:-**

**Incomplete information:** - Grapevine information is usually incomplete. There is every likelihood of it being misunderstood or misinterpreted.

**Distortion:** -Grapevine respects nobody and may ascribe the worst possible motives to the noblest of people. Thus, the major

drawback is that it may spread baseless rumours or distorted news which may sometimes prove harmful even to the employees.

**Damaging swiftness:** - The swiftness of transmission may even be damaging. A rumour may spread and cause damage before the management becomes aware of it and take any rectifying or corrective steps.

## **WRITTEN COMMUNICATION**

### **Advantages of written communication**

1. It is precise
2. It is accurate - nothing vague
3. It is a legal binding and can be produced in a court of law as evidence.
4. It serves as a permanent record.
5. It can be referred to again and again.
6. It helps to fix responsibility.

### **Disadvantage of written communication**

1. No immediate feed back
2. It is time consuming
3. It is very expensive in terms of everybody's time.

### **Features/Importance of written communication**

1. It serves as a record for future reference
2. It is used to build up the goodwill of the company.
3. It is used as a legal document

4. Back reference can be made.
5. It widens the area of operations
6. Can be passed on to successors in totality; no omissions.

### Written communication

Written communication helps in laying down apparent principles, policies and rules for running of an organization. It is a permanent means of communication.

Memos-A memo is actually short for [Memorandum](#). It is one of the most used means of official communication in the [business](#) world. Its main purpose is to serve as a reminder or to give some instructions. Again these like circulars are a means of mass communication, i.e. to communicate with a large number of people within the [organization](#).

Usually, we write a memo is for one of the following five reasons

- i. as a reminder
- ii. highlight an event or circumstance
- iii. to recount an event
- iv. keep an official record of anything
- v. to pass information or instructions

Memos have been a popular way for commuting for over a century now. This is because they have many advantages as seen below:

- They are a very cost-effective way of mass communication. And their transmission is also very cheap.
- Another advantage is its simplicity. They are very simple to write and understand.

- Memos tend to be brief and to the point. They also reach a lot of people. So, they are very time-saving as well.
- They also serve as evidence in case of a dispute

## **Circular**

A circular is an official letter or advertisement that is sent to a large number of people at the same time.

1. **Trade circular letter:** When a circular letter is prepared and distributed for circulating any business-related message, it is known as trade circular letter. Its main objective is to circulate business information like launching a new business, opening new branch or showroom, changing address of business, introducing new product, inclusion, retirement or death of partners etc.
2. **Non-trade circular letter:** The [circular letter](#) that is prepared and distributed for circulating personal or social information is known as non-trade circular letter. The examples of non-trade issues are preaching the political ideology by a political organization, circulating personal opinion on any matter by an individual etc.

Notices are a means of formal communication targetted at a particular person or a group of persons. It is like a news item informing such person or persons of some important event. This can be an invitation to a meeting, an announcement of any event, to issue certain instructions, make appeals etc.

## **Types of notices**

- Actual notice
- Constructive notice
- Funding Opportunity Announcement
- Judicial notice
- Notice of Proposed Rulemaking (administrative law)

- Previous notice (parliamentary procedure)
- Public notice
- Resign

## **Types of Reports**

### Type 1- Formal or Informal Reports:

Formal reports are carefully structured; they stress objectivity and organization,

contain much detail, and are written in a style that tends to eliminate such elements

as personal pronouns. Informal reports are usually short messages with natural,

casual use of language. The internal memorandum can generally be described as an

informal report.

### Type 2- Short or Long Reports:

This is a confusing classification. A one-page memorandum is obviously short, and a

twenty-page report is clearly long. But where is the dividing line?

Bear in mind that as

a report becomes longer (or what you determine as long), it takes on more

characteristics of formal reports.

### Type 3- Informational or Analytical Reports:

Informational reports (annual reports, monthly financial reports, and reports on

personnel absenteeism) carry objective information from one area of an organization

to another. Analytical reports (scientific research, feasibility reports, and real-estate

appraisals) present attempts to solve problems.

