

Unit-1

Requisites of Good Paragraph Writing and Scientific Writing Skills, Effective Listening, and Importance of....

Notes

Requisites of Good Paragraph Writing and Scientific Writing Skills, Effective Listening, and Importance of Listening and Hearing

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Summary
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1.1. Objectives

After reading this unit, students will be able to:

- learn about the requisites of good paragraph writing and scientific writing skills;
- know what is effective listening; and
- learn the importance of listening and hearing.

1.2. Introduction

Requisites of good paragraph writing and scientific writing skills: “Developing the ability to write effective paragraphs is essential because all documents contain a series of related paragraphs.” No paragraph can be developed if it lacks requisites of a good paragraph. The paragraph is the indispensable unit of any long discourse (any piece of writing longer than a sentence). All business letters, abstracts, reports, proposals and promotional materials such as brochures and business circulars are composed with well-written and closely structured paragraphs. They are the bricks of any structure which serves business communication.

Scientists write to communicate their research results and findings with other scientists or experts. In this way, information is shared systematically, so that researchers can build upon the work of others. Although there are different ways to share information amongst the scientific community, such as oral or poster presentations on scientific conferences, science blogs, or data warehouses, written reports, especially those reviewed by peer scientists and published in international journals, are still the most effective way to add your research outcomes to the body of scientific knowledge. Again scientific writing skills require requisites without which scientific writing skills are incomplete.

Effective listening: Listening is a process of receiving, interpreting and reacting to the messages received from the communication sender. Effective listening is an art of communication, which is often taken for granted and ignored. Listening requires conscious efforts of interpreting the sounds, grasping the meanings of the words and reacting to the message. Listening is defined as making an effort to hear somebody/something. Listening is a combination of what we hear, understand and remember. Listening starts from hearing and it goes beyond hearing, since we evaluate and react based on it. Effective listening is not a passive communication activity. It takes a great deal of effort and motivation to become and remain an effective listener. Effective listening is certainly not the answer to all business problems, but it is one of the first steps leading to solutions.

Importance of listening and hearing: Hearing is the physical ability, while listening is a skill. Listening skills allow one to make sense of and understand what another person is saying. The ability to listen carefully allows workers to better understand assignments they are given. They are able to understand what is expected of them by their management.

1.3. Requisites of Good Paragraph Writing and Scientific Writing Skills

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1.3.1. Requisites of Good Paragraph Writing

1.3.1.1. Principles of Good Paragraph Writing

Following are the principles of good paragraph writing:

- Proper length
- Unity
- Coherence
- Logical development or idea

A paragraph is a group of closely related sentences, that deals with a thought or a division of thought. It is a small set of carefully arranged sentences on a topic.

1.3.1.2. Features of a Good Paragraph

The main features of a good paragraph are:

- topic sentence which expresses the thought or the central idea;
- supporting ideas which develop, explain the thought, and compare and contrast the central idea;
- supporting details such as stating reasons, examples and names;
- a concluding sentence that sums up the paragraph;
- repetition of key words and phrases that contribute to the unity of the paragraph;
- coherence that is achieved through logical organisation of the sentences; and
- transition words and linkers that help in coherence.

A smooth transition of ideas is very important to engage the reader's interest in the topic. Coherence refers to the clear and logical linking of ideas. Cohesion can be achieved through use of pronouns and repetition of keywords.

For example,

It is a common knowledge that organic molecules are the basis of life. When the earth was in its infancy, it had only inorganic molecules. As it cooled down, the *latter* combined to form the *former*, making life on earth possible. Therefore, any place in the universe that harbours organic ones can be a possible source. (Lack of repetition)

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1.3.1.3. Transitional Tags

S. No.	Intention	Transitional words or phrases
1.	Addition	and, or, moreover again, first, next, last, in addition, further, besides, etc.

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2.	Time	while, after, when, meanwhile, during, next, then, afterwards, never, always, whenever, sometimes, simultaneously, etc.
3.	Place	here, there, nearby, beyond, opposite to, neighbouring on, etc.
4.	Examples	for example, to illustrate, to demonstrate, for instance, such as, etc.
5.	Similarity	in the same way, similarly, likewise, in smaller fashion, etc.
6.	Contrast	on the contrary, in contrast, nevertheless, but, at the same time, yet, though, despite, etc.
7.	Clarification	that is to say, in other words, to clarify, instead, etc.
8.	Cause	because, on account of, due to, etc.
9.	Effect	therefore, consequently, as a result, etc.
10.	Purpose	Thus, hence, accordingly, in order to, etc.
11.	Summary/ Conclude	To sum up, in short, in brief, finally, therefore, thus, etc

1.3.1.4. Use of Parallel Grammatical Structures

- Either... or...
- Neither... nor...
- Not only... but also...
- Both... and...

Compose the paragraph structure as given below:

1. Mind mapping on the idea topic sentence/theme sentence
 - (a) Supporting idea 1
 - (b) Supporting idea 2
 - (c) Supporting idea 3
 - (i) Supporting details A
 - (ii) Supporting details B
 - (iii) Supporting details C
2. Concluding sentence
3. Arrange the supporting details and ideas.
4. Write the first draft and revise it.
5. Ensure flow and readability.

Check Your Progress

Write paragraphs on the following topics in 200 words each.

1. Important ways to save power
2. The advantages of vegetarianism
3. A rainy day
4. A memorable holiday with my family
5. Why corruption should be controlled

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1.3.2. Requisites of Scientific Writing Skills

Writing is an essential part of a scientific career. Scientific writing skills are crucial to communicating your research, ideas and recommendations. Losing the gems of months of research in confusing, convoluted prose helps neither you nor your readers. The way you write can be more important than what you write. An instantly readable report will usually have more impact than one that is difficult to decipher.

Here are the top tips and techniques that can transform your written work:

1.3.2.1. Ask the Right Questions

Powerful writing begins from an ordered, clear structure. Start ordering your ideas by asking yourself the right questions: what? where? when? how? why? and who? When you know what you want to communicate, and why, you can then lay out your core idea first, and expand on it in the rest of the document. Always ensure you ask yourself the exact purpose of your writing. When you have a clear intent, you have a much better chance of crafting an effective as well a good document.

1.3.2.2. Avoid Jargon where Possible

Abbreviations are a great shortcut when you and your reader speak a common language. But there may be acronyms and abbreviations that people outside your organisation or area of expertise just wouldn't know. This doesn't mean that you have to avoid jargon at all costs. Just be aware of your reader's knowledge and select the words and phrases that you are certain they will understand. Never overestimate how much your readers know and bombard them with too many technical words and phrases.

1.3.2.3. Focus on Your Reader

It is sure that your readers really do not know everything about thermodynamics or mass transfer. Now are they more concerned with how the science affects the company's bottom line. Ask yourself the following questions so that you can tailor your information to your readers.

- Who will read the document?
- How much experience do they have of the subject?
- How much do they know about it?
- What is their likely attitude towards it?
- How involved in the subject are they?
- How interested are they in the subject?

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1.3.2.4. Don't Show Off

In academia, the more knowledge, information and argument you display, the higher the marks. In the commercial world, only the most significant information is necessary. Summarising a wealth of related issues may at first appear to cement your expert status, but it doesn't help your reader. Managers often have several reports to read a day, so focus on becoming a solution provider.

1.3.2.5. Create a Compelling Opening Paragraph

Research has shown that when it comes to focus, people remember the beginning and end of something, plus a high point in the middle. This is as true for scientific writings as it is for holidays or feature films. So make sure that your conclusions and recommendations are in the summary. If you bury your recommendations in the middle, there's no guarantee that your readers will get that far.

1.3.2.6. Be Confident

Say what you really mean and your readers will thank you for it. It can be a little disconcerting to write clearly and in plain English, especially if you come from an organisation that doesn't encourage having a definitive viewpoint. But it will help you to become recognised as a thought leader and means that your work reaches a much wider audience.