### Type 4- Proposal Report:

The proposal is a variation of problem-solving reports. A proposal is a document

prepared to describe how one organization can meet the needs of another. Most

governmental agencies advertise their needs by issuing “requests for proposal” or

RFPs. The RFP specifies a need and potential suppliers prepare proposal reports

telling how they can meet that need.

### Type 5- Vertical or Lateral Reports:

This classification refers to the direction a report travels. Reports that more upward or

downward the hierarchy are referred to as vertical reports; such reports contribute to

management control. Lateral reports, on the other hand, assist in coordination in the

organization. A report traveling between units of the same organization level

(Production and finance departments) is lateral.

Type 6- Internal or External Reports:

Internal reports travel within the organization. External reports, such as annual reports

of companies, are prepared for distribution outside the organization.

Type 7-Periodic Reports:

Periodic reports are issued on regularly scheduled dates. They are generally upward

directed and serve management control. Preprinted forms and computer-generated

data contribute to uniformity of periodic reports.

Type 8- Functional Reports:

This classification includes accounting reports, marketing reports, financial reports,



and a variety of other reports that take their designation from the ultimate use of the report. Almost all reports could be included in most of these categories. And a single report could be included in several classifications.

## **GROUP COMMUNICATION**

Definition of group: - Persons who are interacting with one another in such a manner that each person influences and is influenced by each other person.

ii) Two or more independent individuals who interact and influence each other in collective pursuit of a common goal.

**Meeting:** - It is a coming together of a number of people at a certain time and place for discussion.

**Definition of meeting:** - A gathering together of 2 or more persons in order to discuss matters of common concern in order to arrive at a decision or promulgate a policy.

Types of Meeting

## **ADVANTAGES OF MEETING**

1. Helps horizontal communication.
2. It improves talent – junior members pick up skills and receive valuable experience from seniors.
3. Prevents dictatorship – prevents too much power being centred in one person.

4. Expert opinion can be obtained.
5. It improves employee relationship. Employees get a sense of participation, it is motivating and morale of employees goes up.
6. Reactions can be obtained. Reactions of clients, trade – union representatives, employees etc. is obtained.
7. Helps co-ordination & improves decision making. Leads to co-ordination among departmental head.
8. Effective communication is achieved; people put their heads together and make it possible to come out with a solution.

## **DISADVANTAGES OF MEETINGS**

- 1) If the number of members is too large, meeting is not effective. Ideal number is 7 or 8.
- 2) **Poor leadership:** - Poor personality of leader leads to irrelevant matters creeping into the meeting and agenda and minutes are forgotten.
- 3) Formal procedures are not complied with; giving notice, having quorum etc – are formal procedures. If not complied with, there is no force of law. Meeting is a waste of time.
- 4) **Over – bearing leadership:** - a very dominating leader prevents others from talking / contributing.
- 5) **Results in indecision:** - very often, there is a tendency to delay taking decisions, if there are too many people; they are not able to take decision.
- 6) Excessive discussion on trivial points may take place.

- 7) Discussion wanders from the point
- 8) Often meeting is monopolised by one or two members.
- 9) **Pressure for conformity:** - To avoid personal friction, people conform with everybody's view point. There is outward expression of unity.

In addition, meetings are expensive and time consuming.

## **DOS & DON'TS OF MEETINGS.**

### **Do's**

1. Find out what the meeting is all about and prepare for it by studying documents or collecting information.
2. Arrive on time, start and end on time.
3. Set an agenda and stick to it.
4. Establish objectives and be interested in helping the meeting to progress.
5. Be prepared to put your point of view clearly & vigorously but also listen to others.
6. Always respect the authority of the chair.
7. Keep an open mind. Be prepared to be convinced by the sound reasoning and good arguments of other speakers.
8. Be prepared to carry out the decisions of the meeting.
9. Call a meeting only if consultations on the telephone do not give the desired result.
10. Circulate the notice and agenda of the meeting well in advance.

11. Prepare the agenda breaking issues into their smallest components.

### **Don'ts**

- a) Don't interrupt others.
- b) Don't dominate the discussion
- c) Don't digress or stray from the subject.
- d) Don't have side conversation.

### **BRAINSTORMING**

Brainstorming is the most commonly used technique for generation of alternatives. Since 1944, brainstorming has been used as a formal technique for creativity stimulation.

**Definition:** - Brainstorming is defined as a means of getting a large number of ideas from a group of people in a short time by following certain rules.

The definition focuses on the following three aspects.

**Large number of ideas:** - Brainstorming is a tool to generate a large number of ideas. There is no guarantee that the ideas will be practical; there is also no guarantee that the ideas will be the best. The hypothesis, underlying the efficacy of brainstorming, is that quantity leads to quality. Often, good ideas are buried under bad ones in the brain. Unless the bad ideas are permitted to exit, the good ones do not surface.

**A group of people:** - Brainstorming is a group process. The optimum size of a group is twelve. It should not be too large or too small. It can vary between six and twelve. Ideally, the group should be heterogeneous, with as much diversity in gender, age, qualification and experience, as possible. Such heterogeneity permits observation of the problem from different viewpoints, which is the crux of the brainstorming process.

**In a short time:** - This refers to the rate of flow of ideas. This rate can be as high as hundred ideas in the period of ten minutes. Once again the emphasis is on quantity.

### **GUIDELINES FOR SUCCESSFUL BRAINSTORMING.**

The success of brainstorming technique depends on the way we apply it. Following four basic guide lines can ensure the success of a brainstorming session.

**Suspend judgement:** - just listen and list out the ideas. Do not try to judge or evaluate any idea till you finish the session.

**Encourage freewheeling of ideas:** - permit wild ideas; encourage dreaming and thinking around the problem.

**Quantity:** - go for quantity i.e. number of ideas; do not examine quality or feasibility of ideas at this stage.

**Cross – fertilization of ideas;** - encourage members of the brainstorming group to hitch–hike (take up) on each other’s ideas and build on it, show no interest in identification of ownership to

each idea. One interesting side effect of the brainstorming process is that the participants experience a joint ownership of all ideas.

## **DO'S AND DON'TS OF BRAINSTORMING.**

### **Do's**

1. Suspend judgment
2. Allow wild and silly ideas
3. Have a warm – up session
4. Encourage noise and laughter
5. Take more than one statement of the problem

### **DONT'S**

1. Don't spend too much time on initial discussion
2. Don't allow observers
3. Don't allow tape – recording of the proceedings
4. Don't accept interruptions
5. Don't drag a session that has dried up.

## **AGENDA**

An agenda is a document that outlines the contents of the forthcoming meeting. It is usually sent along with the notice of the meeting. Sometimes the notice of the meeting is sent and after that the agenda is prepared. Occasionally, the chairman and the secretary may want to keep some matter secret and hence do not circulate the agenda.

### **Advantages / merits of agenda**

1. Helps member to come prepared for the meeting
2. It becomes easy for the chairman to conduct the meeting smoothly.
3. It also helps to make sure that only relevant matters are discussed.
4. It helps to prepare the minutes of the meeting.

## **MINUTES OF MEETINGS**

1. Minutes are official records of the proceedings of a meeting.
2. Great importance is attached by all organisations to maintain a proper record of minutes.
3. It is legally compulsory for joint stock companies to maintain minutes of the proceedings of a meeting.
4. Minutes must be precise, accurate and concise. Actual facts and decisions taken should be mentioned. It should not be a verbatim report.

## **PRESENTATIONS**

In industry & commerce, the term presentation is used in preference to public speaking. The reason perhaps is that the purpose of a presentation is more precisely & more concretely defined.

**Definition:** - Presentation can be defined as “A formal or set piece occasion with two usual hallmarks – the use of audio visual aids and team work.

## **OCCASIONS ON WHICH PRESENTATIONS ARE MADE**

1. Launching a new product or service
2. Starting a training course / session
3. Presenting a new business plan
4. Presenting or making a new marketing or sales proposal
5. Making a contribution to a conference or a seminar
6. Diversification of business

## **STEPS TO MAKE A SUCCESSFUL PRESENTATION**

1. Be clear about the occasion & the purpose of your presentation.
2. Make an audience analysis; knowing your audience will help plan / design your speech. Find out the following facts; How many people are going to attend? What is their age profile? The gender mix? The educational qualification; the technical qualifications? In India, language proficiency is also important; why are they attending the presentation? What is your relationship with them – are they your superiors? Subordinates? customers? etc. Answers to all these will help you to design your presentation and decide what to include and what not to include.