1.3.2.7. Learn how to KISS (Keep It Short and Simple!)

Keep It Short and Simple! Avoid long flowery phrases and make sure your sentences contain a maximum of 15 to 20 words. Presenting information in short, manageable chunks also helps you to keep the reader with you, so stick to the principle of one idea per sentence.

1.3.2.8. Use Active Voice

Where possible, use the active voice rather than the passive one. Instead of writing, 'the reactions of various metals were tested,' write 'we tested the reactions of various metals'. Adding in the word 'we' makes the writing more personal. Don't be afraid to use the word 'you' when writing for non-scientists. The idea is to engage the reader and active, personal language does just that.

1.3.2.9. Check for Errors

Always proofread carefully by printing out your document and combing through it word for word. You cannot rely on your spell checker to know the difference between palate and pallet, especially if you have it on the automated setting. Print it out first. And if possible, put your work aside for a day and come back to it with fresh eyes. It's likely that any errors will jump out at you more easily. Also check for punctuation and make sure that your structure is as effective as it can be.

Check Your Progress

1. Write the requisites of scientific writing skills.

Summary

- The principles of good paragraph writing are: proper length, unity, coherence, and logical development or idea.
- **The main features of a good paragraph are:** topic sentence, supporting ideas, supporting details, a concluding sentence, repetition of key words and phrases, and transition words.
- Transitional tags and parallel grammatical structure also strengthen a paragraph.
- In scientific writings, the writer should ask the right questions.
- He/She should avoid jargon where possible.
- He/She should focus on his/her reader.
- He/She should not show off excessive knowledge but be a solution provider.
- He/She should create a compelling opening paragraph.
- He/She should be confident.
- He/She should learn how to KISS.
- He/She must use active voice.
- Finally, he/she should check for errors.

Keywords

requisites: something needed for a purpose

scientific writing: a technical form of writing designed to communicate scientific information to other scientists

thermodynamics: the science that deals with the relations between heat and other forms of energy

mass transfer: the net movement of mass from one location, usually meaning stream, phase, fraction or component, to another

Review Questions

1. What do you mean by scientific writing skills? What is their need?
2. If you write a good paragraph, name the things you would take care of.

1.4. Effective Listening

Do you love to listen to the sound of your own voice? If yes, there is nothing to feel embarrassed about it. Most people are like you. But here we wish to draw your attention to another closely related fact, i.e. most people also like those who listen to them. They are pleased to observe the relish, interest, and appreciation transmitted by listeners through vocal and physical responses. The feedback they thus get often acts as a stimulus and inspires them to put in more efforts to make the speech effective. In interactive social situations one may come across boastful babblers or garrulous socialites. Such persons have a one-track mind and they do not give listeners a chance to respond. Instead, they drown them in the deluge of words. If you meet such people, would you be able to like them? The answer is obvious.

For being accepted, liked and respected in one's profession, the cultivation of the skill of effective listening is essential. It has been estimated that a professional spends 45 per cent of his time in listening.

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Unfortunately, some people consider listening as a natural ability and think that nothing can be done to improve it. Because of this attitude, listening as a skill often does not find an important place in communication skills development programmes designed by professionals for enhancing the efficiency of level or organisations. One of the reasons for this could be the inability to perceive the distinctions between hearing and listening.

Effective listening is important to communicate effectively. The following are the useful pointers in this direction.

- Stop talking.
- Put the speaker at ease.
- Demonstrate that you want to listen.
- Remove distractions.
- Empathise with the speaker.
- Be patient.
- Hold your temper.
- Don't argue.
- Ask question.

1.4.1. Guidelines for Effective Listening

We can improve our listening ability by becoming more aware of the practices that distinguish good listeners from bad ones:

- Fight distractions by closing doors, turning off radios or televisions, and moving closer to the speaker.
- Depersonalise your listening so that you decrease the emotional impact of what is being said and are better able to hold your rebuttal until you have heard the total message.
- Listen for concepts and key ideas as well as for facts and know the difference between fact and principle, idea and example and evidence and argument.
- Stay ahead of the speaker by anticipating what will be said next and by thinking about what has already been said.
- Look for unspoken messages often the speaker's tone of voice or expressions will reveal more than the words themselves.
- Keep an open mind by asking questions that clarify understanding, reserve judgment until the speaker has finished.
- Evaluate and criticise the content, not the speaker.
- Provide feedback, let the speaker know you are with him or her, maintain eye contact, provide appropriate facial expressions.
- Take meaningful notes that are brief and to the point.

One way to assess your listening skills is to pay attention to how you listen when someone else is talking, you are really hearing what is said, or you are mentally rehearsing how you will respond. Above all try to be open to the information that will lead to higher quality decisions, and try to accept the feelings that will build understanding and mutual respect. Becoming a good listener will help you in many business situations, especially those that are emotionally laden and difficult.

Check Your Progress

1. Which of the following is not one of the characteristics of an active listener?
 - (A) He/She tries to both understand and evaluate the meaning of the speaker's message.
 - (B) He/She will draw the implications of the message to him/her while the speaker is giving a speech.
 - (C) He/She will evaluate the logic and the validity of the conclusions of the speech.
 - (D) He/She tries to understand the feelings of the speaker, regardless of whether he/she shares that perspective.
 - (E) He/She evaluates the speaker's credibility while listening to his/her speech.
2. Effective listening is made, not born.
 - (A) True
 - (B) False
3. You can assess your listening skills
 - (A) by paying attention to how you listen when someone else is talking.
 - (B) by paying attention to you are really listening to the speaker.
 - (C) by paying attention to you are mentally rehearsing how you will respond.
 - (D) all the above
 - (E) (A) and (B)
4. listening is important to communicate effectively.
 - (A) Important
 - (B) Effective
 - (C) Ineffective
 - (D) Unimportant
 - (E) Poor
5. requires conscious efforts of interpreting the sounds, grasping the meanings of the words and reacting to the message.
 - (A) Speaking
 - (B) Listening
 - (C) Hearing
 - (D) all of the above
 - (E) none of the above

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Summary

- Listening is defined as making an effort to hear somebody/something.
- Listening is a combination of what we hear, understand and remember.
- Effective listening is not a passive communication activity. It takes a great deal of effort and motivation to become and remain an effective listener.
- Pay attention to how you listen when someone else is talking, are you really hearing what is said or are you mentally rehearsing how you will respond? Try to be open to the information that will lead to higher quality decisions and try to accept the feelings that will build understanding and mutual respect.

Keywords

effective listening: full concentration and paying close attention to speakers

poor listening: low concentration, or not paying close attention to speakers

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Review Questions

1. What do you understand by listening?
2. What are the points to be considered to be an effective listener?
3. Point out the guidelines for making listening effective.

1.5. Importance of Listening and Hearing

Listening plays an important role in our social as well as professional life. If you ponder for a while, you would realise that sometimes we act or react wrongly, simply because our listening was not effective. As an experiment, a teacher in a class of forty students whispered into the ears of a student a phrase and asked him to pass it on orally to his neighbour in a similar manner till it reached the last student. The original phrase was 'Buy now, pay later scheme'. When the last student was asked what the phrase was, the response came: 'Pay now, buy later scheme'. For full understanding many a time we seek clarification, further explanations or ask even a good speaker to repeat the message.

In certain professions the role of listening is crucial. For example, if a judge is not an effective listener, he may arrive at a wrong conclusion. Similarly, if a psychiatrist is not a good listener, he would not be able to provide proper advice to his patients. Successful businessmen and the apex management of reputed companies consider listening as important as other communication skills. All successful industrialists, advocates, teachers, doctors, etc., are good listeners. It would not be an exaggeration to say that effective listening is the hallmark of a successful professional.