Audience analysis also includes continuous assessment or analysis of the audience during the presentation. The audience's body language, postures, gestures, facial expression will all give valuable clues to the speaker.



3. **Visit the place or location** of the presentation before the day of the presentation; check for technological aids, Audio – visual equipment, acoustics, sitting arrangement etc. Visiting the place once or twice before the day of presentation increases the speaker’s comfort zone, reduces nervousness and helps him to be punctual on the big day.
4. **Plan your preparation:** - It is the most important step before the presentation. Arrange your presentation in the form of opening, body and conclusion. It is advisable to write down your speech completely particularly if you are a beginner.
5. Decide the method of presentation: - There are generally 3 methods.
  - 1) **Reading the presentation:** - Many speakers read the written speech in front of the audience. The advantage of this method is that it helps to maintain accuracy and nothing is missed out. The disadvantages of this method are: a) Most people do not read well loudly, b) The presentation is likely to become dull and monotonous, also there is less voice – modulation; c) No eye – contact and thus effectiveness is reduced. Thus, the disadvantages of this method are more than the advantages, hence it is not recommended.
  - 2) **Memorised presentation:** - Some speakers memorize the entire speech and deliver it. The disadvantage is that you

may forget important points which may lead to embarrassment.

- 3) Extemporaneous presentation:** - This is the most popular and the most effective method. Most effective speakers use this method. This method combines the merits of the above two methods. The speaker gives the impression that he is getting ideas and words on the spur of the moment but it is actually well prepared before hand and delivered effectively.
- 4) Rehearse your presentation:** - Practice your presentation keeping in mind the time factor and the effectiveness of the presentation. Practice for voice modulation, gestures, eyes contact, use of words, postures, use of visual aids etc.
- 5) Consider personal aspects:** - The audience sees you first before it listens to you. Therefore, your appearance should be presentable. Be formally dressed; look and walk confidently. Speaker should exhibit confidence and he should be energetic and enthusiastic. Be sincere, friendly and look happy.
- 6) Overcoming nervousness:** - All good speakers feel nervous. Public speakers, actors etc, are more prone to nervousness than ordinary people. Nervousness shows your desire to excel. It is nervous energy to be converted into your strength. The best way to overcome nervousness is to develop confidence and confidence is developed by

knowledge, preparation & practice. Adequate preparation is the best medicine to overcome nervousness.

**Using visual aids:** - Visual Aids help to make the presentation more effective. Visual aids can be in the form of flip charts, OHP, videos, power point, multi – media etc. It is very important where you place the visual aid. Place it in such a way that everyone in the audience can see it.

### **GUIDELINES FOR THE USE OF VISUAL AIDS**

1. Make sure that everyone in the audience is able to see the visual aids.
2. Make it as simple as possible. In case the V.A. is slightly complicated explain it to the audience.
3. The V.A. should fit into the presentation. It should become an integral and essential part of the presentation.
4. Wherever necessary, the speaker must point boldly to the V.A using a laser or a pointer. Proper emphasis must be laid on the VA to grab the attention of the audience.
5. Speaker must look more at the audience than at the VA. He should always maintain eye contact with the audience when he is speaking.
6. If the speaker is using slides, he should number the slides properly and arrange them in proper order to avoid embarrassment.

7. Never keep a VA on for too long. The moment you finish using it, it should be shut off.
8. The VA., should not, preferably, contain more than 20 words and 4 points per V.A.
9. V.A is meant to supplement the speaker and not to supplant the speaker. The VA is meant to help him and not to replace him. The speaker himself is his own best VA. His postures, gesture, eye contact, change of voice etc make the presentation effective.

## **Interview**

The interview is the most critical component of the entire selection process, designed to decide if an individual should be interviewed further, hired, or eliminated from consideration. It serves as the primary means to collect additional information on an applicant and the basis for assessing an applicant's job-related knowledge, skills, and abilities.

An interview is a face-to-face conversation between the interviewer and the interviewee, where the interviewer seeks replies from the interviewee for choosing a potential employee.

## **Purpose of Interview**

- It helps to verify the precision of the provided facts and data by the candidate.
- The interview helps to obtain additional information about the skills and knowledge of the interviewee.
- The interview not only assesses a candidate's skills but also checks their suitability for the job.
- The interview provides the candidate with general facts and necessary descriptions about the job and the company.
- An interview gives an intuition into the candidate's rational knowledge and creativity they possess.
- Job descriptions are given at the time of the interview. The interviewer informs the company's expectations from them.
- Through the interview process, the recruiter gets to know about the candidate's skills and lacks the potential abilities to be trained according to their job role.
- Information flows from both directions, and the interviewee gets to know about the company and the employer.

## **Types of Interviews**

### **Unstructured (Non-directive) Interview**

In unstructured interviews, there is generally no set format to follow so that the interview can take various directions. The lack of structure allows the interviewer to ask follow-up questions and pursue points of interest as they develop.

An unstructured interview is an interview where probing, open-ended questions are asked. It involves a procedure where different questions may be asked to different applicants.

### **Structured (Directive) Interview**

In structured interviews, the interviewer lists the questions and acceptable responses in advance and may even rate and score possible answers for appropriateness.

An interview consisting of a series of job-related questions asked consistently of each applicant for a particular job is known as a structured interview.

A structured interview typically contains four types of questions.

- **Situational questions:** Pose a hypothetical job situation to determine what the applicant would do.
- **Job knowledge questions:** Probe the applicant's job-related knowledge.
- **Job-sample simulation questions:** Involve situations where an applicant may be required to perform a sample task from the job.
- **Worker requirements questions:** Seek to determine the applicant's willingness to conform to the job requirements.

### **Situational Interview**

In a situational interview, you ask the candidate what his or her behaviour would be in a given situation.

Candidates are interviewed about what actions they would take in various job-related situations. Situational interviews ask interviewees to describe how they would react to a hypothetical situation today or tomorrow.

### **Behavioural Interview**

In a behavioural interview, you ask applicants to describe how they reacted to actual situations in the past.

Candidates are asked what actions they have taken in prior job situations similar to situations they may encounter on the job. The interviewers are then scored using a scoring guide constructed by job experts.

## **Job-related Interview**

In a job-related interview, the interviewer asks applicants questions about relevant past experiences.

It is a series of job-related questions that focus on relevant past job-related behaviors. The questions here don't revolve around hypothetical or actual situations scenarios.

Instead, the interviewer asks job-related questions such as, "Which courses did you like best in business school?"

## **Stress Interview**

In a stress interview, the interviewer seeks to make the applicant uncomfortable with occasionally rude questions.

The aim is supposedly to spot sensitive applicants and those with low or high-stress tolerance.

Stress interviews may help unearth hypersensitive applicants who might overreact to mild criticism with anger and abuse.

It intentionally creates anxiety to determine how an applicant will react to stress on the job.

## **Panel Interview (Board Interview)**

A panel interview, also known as a board interview, is conducted by a team of interviewers who interview each candidate and then combine their ratings into a final score.

## **One-On-One Interview**

In a one-on-one interview, one interviewer meets one candidate. In a typical employment interview, the applicant meets one-on-one with an interviewer.

As the interview may be a highly emotional occasion for the applicant, meeting alone with the interviewer is often less threatening.

## **Mass Interview (Group Interview)**

The mass/group interview is a relatively new technique in the west and is almost unknown. It is a procedure for the discovery of leadership.

Several job applicants are placed in a leaderless discussion, and interviewers sit in the background to observe and evaluate the performance of the candidates.

In a mass/group interview, the panel interviews several candidates simultaneously. The panel poses a problem and then watches to see which candidate takes the lead in formulating an answer.

## **Phone Interview**

Employers do some interviews entirely by These can be more accurate than face-to-face interviews for judging an applicant's conscientiousness, intelligence, and interpersonal skills.

## **Candidate's preparation – GD**

### **What is a Group Discussion?**

"Group" is a collection of individuals who have regular contact and frequent interaction and who work together to achieve a common set of goals. "Discussion" is the process whereby two or more people exchange information or ideas in a face-to-face situation to achieve a goal. The goal, or end product, maybe increased knowledge, agreement leading to action, disagreement leading to competition or resolution or perhaps only a clearing of the air or a continuation of the status-quo

### **Important Qualities for Group Discussion**

Candidates shortlisted for group discussion rounds for admission to desired MBA college must possess the following important qualities to ace the round:

- **Presentation**



A candidate who begins the group discussion after the topic is given must start while using one or two-line to define the topic and brief the structure. Candidates must know that candidate who gives a start earns an extra point.