Listening is an art that helps as much at the interview as in social situations. If you maintain a stony silence when the interviewer is speaking, he may feel uneasy. It is therefore necessary to give signals that you are listening to him. Your response may take the form of a nod or a smile or even sometimes whispering approvals, such as 'mm', 'yes', etc. You should not interrupt the interviewer. Wait till he has finished, howsoever impatient you may be to react to what he is saying.

The ability to hear enables us to connect to the world for many very important, even vital, reasons.

Most importantly, hearing connects us to people enabling us to communicate in a way that none of our other senses can achieve. As the famed 20th-century activist and educator, Helen Keller, once said, "Blindness cuts us off from things, but deafness cuts us off from people".

Hearing is an important element for survival. Injury to hearing can disrupt communication and substantially affect a service member's ability to carry out the mission. It can result in the miscommunication or misinterpretation of a command, order, or instruction. Hearing loss can compromise the safety of service members

and their units because it can diminish the ability to identify, receive, and respond to commands and warning signals.

Hearing is essential for maintaining relationships and connections with friends and family, fully participating in team and community activities, and experiencing life events. Hearing makes it possible to engage, listen, laugh, and enjoy many of the things that help shape your quality of life.

Loss of hearing can hinder your ability to participate in and experience many of life's cherished moments, such as hearing a loved one's voice or laughter, participating in meaningful conversations with family and friends, hearing the sounds of nature, or listening to favourite shows or sports on TV. Hearing loss has also been linked to feelings of social isolation, depression, and chronic disease.

Given the importance of hearing to your career, interpersonal relationships, achievements, and safety, the human costs of hearing loss are significant. Noise-induced hearing loss, referred to as NIHL, can disrupt readiness and result in decreased operational effectiveness. Keep in mind, NIHL is largely preventable.

Hearing loss also carries an economic toll. The indirect and direct costs associated with veteran compensation for hearing loss, related injuries, and healthcare accounts for millions of dollars annually. These injuries result in additional expenses in the form of decreased force productivity, loss of qualified service members, and recruitment and retraining costs.

Given the links between warrior health, safety, quality of life, economic impact, and mission accomplishment — or defending our nation and its freedoms — hearing is a crucial sense that must be protected.

Check Your Progress

1. Imagine you are a teacher. You make an important announcement in the classroom but some students have not heard you carefully, or in other words, not listened to you. What will happen?
2. How is listening different from hearing? Give examples.

Summary

- Listening plays an important role in our social as well as professional life.
- For full understanding many a time we seek clarification, further explanations or ask even a good speaker to repeat the message.
- In certain professions the role of listening is crucial.
- All successful industrialists, advocates, teachers, doctors, etc., are good listeners.
- It would not be an exaggeration to say that effective listening is the hallmark of a successful professional.
- The ability to hear enables us to connect to the world for many very important, even vital, reasons.
- Hearing is an important element for survival.
- Hearing is essential for maintaining relationships and connections with friends and family.
- Hearing loss also carries an economic toll.

Requisites of Good Paragraph Writing and Scientific Writing Skills, Effective Listening, and Importance of....

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Keywords

hearing: the ability to hear

listening: paying attention to somebody/something that you can hear

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Review Questions

1. What is the importance of listening?
2. What is the importance of hearing?

Unit-2

*Before, during and
after Interview Tips,
Debate, Role Play, Office
Etiquette, and Corporate
Behaviour*

Notes

Before, during and after Interview Tips, Debate, Role Play, Office Etiquette, and Corporate Behaviour

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Keyword
Review Question

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2.1. Objectives

After reading this unit, students will be able to:

- learn about before, during and after interview tips,
- learn about voice modulation, body movement, presentation, team work and debate,
- learn about office etiquette, and
- learn about corporate behaviour.

2.2. Introduction

Interview: Interviewing is a basic means of interactive communication. A person may come across a number of employment interviews while searching for a job. A person comes across a number of training and instructional interviews in which he is trained and instructed by his job properly and efficiently. The person may be called by the supervisor for the purpose of job assessment and appraisal.

Within business, professional and governmental organisations, we have many opportunities for one-to-one communication. Much of that will be casual but a considerable amount of time will focus on purposeful two-person communication. Our work might include interviewing which is one of the dyadic (two-person) communications. The interview completes a spectrum of type of dyadic communication from intimate interactions through social communication to serious instrumental communication. All are settings of dyadic communication but each is different from the other in terms of purpose and salient variables. So, the interview can be viewed as a form of dyadic where persons meet with a preconceived purpose and both of whom speak and listen to each other from time to time.

Debate: A debate is a discussion between two sides with different views. Participants speak for the topic or against the topic. It is a means of encouraging critical thinking, personal expression and tolerance of others' opinions.

Role play: Role play takes place between two or more people, who act out roles to explore a particular scenario.

It can prepare you or your team for unfamiliar or difficult situations. For example, you can use it to practise sales meetings, interviews, presentations, or emotionally difficult conversations, such as when you're resolving conflict. By role-playing you can explore how other people are likely to respond to different approaches; and you can get a feel for approaches that are likely to work, and for those that might be counterproductive. You can also get a sense of what other people are likely to be thinking and feeling in the situation.

Office etiquette: It often feels like we spend more time at work than home; most of us spend 8 or more hours a day in an office environment. This means that good office etiquette is incredibly important. Workplace etiquette help co-workers feel comfortable around one another, and it leaves a good impression.

Corporate behaviour: Corporate behaviour is the actions of a company or group who are acting as a single body. It defines the company's ethical strategies and describes the image of the company.

2.3. Before, during and after Interview Tips

The word ‘interview’ refers to “all types of planned, face-to-face encounters in which at least one of the participants has a specific objective in mind”.

—Cheryl Hamilton and Cordell Parker

Interviewing, according to this definition, includes gathering information, appraising employee’s performance, settling grievances and many other interactions which are or at least going to be a part of your work life.

“Interview is a two party communication in which at least one person has a specific, serious purpose.” —Ronald B. Adler & Jeanne Marquardt Elmhorst

This definition makes it clear that interviewing is a special kind of conversation, differing from other types in several ways. Most importantly, interview is always purposeful. Unlike other spontaneous conversations, an interview includes at least one participant who has a serious, predetermined reason for being there. Interviews are also more structured than most conversations.

Before meeting for an interview, both the interviewer and the interviewee have to make plannings and preparations. Many job interviews are failures because either the applicant or the interviewer lacks the skills of planning for them.

The interviewer must have clear and detailed information about the post for which the candidates are to be interviewed. He/She should be in a position to tell the candidate the working conditions, details of job operations and other responsibilities. He/She has to make proper seating arrangement for the candidates in such a way that they may feel relaxed in the waiting room before facing the interviewer. He/She should know what type of candidate is required for the job. He/She must have the bio-data of all the candidates who might attend the interview.

Likewise, the applicant too must prepare himself/herself for the interview situation. He/She has to know his/her own abilities in carrying out the responsibilities of the post for which he/she applies. He/She has to ask himself whether he/she really desires to do that work and if it is suitable for his/her talents. Secondly, he/she has to know the organisation in which he/she seeks the job. He/She has also to prepare himself/herself for the probable questions, which would be asked in the interview.

There are far too many types of interview situations for us to list them all. However, the basic approach to each type is similar and they possess the same basic features as:

- Most interviews are face-to-face interactions involving a face-to-face encounter between the interviewer and the interviewee.
- All effective interviews are organised into three basic steps or phases: the opening phase, the question-response phase (body of the interview) and the closing phase.

There are three major types of interview namely:

1. Employment interview
2. Employee appraisal interview and
3. Grievance interview

Before, during and after Interview Tips, Debate, Role Play, Office Etiquette, and Corporate Behaviour

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Here we will discuss the employment interview which is a face-to-face encounter between prospective employee and prospective employer. This type of interview is one of the most important because in it some of the most critical organisational and personal decisions are made. The critical organisational decisions are those to be made by the organisation regarding the selection of the best candidate for the job and the critical personal decisions are those made by the candidate regarding the type of job and organisation for a career decision.