- **Subject knowledge**

Candidates must possess a great understanding of the topic on which they will speak. Students must keep themselves aware of a wide range of subjects. Be thorough with the national and international current affairs, economic topics, controversial topics and so forth. As a member of group discussion, one must contribute substantially. Subject knowledge helps in gaining confidence and generating ideas which are essential for group discussion.

- **Expression clarity**

While expressing ideas the audience must understand. When one's thoughts are clear then only the panellist and the team members will be convinced. Candidates must not be too soft or loud spoken but must have a cheerful voice and proper modulation to attract the audience. Avoid using slang.

- **Managerial qualities**

GD also assesses the candidate's leadership qualities. No candidate is appointed as a leader specifically, however, self-confidence, decision making, assertiveness, emotional stability and other such factors define the managerial qualities of a candidate. A good managerial skill is possessed when one is logical and democratic by not being authoritative neither submissive.

- **Communication skills**

Knowledge without communication is of no importance. Hence, candidates must have good communication skills to express their ideas on the given topic. As a part of communication skills candidates must have confidence and a convincing tone. A good communication skill involves speaking and listening and comprehending other speakers as well for clarity of thoughts.

- **Use of appropriate non-verbal and verbal language**

Non-verbal skills include body movements, eye contact, facial expressions and gesture. The non-verbal skills are observed by the panellist which determines the candidate's nervousness, frustration, cooperation, self-confidence, weaknesses, and defensiveness.

Candidates are at merit when he/she demonstrates professional skills which include non-verbal language like confident posture, meaningful eye contact, appropriate facial language, and so forth.

For apt verbal language, candidates must avoid using long winding sentences. Candidates must not use flowery language and avoid making grammatical mistakes.

- **Good listening**

One cannot contribute to the discussion without listening to the other side. Candidates must not be rigid in their opinion rather comprehend by listening actively to the other team members. Listening skill contributes to the leadership skills and is taken note by the panellists.

- **Time management**

When the topic for group discussion is given candidates must think of relevant points. Candidates must allocate their time on which point it has to be spent more. Candidates must refrain from monopolizing the conversation, give other candidates the chance to speak. Don't be in a rush to speak more to gain more points.

### **Why GD is important?**

- It helps evaluate whether a candidate is the right fit for the organisation.
- It helps assess how a participant performs under different situations in a group.
- It helps to judge how one conceptualizes and manoeuvres his ideas through the discussion.
- It helps in analysing the candidate's attitude towards fellow members through one's communication and interpersonal skills, listening ability, humility and tolerance to others ideas.
- It helps in shedding light on candidate's leadership and managerial skills, problem-solving aptitude, creative thinking and knowledge on diverse topics.

### **What is the Personal Interview Method?**

- A personal or face-to-face interview employs a standard structured questionnaire (or interview schedule) to ensure that all respondents are asked questions in the same sequences.

## Interviewing Techniques

Research interviewing is not such an easy task as it might appear at the beginning. Respondents often react more to their feelings about the interviewer than to the content of the questions.

It is also important for the interviewer to ask the question properly, record the responses accurately, probe meaningfully, and motivate unbiasedly.

To achieve these aims, the interviewer must be trained to carry out those procedures that foster a good relationship.

The first goal of an interview is to establish a friendly relationship with the respondent. Three factors help in motivating the respondents to cooperate:

- The respondents must believe that their interaction with the interviewer will be pleasant and satisfying. Whether the interaction will be pleasant and satisfying largely depends on the interpersonal skills of the interviewer.
  - The respondents must think that answering the survey is an important and worthwhile use of their time. To ensure this, some explanation of the purpose of the study is necessary. It is the interviewer's responsibility to ascertain what explanation is needed and to supply it.
  - The respondents must have any mental reservations satisfied. This arises when respondents have misconceptions and thus might have reservations about being interviewed. The interviewer's responsibility is to remove these misconceptions.
1. Tell the respondent who you are and whom you represent (show your identification card, if needed).
  2. Check if the respondent is busy or away. If it is obvious that the respondent is busy, give a general introduction, and try to stimulate enough interest to arrange an interview at another time. If the respondent is not at home, keep provision for a revisit.