An employment interview is basically designed to explore how well a candidate might fit a job. This exploration works both ways: the employer explores who the right person for the job is and the candidate explores the organisations' and job's fitness with his/her qualifications, skills and career choices.

The following are tips to make you an active participant in your employment interviews and be successful in getting the job you want to hold:

2.3.1. Before Interview Tips

- **Plan the initial communication with your interviewer carefully:** The initial contact may take a form of a letter, resume, or a phone conversation. However, before contacting the potential interviewer by way of these methods, find out as much as you can about the organisation to which you are applying. Try to talk with someone who has been working with the organisation, ask for literature such as annual reports that explain the firm (organisation) and its policies.
- When you go the interview, put credentials in a neat file with a set of spare copies.
- Choose a dress of sober colour made to a fashion neither too orthodox nor ultra-modern.
- Avoid a fancy hairstyle.
- Do not forget to carry letters of reference/testimonials if you have been asked to.
- Do not get overdressed.
- Visit the venue the day before in order to check the time it takes to reach in crowded traffic—you should be punctual.
- Or, confirm the venue and timing from the concern person in order to be punctual.

2.3.2. During Interview Tips

A. Kinesics

- **Exercise your responsibility during the interview:** Appearance is only a part of the first impression the interviewer forms of you. It is your responsibility to add to those impressions with your smile, a firm but gentle handshake and a good and direct eye contact.
- **Do not lean on the table, if there is one:** Avoid invading private space by moving too close to the interviewers, especially on elbows.

B. Interaction

- **Gently bow as you enter. Feel comfortable to greet the others spontaneously:** If a hand is extended shake it steadily but gently; if you feel

comfortable to say a greeting with folded hands you may do so, if they do not greet you in any other way, return the greeting you are offered.

- Take a seat after it has been offered. If not, seek their permission to sit down.
- Let your body posture be natural, neither too stiff nor too relaxed.
- **Be prepared for any type of question and interviewer:** As an interviewee, you cannot always predict what type of interviewer you will face. Normally, you can expect one or combination of some types of interviewers like the unstructured interviewer and the structured interviewer.
- **The unstructured interviewer:** Expects you to take the initiative during the interview by looking for detailed responses. He/She might ask you an open ended question like “Tell me about yourself”.
- **The structured interviewer:** Usually expects you to do the opposite of the above situation. He/She plans everything in advance and gives you little chance to be creative in your responses. This type of interviewer usually asks direct and closed ended questions and wants specific to the point answers.
- **Meet questions squarely:** Answer them straight; do not dodge them; if you do not know an answer, say so without hesitation.
- Be prepared for all types of questions:
 - Open ended questions (Would you like to say something about yourself? — this is generally asked to assess your interest, goals, manner of presentation and verbal mastery);
 - Closed questions need answers with ‘yes’ or ‘no’ and they may trap you one way or the other;
 - Information questions (which test one’s breadth of reading and knowledge of the relevant subject);
 - Evaluative questions (which invite your opinions, attitudes and judgements on issues), and
 - Associative questions (which compare similar situations and experiences).
- Other types may also be used.
- Do not ask interviewers to repeat questions often. Be attentive to listen and diligent to respond.
- **Do not be servile:** You have skills to offer and the employer needs your service; be self-confident.
- **Be honest about your previous employment and emoluments:** Ask for what you think is a suitable salary: you will have already made inquiries about the standard salary paid for the job of that type and nature by other companies. It is better to carry an authentic statement of your previous salary. However, avoid giving the impression that your important concern is salary, and not service. If pressed to state a specific amount, mention that which is about 10 to 20 per cent above the present salary you draw. However, use your discretion.
- Be open about handicaps, if any.

2.3.3. After Interview Tips

- **Be prepared with the questions you want to ask the interviewer:** Most interviewers will invite you to ask questions. Therefore you should be able to ask a few questions like: ‘Would the company support me if I pursue my

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education?', 'What is the typical career path of an individual entering your organisation at this level?', 'Would this position require travels?'

- You may also want to ask, perhaps about the date of joining, service conditions, commuting, residence, etc., if the job is of a reasonably high status. If it is not, you may limit yourself only to the most necessary questions.
- Greet politely before taking leave. If they want your services, they will inform you about the follow up.

Model Interviews

Model I

Interview with the Visa Officer for Placement Overseas

(Canadian Embassy: Visa Officer and Candidate)

Adjacency Pairs	Speaker/ Listener	Conversation
greeting	VISA OFFICER :	Come in, Mr. Pradeep. Please take your seat. <i>(As the candidates settles down, the officer offers his hand. They shake hands.)</i> I'm Fred, how are you?
greeting	PRADEEP :	Fine thank you Mr. Fred, how do you do?
(yes/no question: probes intention)	V.O. :	Thank you. You are looking for a job that'll let you earn and study, aren't you?
intention stated	P. :	Yes, indeed. I am looking for a job that can help me acquire a diploma in hotel management while I am on the job.
question: asks for more information	V.O. :	Will the job offered to you by the Canadian Hospitalities help you to do both? What are the work timings?
information given	P. :	Yes, it does. They have a training wing which simultaneously arranges classes without allowing work to suffer.
Open-ended question to draw-out into free talk	V.O. :	Would you like to say how you managed hospitality services to Canadian guests?
elaboration: free talk	P.	Their dietary interests were my prime concern and I ensured that their culinary preferences were met. The team of professors that came from Calgary last month to promote admissions to Canadian universities was happy about them. Otherwise, I didn't find much difference between Canadian and other overseas guests. They look for homely service offered with high standards of hygiene.

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closed question- placement demands a clear answer	V.O. :	But I find, from the offer letter, that your offer is subject to your obtaining a certificate of equivalence from the Canadian University System. Have you obtained one or not?
answer	P. :	Not Yet, Mr. Fred, I have applied for it. It is in process. I am confident of obtaining it because I fulfil all the conditions required to be fulfilled by CUS. At the moment, I do not have it.
another closed question	V.O. :	Do you intend to immigrate or return after completing the diploma?
answer	P. :	I wish to immigrate. That's the reason why I have applied for the visa that would allow me a longer stay in Canada than that allowed to a tourist. I wish to be in the country where my parents and other relatives have settled twenty-five years ago. Most of them are in the hospitality industry too.
wh-information question	V.O. :	Where are they?
answer	P. :	In Toronto and Bamff.
another wh-question	V.O. :	That sounds reasonable but what are your interests in India?
Information given	P. :	I do not have any except a lone uncle. After my parents left, I did my schooling and university in this country under the guardianship of my uncle in Mumbai. I may visit him and my aunt once in a while. Apart from them I do not have anyone else.
Information Question	V.O. :	Do you have any other commitment or obligation?
answer	P. :	Nothing that I can think of.
informs requirements:	of V.O. :	Well, thank you Mr. Pradeep. As you seek immigration, there are many other formalities you are required to comply with. I shall therefore refer you to the immigration desk. Perhaps you will be required to attend a final interview on intimation from here. Nice talking to you. We shall meet again. By now.
parting	P. :	Thank you Mr. Fred, bye.

Model II

A placement interview for the position of Management Trainee in a well known company

(Three interviewers are seated on one side of a fairly broad table which is circular and the candidate is seated opposite. One of them is a Professor of Management and Honorary Chairman of the Institute of Management of the state, another is from industry and the third is the head of a management school.)

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PROFESSOR : Hullo, Mr. Saxena, please come in.

CANDIDATE : Good morning Professor Wilson, thank you, *(shakes hand offered)* how do you do?

PROF. : Thank you, how do you do? Please take your seat. It's nice of Mr. Saxena to call me by name, I do appreciate it, but my second name is Bruce.

CAND. : Sorry, Professor Bruce, I stand corrected. Thank you.

PROF. : Mr. Saxena, we are happy that you have chosen to offer your services to Tata National Refineries and that you seek an executive position eventually. Would you mind telling us something about your background and goals?

CAND. : Not at all Professor Bruce. I belong to a predominantly business community and a family of entrepreneurs. I studied in a company school in UP where my father works as a business executive. I cleared my first degree with a university rank at Wilson college, Mumbai and later I did my MBA at XLRI which had offered me a placement too. However I thought I would wait for the placement that would help me fulfil my ambition. As our family business is in refineries — we are suppliers of accessories — I thought I would professionally gain more if I joined a well known refinery industry. I believe there are few companies which have the professional expertise that Tata has. Apart from this, I have had the privilege of doing projects with refineries and one of my projects attracted an award of travel to one of the refineries at Abudhabi in the Middle East. I returned from there last April. My ambition is to so equip myself with knowledge and experience as to measure up to challenges of modern technology particularly in the field of refinery. As for my personal interests, I am a lover of birds and animals. My inclination is to be inquisitive about modernity and life. I am not given to much socialising though I love company.

PROF. : That's impressive indeed Mr. Saxena. I am sorry I forgot to introduce to you my colleagues: this is Dr. Sethi, Head of a well-known Management School and meet Mr. Jain of the National Coal Industry. *(They shake hands)*. Well now, would you say that Tata Refineries would be the best training ground for you to pursue your prospects?

CAND. : Not exactly Professor Bruce. Ultimately, my goal is to set up our own family industry at a professionally respectable level.

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- It is the acquisition of knowledge and skills at a professionally acknowledged institution of repute that is uppermost in my mind, rather than prospects I am not looking for at the moment.
- PROF. : Thank you, I appreciate your ideals and the frankness with which you communicate them.
- MR. JAIN : What are your other interests, Mr. Saxena?
- CAND. : I am interested in carnatic music and gardening. I maintain a mini greenhouse to grow flowering plants that yield perfumes. I spend time at the local biotechnology lab to watch processes of refining perfumes. I do not have other interests in extra curricular activities. I am a poor performer in sports.
- MR. JAIN : Thank you. I am sure, your interests are constructive. And hence, you enjoy them.
- DR. SETHI : As a graduate of management from a premier institution you seem to have self-managed your advancement reasonably successfully. Well now, if someone told you that you are overqualified for the placement you seek, how will you respond?
- CAND. : I did anticipate this, Dr. Sethi, but my perspective on the present opportunity is different. I do not consider my qualification as a means to obtain placement. I am not seriously looking for one, as I said earlier. I would only wish that the present opportunity were seen as a help offered to an amateur to become a professional.
- DR. SETHI : That's well put Mr. Saxena, thank you.
- PROF. : Do you have any expectation about the salary?
- CAND. : I am sure, the Tatas are fair in paying their workers and I have no reason to bargain. I am sure, I'll not be disappointed. Salary is not my prime concern.
- PROF. : Thank you, Mr. Saxena, I am impressed with your mission and with your ability to communicate it with clarity; soon the company will get in touch with you. Do you have any questions you want to put to us?
- CAND. : Nothing particular, Professor Bruce, except that I would like to know whether I would be given a month's time to join, if I am fortunate to be selected. I need it to complete an experiment which requires my continued presence and attention.
- PROF. : That shouldn't be a problem but the company has to decide on the matter when they select you. Perhaps we can pass on a note. Thank you for your interest in the company. Thank you also for your interaction. I think the other two members are with me if I said that we enjoyed talking to you. *(rises to shake hands)* Best of Luck. May your plans come true.
- OTHERS : Thank you, bye now.
- CAND. : Bye

Notes

Check Your Progress

1. Write tips you will use before, during and after an interview.

Summary

- Interviewing is a basic means of interactive communication.
- Take care of your dress and hair style.
- Put credentials in a neat file with a set of spare copies.
- Reach on time.
- Take care of your gestures and posture during the interview.
- After the interview ask your questions depending on the status of your job.

Keyword

Interview: a formal meeting at which somebody is asked questions to see if they are suitable for a particular job, or for a course of study at a college, university, etc.

Review Questions

1. Watch an interview and write what you noted in the mannerisms of the interviewee and the interviewer.
2. Ask in your family as to who faced an interview and what they experienced. Write down their experience.

2.4. Debate

It is conducted in governing assemblies held in lecture halls or public arenas, presented in schools and colleges, written in newspapers and magazine columns, heard on radio or watched on television.

Take care of the following points when delivering your speech.

2.4.1. Delivery

Speak with energy, enthusiasm and variety. Use your voice and gestures to emphasise and highlight the important arguments and the important words in your evidence. You may not sound confident if you speak in an unconcerned, monotonous and plain tone. Be confident about your arguments. Pronunciation and articulation are important to ensure the speaker is understood.

Be natural. Be yourself. Do not try to be fake. You want others to believe you. Your natural characteristic will present you in true self.

2.4.2. Voice Modulation and Body Movement

A momentous tone bores the audience and the speech may lose impact. Change your voice for emphasis but do not speak too loudly or too softly. Change the tone of your speech according to your expectations but keep it natural. Use volume, pitch and speed to emphasise important words. Your facial expression should match the points you are speaking. Use your hand gestures confidently. Instead of meaningless, nervous and repetitive gestures use right movements of body, face and hands.

2.4.3. Choose Your Side to Debate

There are always two ideas in a debate to argue. You must select one viewpoint and stick to it. If you are little confused or shaky about your opinion, it will appear in your debate. Believe firmly what you say. You must commit to your viewpoint in order to create a strong debate.

2.4.4. Research Both Sides

Even if you have chosen your side, it is important to research both pros and cons of the topic. This will help you in understanding your opponent's point of view and will give directions for your preparation. Researching both the sides will prepare you for the expected questions which may crop up from your opponents. You can frame answers, accordingly. When you have understood both the directions, you are prepared to contradict the other side.

2.4.5. Plan the Structure

Like speech, debate has a structure too. It has an introduction, body and a conclusion. The main difference is that you have to prove your point of view through evidence. Debates are to be oral and sometimes you are expected to speak extemporally when you are asked a question by your opponent. You can start the debate with a general thought or anecdote but do not deviate from your matter. You should have sufficient information. In case you forget a point you should have another for submission. Conclude your debate by disproving the opponent's point. Use reasoning to make logical connections between ideas and evidence.

2.4.6. Maintain Your Confidence

Your presentation, speech and appearance matter almost as much as your delivery and content. Dress appropriately. Have notes prepared. But do not read them from the script. Practise speaking in front of the mirror or in front of your friends or family members. This will boost your confidence.

2.4.7. Presentation

Believe in what you say and whatever you say is right and your opponent is always wrong. After you make each point, link it back to your team case. This will make you appear more prepared. Never insult the opponent. Don't use personal attacks. Have patience as well as passion while presenting your debate. The speech should not be too fully prepared or it will be difficult to respond to the opposing arguments. The object of the debate is to persuade the audience that your own stand is more valid. Timing is very important. Conclude with strong arguments within the time allotted is that your own.

2.4.8. Team Work

Because debating is a team work, it is important to establish unity and logic. Each member of the team needs to reinforce the team line and be consistent with what has already been said and what will be said by other members of the team. When you are presenting a particular argument make sure that the argument is logical and that you make clear links between your team and the argument.

2.4.9. Persuasion

Both material and method combine to influence an audience. Appearance, enthusiasm, humour, personality and sincerity all contribute to the persuasiveness of a speaker. The speaker needs to be fully understood throughout the entire presentation to achieve a persuasive result. Anecdotes, emphasis and repetition all combine to get the message across.