3. Tell the respondent what you are doing in a way that will stimulate his or her interest.
4. Tell the respondent how he or she was chosen, emphasizing that he or she was chosen in an impersonal way merely because a cross section of the population is needed.
5. Adapt your positive approach to the situation. Assume that the respondent will not be too busy for an interview. Approach him or her as follows:

I would like to come in and talk to you about this,” rather than saying, “May I come in?” “Should I come later?” or “Do you have time now?” or any other approach that gives the respondent a chance to say “no.”

6. Try to establish a good relationship. This is what we call rapport building, meaning a relationship of confidence and understanding between interviewer and respondent.
7. Adopt probing whenever necessary. The technique of stimulating respondents more fully and relevantly is termed. The chief function of a probe is to lead the respondent to answer more fully and accurately or at least to provide a minimally acceptable answer. A second function is to structure the respondent’s answer and ensure that all topics of interest to the interviewer are covered and the amount of irrelevant information is reduced. Since a probe presents a great potential for bias, a probe should be neutral and appear as a neutral part of the conversation. Appropriate probes should be specified by the designer of the data collection instruments.

These 10 interview tips will teach you how to answer interview questions and convince the hiring manager that you are the one for the job.

### **Practice Good Nonverbal Communication**

It's about demonstrating confidence: standing straight, making eye contact and connecting with a firm handshake. That first nonverbal impression can be a great beginning—or quick ending—to your interview.

### **Dress for the Job or Company**

Today's casual dress codes do not give you permission to dress as "they" do when you interview. It is important to know what to wear to an interview and to be well-groomed. Whether you wear a suit or something less formal depends on the company culture and the position you are seeking. If possible, call to find out about the company dress code before the interview.

### **Listen**

One of the most crucial interview tips: Listen. From the very beginning of the interview, your interviewer is giving you information, either directly or indirectly. If you are not hearing it, you are missing a major opportunity. Good communication skills include listening and letting the person know you heard what was said. Observe your interviewer, and match that style and pace.

### **Don't Talk Too Much**

Telling the interviewer more than he needs to know could be a fatal mistake. When you have not prepared ahead of time, you may ramble when answering interview questions, sometimes talking yourself right out of the job. Prepare for the interview by reading through the job posting, matching your skills with the position's requirements and relating only that information.

### **Don't Be Too Familiar**

The interview is a professional meeting to talk business. This is not about making a new friend. Your level of familiarity should mimic the interviewer's demeanor. It is important to bring energy and enthusiasm to the interview and to ask questions, but do not overstep your place as a candidate looking for a job.

### **Use Appropriate Language**

It's a given that you should use professional language during the interview. Be aware of any inappropriate slang words or references to age, race, religion, politics, or sexual orientation—these topics could send you out the door very quickly.

### **Don't Be Cocky**

Attitude plays a key role in your interview success. There is a fine balance between **confidence**, professionalism, and modesty. Even if you're putting on a performance to demonstrate your ability, overconfidence is as bad, if not worse, as being too reserved. All the interview tips in the world won't save you if you come off as unpleasant to work with.

### **Take Care to Answer the Questions**

When interviewers ask for an example of a time when you did something, they are asking **behavioral interview questions**, which are designed to elicit a sample of your past behavior. If you fail to relate a specific example, you not only don't answer the question, but you also miss an opportunity to prove your ability and talk about your skills.

### **Ask Questions**

When asked if they have any questions, most candidates answer, "No." Wrong answer. Part of knowing how to interview is being ready to ask **questions** that demonstrate an interest in what goes on in the company. Asking questions also gives you the opportunity to find out if this is the right place for you. The best questions come from listening to what you're asked during the interview and asking for additional information.

### **Don't Appear Desperate**

When you interview with the "please, please hire me" approach, you appear desperate and less confident. Reflect the three Cs during the interview: cool, calm, and confident.