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Check Your Progress

1. Discuss the important elements required for an effective speech delivery in debate.
2. Rapid growth of technology has resulted in the widespread use of computers. They have successfully replaced man power. In the newly dawned computer era, 'Should Teachers be Replaced by Computers' is a burning issue. Prepare a debate against the motion in about 150-200 words.
3. Use of mobile phones by teenagers is increasing day by day. It is wasting their precious time. It is causing disturbance during study hours. You want to speak in a debate competition on the topic 'Should Mobile Phones be Allowed in Schools?' Write your speech against the motion in about 150-200 words.
4. Varuna is to speak against the motion 'Should women join the defence services?' in a debate. Write a speech on her behalf in 150-200 words.
5. The policy of 'no detention till class VIII' is not in the interest of students. Write a debate in 150-200 words either in favour of or against the motion.
6. You are Roshan/Roshini. You are to speak for the motion 'The Right to Education Act will change the Whole Scenario of Education in India'. You may use the ideas given in the hints below
 - ✓ realistic and achievable goal
 - ✓ smiles on the faces of children
 - ✓ 100% literacy rate
 - ✓ freedom from discrimination
7. St. Pauls Academy is organising a debate competition. The topic is "Do We Lead a Better Life than Our Forefathers?" Prepare a debate against the motion in about 120 words.
8. You are Meera/Mohit. You are asked to prepare a debate against "Government Intervention in the Field of Education is Necessary".

9. On the occasion of ‘The Women’s Day’, your college has organised a debate competition. The topic is ‘Woman—As Effective Manager’. You want to speak for the motion. Taking ideas from the visual along with the ideas given in the box below, write the speech in favour of the motion in 150-200 words.



She is the CEO of CMD of Biocon Ltd., First woman President PepsiCo, one of the she is India’s richest of India. world’s leading food women. and beverage company.

Indira Nooyi

**Kiran Mazumdar
Shaw**

Smt. Pratibha Patil

responsible positions, company managers, senior executives, owners of business houses, good managers—efficiency, sincerity, hard to beat, heads, senior executives

Before, during and after Interview Tips, Debate, Role Play, Office Etiquette, and Corporate Behaviour

Notes

Summary

- A debate is a discussion between two sides with different views.
- In a debate, the speaker assumes that there is a right answer and only the speaker has it.
- Debate is about winning.
- In debates, participants try to find flaws with the other side.
- In debates, opponents listen to find flaws and make counter-arguments.
- Participants defend their own views against those of others in debates.
- Participants are in search of weaknesses in debates.
- Debates seek closure and a conclusion.

Keyword

debate: a discussion between two sides with different views

Review Question

1. Write a debate on the topic: “Women should get 33% reservation.” Write in favour of, and against, the topic.

2.5. Role Play

By preparing for a situation using role play, you build up experience and self-confidence with handling the situation in real life, and you can develop quick and instinctively correct reactions to situations. This means that you'll react effectively as situations evolve, rather than making mistakes or becoming overwhelmed by events.

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You can also use role play to spark brainstorming sessions, to improve communication between team members, and to see problems or situations from different perspectives.

It is easy to set up and run a role-playing session. It will help to follow the five steps below.

Step 1: Identify the Situation

To start the process, gather people together, introduce the problem, and encourage an open discussion to uncover all of the relevant issues. This will help people start thinking about the problem before the role play begins.

If you are in a group and people are unfamiliar with one another, consider doing some icebreaker exercises beforehand.

Step 2: Add Details

Next, set up a scenario in enough detail for it to feel 'real'. Make sure that everyone is clear about the problem that you are trying to work through, and that they know what you want to achieve by the end of the session.

Step 3: Assign Roles

Once you've set the scene, identify the various fictional characters involved in the scenario. Some of these may be people who have to deal with the situation when it actually happens (for example, salespeople). Others will represent people who are supportive or hostile, depending on the scenario (for example, an angry client).

Once you've identified these roles, allocate them to the people involved in your exercise; they should use their imagination to put themselves inside the minds of the people that they are representing. This involves trying to understand their perspectives, goals, motivations, and feelings when they enter the situation.

Step 4: Act Out the Scenario

Each person can then assume their role, and act out the situation, trying different approaches where necessary.

It can be useful if the scenarios build up in intensity. For instance, if the aim of your role play is to practise a sales meeting, the person playing the role of the potential client could start as an ideal client, and, through a series of scenarios, could become increasingly hostile and difficult. You could then test and practise different approaches for handling situations, so that you can give participants experience in handling them.

Step 5: Discuss what You Have Learned

When you finish the role play, discuss what you have learned, so that you or the people involved can learn from the experience. For example, if you are using it as part of a training exercise, you could lead a discussion on the scenarios you have explored, and ask for written summaries of observations and conclusions from everyone who was involved.

Further Tips

Some people feel threatened or nervous when asked to role-play, because it involves acting. This can make them feel silly, or that they've been put on the spot.

To make role-playing less threatening, start with a demonstration. Hand two 'actors' a prepared script, give them a few minutes to prepare, and have them act out the role play in front of the rest of the group. This approach is more likely to succeed if you choose two outgoing people, or if you're one of the actors in the demonstration.

Another technique for helping people feel more comfortable is to allow them to coach you during the demonstration. For instance, if you're playing the role of a customer service representative who's dealing with an angry customer, people could suggest what you should do to make things right.

Role Play Example

In an effort to improve customer support, John, Customer Service Manager for Mythco Technologies, sets up a team role-playing session. Acting as the leader/trainer, John brings together a group of software developers and customer support representatives.

He divides the 12 people into two groups: Group A represents the customer support representatives; Group B represents the customer.

John tells Group A that the customer in this situation is one of Mythco's longest-standing customers. This customer accounts for nearly 15 percent of the company's overall annual revenue. In short, the company cannot afford to lose her business!

John tells Group B that the customer has recently received a software product that did not live up to expectations. While the customer has a long-standing relationship with Mythco, this time she's growing weary because Mythco has previously sold her faulty software on two separate occasions. Clearly, her relationship with Mythco is in jeopardy.

John now allows the groups to brainstorm for a few minutes.

Next – with this particular approach to role-play – each group sends forth an 'actor' to take part in the role play. The actor receives support and coaching from members of the team throughout the role-playing process. Each team is able to take time-outs and regroup quickly as needed.

John runs through the scenario several times, starting with the 'customer' behaving gently and ending with the customer behaving aggressively. Each time, a best solution is found. Of course, John can always ask for additional role-playing and suggestions if he feels that the process needs to continue, or that the team has yet to uncover the very best solutions.

Once it is clear that they cannot identify any more solutions, John brings the two groups together and discusses the session. During this, they discuss the strategies and the solutions that the actors implemented, and how they could apply them to a real-life situation.

John also asks each team to write a short summary of what they learned from the exercise. He then combines the summaries and provides a copy of everything learned to all participants.

Notes

Check Your Progress

1. What is role play? What is its importance?
2. If you are asked to conduct a role play sessions, what are the preparations you will make?
3. Read a Shakespearean drama and role-play with your team.

Summary

- Role-playing happens when two or more people act out roles in a particular scenario. It is most useful for helping you prepare for unfamiliar or difficult situations.
- You can also use it to spark brainstorming sessions, improve communication between team members, and see problems or situations from different perspectives.
- **To role-play:**
 - Identify the situation.
 - Add details.
 - Assign roles.
 - Act out the scenario.
 - Discuss what you have learned.

Keyword

role-play: to behave in the way somebody else would behave in a particular situation as part of a learning activity

Review Questions

1. Role-play a situation of your choice and write if it was successful. If no, what went wrong?
2. What did you learn from role play? Write your experience.

2.6. Office Etiquette

To keep the peace and harmony in your office, here are a few etiquette rules to follow:

Be friendly to new employees: Introduce yourself to new employees and explain your role. Make sure they know the areas you may be able to assist them in their new role. If they are on your team, ask them to go out to lunch. Be a friendly face on their scary first day.

Watch your body language: Be aware of your body language even when you are silent. If you feel angry or frustrated, give yourself a 10 minute 'time-out' in a private space to bring yourself back to normal. You don't want to give the wrong impression during a morning meeting or during your performance reviews. Office etiquette requires professionalism even on your worst day.

Don't be late: Whether it is arriving for work or to a meeting, being punctual actually means being five minutes early. Showing up late is simply disrespectful. It delivers the message to your co-workers that their time is not as important as yours.

Dress appropriately: Every office has a dress code; make sure that what you wear is appropriate to that code. Whether you work at a corporate law firm, or it's casual Friday, there will be a set of rules to follow. If you are unsure of your company's dress code, your HR team will be able to give you all the details.

If you are sick, stay home: Do your team a favour and don't share your pneumonia germs with everyone. Take a day or 2, and focus on getting better. You're no good to anyone when you are too sick to read the numbers on your computer screen. If you must work, then work remotely – grab your laptop, and work from the comfort of home. Don't forget to sanitise your desk when you get back to work.

Respect co-workers' down time: Never contact a co-worker after hours, when they are off sick, or on vacation, unless they have given you specific directions to do so. Respect their down time like they respect yours.

Knock before you enter: Knock on any office door before you go in. It is a way to tell someone you are there before you start speaking. The same goes when you visit co-workers in cubicles. Even though their space doesn't have a traditional door, you can knock on their cubical wall. If they are deep in their work, ask them to come see you when they have a moment – or make a time to come back and chat with them.

Turn the music down: Though you may think that classical opera is the best music to help your concentration, your co-workers might not feel the same way. It is fine to have soft music playing in your area as long as the volume won't interrupt anyone else's train of thought. Keep the volume turned down to a private level, or wear headphones.

Give meetings all your attention: This means no answering phone calls, texting, or checking your email. If you aren't giving a meeting your full attention, there is a strong possibility you are missing critical details. Even worse is if you're allowing these distractions to break your focus if you are the one who called the meeting!

Respect everyone's space: Ask before borrowing anything. Alternatively get your own supplies.

Respect other people's allergies: Avoid overpowering fragrances, or any food your co-workers are allergic to. No one wants to be responsible for sending anyone to the hospital.

Keep social media appropriate: If you are 'friends' with co-workers online, know that nothing you post is truly private or confidential. Don't complain about your boss, company or co-workers on social media. It could damage your career.

Take phone conversations in private rooms: If you have a door, close it when you take a personal call. If you are in an open office, move your conversation to an area that is conducive to having a private conversation. If these aren't an option, try to keep the call as short as possible or arrange to call the person back.

Keep meetings in conference rooms, not at your desk: Your meeting really has nothing to do with anyone else. This is doubly important to remember when you

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are discussing confidential matters. Keep all your meetings to the conference rooms or to dedicated meeting rooms, if your office has them.

End meetings on time: Just as meetings need to be started on time, they need to be ended on time as well. Make sure that you leave enough time for any questions before you run out of the time you have allocated. You don't know what everyone has planned for the rest of the day, but it probably is not a plan to spend more than an hour in a meeting.

Answer the phone and return voice mails: Create good customer service standards and answer your phone within 3 rings whenever possible. If for any reason you miss a call, reply to voice mails as soon as possible. A professional always responds quickly.

Reply to emails or instant messages: Though you may receive 'spam' emails occasionally, most of the emails and instant message you receive are probably important. Try to reply as fast as your work allows – or at least before the end of day.

Don't just hit "reply all": It's great when an email gets sent to the whole company congratulating a team on the great work they did on a project – but it's not so great when 100 people hit reply all to chime in. Instead of automatically including everyone in your reply email, only include the people you need to.

Clean up after yourself: The office is not your home, and no one here is going to be cleaning up after you. This means washing your own dishes if you have a kitchen, throwing garbage away, and not leaving your personal items all over the office. Maintain a high level of cleanliness in communal spaces.

Mute your cellphone and computer: Somehow email notifications at high volume sound like nuclear warning alarms in a quiet office. So does your Crazy Frog ringtone. Do everyone a favour and turn them off completely.

Etiquette is becoming more gender neutral: Office etiquette is becoming more gender neutral when it comes to opening doors and getting on and off elevators. What matters most is common courtesy, and showing respect to people who you work with.

Check Your Progress

1. What do you mean by office etiquette? What is it important to adopt it?
2. What will you do to maintain harmony in your office? Write any 8 points.

Summary

- Be friendly to new employees.
- Watch your body language.
- Don't be late.
- Dress appropriately.
- If you are sick, stay home.
- Respect co-workers' down time.
- Knock before you enter.
- Turn the music down.
- Give meetings all your attention.

- Respect everyone’s space.
- Respect other people’s allergies.
- Keep social media appropriate.
- Have phone conversations in private rooms.
- Keep meetings in conference rooms, not at your desk.
- End meetings on time.
- Answer the phone and return voice mails.
- Reply to emails or instant messages.
- Don’t just hit ‘reply all’.
- Clean up after yourself.
- Mute your cell phone and computer.
- Etiquette is becoming more gender neutral.

Before, during and after Interview Tips, Debate, Role Play, Office Etiquette, and Corporate Behaviour

Notes

Keyword

office etiquette: the rules indicating the proper and polite way to behave in office

Review Questions

1. *Rita’s career was damaged.* Where did she lack in office etiquette?
2. *Ahmad always talks loudly when taking personal calls.* Is it right? Why/ Why not?
3. When Nirmal returned to the office after malaria, he should have his desk.
4. When you go to office, what kind of dress do you wear—formal or informal?
5. What should be done to be an ideal employee?

2.7. Corporate Behaviour

Not only does corporate behaviour play various roles within different areas of a business, it also enables businesses to overcome any problems they may face. For example, due to an increase in globalisation, language barriers are likely to increase for organisations creating major problems as day-to-day business may be disrupted. Corporate behaviour enables managers to overcome this problem by improving flexibility. Also, many businesses are struggling to remain competitive in terms of quality and productivity due to intense competition within markets. However, corporate behaviour is able to fix this issue by allowing managers to empower their employees as they are the ones who are able to make a change. Positive corporate behaviour can result in employees feeling happy and content at work providing their best outcome. This is beneficial for management as it could lead to effective teams being created thus resulting in innovative ideas which is beneficial for the business. It also helps to decrease labour turnover enabling the organisation to retain its most valuable employees.

Notes

2.7.1. Importance

Corporate behaviour is important in strengthening relationships within organisations between individuals, teams, and in the organisation as a whole. It is important as it reflects the values of the business and the extent to which it is ethical. Corporate behaviour refers to the company values that defines it and makes it different and better than other companies. Portraying positive corporate behaviour within a company facilitates strong brand image creation; consequently branding then strengthens the importance associated with corporate behaviour.

2.7.2. Influential Factors

PESTLE factors influence corporate behaviour in many ways. They cause organisations to change the way they operate, however the size and nature of change is dependent upon which factor is causing the change; (political, economic, social, technological, legal, or environmental).

Political

Examples of political factors could be changes in government legislation. This could affect an organisation's corporate behaviour as they would have to change the way they operate in order to implement these changes; some employees may not like the new changes made.

Economic

Recession is an example of an economic factor. If the economy were to be in a recession, businesses may find they have to reduce jobs. This would affect corporate behaviour as business teams would be short of skills and ideas in order to operate effectively. According to the 2013 National Business Ethics Survey of the US workforce, economy and misconduct are not interdependent, which was the traditional view. The report suggested that even though the economy grew in 2011 and 2013, misconduct in businesses was at its lowest.

Social

Changes in trends and the market is a social factor which affects corporate behaviour. Organisations may have to change their products or services in order to keep up to date with new trends. In order to do this, employees may be required to learn new skills within a short amount of time to make these changes; relationships between employees and management could be at risk due to these changes.

Technological

Implementing technology within organisations could mean more virtual meetings and fewer face to face meetings. As a result, relationships between management and employees could weaken as a result of less face to face conversations.

Legal

Legislative rules such as tax may increase which would increase an organisation's costs. Changes such as, changing the way the organisation operates may have to be made in order to cover these extra costs.

Environment

Environmental factors could be any factors which prevent damage to the environment. For example, more employees may be required to telework to reduce the number of employees physically travelling to offices thus reducing carbon dioxide emissions. However this may lead to isolation as communication is reduced, weakening corporate behaviour within firms.

2.7.3. Stakeholder Influence

Businesses have many stakeholders who influence corporate behaviour. However, businesses who adopt the stakeholder theory are likely to appeal more to their stakeholders as they are showing their care and commitment towards them. This helps to strengthen the corporate behaviour within a firm and reduces the need for stakeholders to demand change.

Check Your Progress

1. Define corporate behaviour. What is its role and importance?
2. What are the factors which influence corporate behaviour?

Summary

- Corporate behaviour is the actions of a company or group who are acting as a single body. It defines the company's ethical strategies and describes the image of the company.
- Not only does corporate behaviour play various roles within different areas of a business, it also enables businesses to overcome any problems they may face.
- Positive corporate behaviour can result in employees feeling happy and content at work providing their best outcome.
- It also helps to decrease labour turnover enabling the organisation to retain its most valuable employees.
- Corporate behaviour is important in strengthening relationships within organisations between individuals, teams, and in the organisation as a whole.
- PESTLE factors influence corporate behaviour in many ways.
- Businesses have many stakeholders who influence corporate behaviour.

Keyword

corporate behaviour: the actions of a company or group who are acting as a single body

Review Question

1. Consult the Internet and find more details about corporate behaviour.

Before, during and after Interview Tips, Debate, Role Play, Office Etiquette, and Corporate Behaviour

Notes

Unit-3

Notes

Letter Writing, Group Discussion and Group Discussion Tips, and Communication—Meaning, Types, Levels, Flow and Barriers

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Summary
Keywords
Review Questions

Letter Writing, Group Discussion and Group Discussion Tips, and Communication—Meaning, Types, ...

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3.1. Objectives

After reading this unit, students will be able:

- to learn about business letters,
- to learn about group discussion and its tips, and
- to learn the meaning, types, flow and barriers of communication.

3.2. Introduction

Letter writing: Correspondence can broadly be divided into three parts:

1. Personal correspondence which is between friends and relatives
2. Official correspondence which is between governments and semi-government offices
3. Business correspondence, when it relates to business companies for trade and industry

We shall deal with business correspondence here.

The purpose of writing business correspondence is to convey a message by the writer to the receiver without contacting him. It is not the exchange of words but the exchange of information.

Group discussion: A group discussion refers to a communicative situation that allows its participants to share their views and opinions with other participants. It is a systematic exchange of information, views and opinions about a topic, problem, issue or situation among the members of a group who share some common objectives.

Communication: Communication is an active process which involves a series of actions and reactions with a view to achieving a goal. Communication is a complex process undertaken to have a shared importance among the sender and receiver, this also has many elements involved in the communication model. Many of the problems that occur in an organisation are the direct result of people failing to communicate. Faulty communication causes the most problems. It leads to confusion and can cause a good plan to fail. Communication is the exchange and flow of information and ideas from one person to another. It involves a sender transmitting an idea to a receiver. And effective communication occurs only if the receiver understands the exact information or idea that the sender intends to transmit.

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3.3. Letter Writing

3.3.1. What Is a Letter?

- “Letter is a communication from one person to a company or vice versa and from one company to another”.
- “Letters are purposeful internal and external medium of communication designed to communicate business messages or information between the letter producer and the reader who could be a supplier, a potential customer or another business firm.”
- “Letter is the medium used for written messages often to the persons outside the firm.”
- An effective letter is a package containing essential facts such as knowledge of business procedure, mastery of the structure of language and logical thinking.
- We may write a letter for various purposes. It could be to inform readers of specific information, to persuade others to take action, to propose an idea, and so on. Whatever the purpose we have in mind when we write letters, there are some essential characteristics that our letter should enable us to communicate in the most effective way.

3.3.2. Characteristics of a Good Letter

To compose an effective business message, we need to apply certain communication principles. They tie closely with the basic concepts of communication process and are important both for written and oral communication.

They will provide you with guidelines for the choice of content and style of presenting your message specifically adapted to the purpose of your message and the receiver of your message. Let us discuss the seven C’s of communication that your letter should possess for communication.

1. Correctness

We should make every effort for correctness not only in the mechanical and technical details but also in references and statements, dates, spellings, (especially the names of persons or of firms), the use of language and punctuation, and argument. Be correct in all things and it is much better to rewrite a letter than to send it out containing incorrect material.

2. Conciseness

A concise message saves time and expense for both the sender and the receiver. Conciseness, is saying what you have to say in the fewest possible words without sacrificing the other qualities of your message. It will contribute to emphasise and avoid/eliminate unnecessary words so that you can make your important ideas stand out.

3. Clarity

To write a letter that will be clear to the receiver, you must first have a definite idea of what you mean to say. If you are vague in your thoughts, how can you expect the reader to grasp it immediately? To be clear, however, does not mean that you

should use many words to express an idea. It just means that you should choose and use the right words.

Tip: Read your letter over and over again before sending it and do not be satisfied unless and until it possesses clarity.

4. Cordiality

Obviously, a warm and friendly business letter produces better results than a stilted, pompous or antagonistic one.

5. Convincing

Conviction is essential in order to make the recipient of the letter believe that the sender is willing and sincere in his desire to do business with the former, or that he is firm in his resolve to carry out the contents of the letter.

6. Completeness

You should also include some minor details necessary to achieve the purpose of the letter. For example, it is not enough that you indicate what position you are vying for in an application letter. What good would it do if you just say that you're applying for a particular position in a company without mentioning your qualifications?

7. Coherent

The word 'coherent' means 'on one subject'. If a personnel manager scans an application letter and just by glancing it, he sees something wrong, he'll just put it under the pile of letters, or much worse, he'll discard it at once. Business letters represent the individual writers themselves and/or the companies who sent them. The content of the business letter should be specified and have only one content so that no duplication will occur. This also helps the manager in sorting the business letters and maintain records.

Besides, a good business letter should also possess the following characteristics:

Thoroughness

When we read our letter over before releasing it, we should make sure that it contains the essential points that we want covered. If we are writing a reply letter to a correspondent, be sure that our answer is comprehensive and covers questions that he/she expressed or implied.

Promptness

If you cannot answer a letter promptly, acknowledge its recipients and state that you will give it your early attention. Include a courteous expression of thanks in the letter. The following five basic steps are essential before writing a message:

- Know the purpose of the message.
- Analyse your audience (reader).
- Choose the ideas to include.
- Collect all the facts to back up (support) your idea.
- Outline and organise your message.

Know your purpose

The first step when you plan for communicating your message is to determine your specific purpose. For example, is it to get an immediate replacement for defective articles? Or is your main purpose to announce your firm's new location? Or to apologise for a serious error? In addition to the specific purpose of each message, all communications have an underlying general purpose to build goodwill. For example, in a refusal or a collection letter, the purpose should be two folds — not only to refuse a request or to ask for money, but also to maintain the customers' goodwill.

Analyse your audience

In communication process and principles of this material, you can realise how much important it is to adapt your messages as much as possible to the recipient's views, mental filter and needs. In your letter, consider the areas on which your recipient is likely to be well informed or uninformed, pleased or displeased, negative, positive or neutral.

Choose the ideas

With your purpose and recipient in mind, the next step you will take is to choose the ideas for your message. If you are answering a letter, you can underline the main points to discuss and jot your ideas briefly in the margin or on a memo pad. If you are writing a complex message, you can begin by listing your ideas as they come to you. Then consider what facts will be most useful for that person.

Collect all the facts

Having determined what ideas to include, ask yourself if you need any specific facts, updated figures and the like. Be sure you know your company policies, procedures, product details if the message requires them. Perhaps you should check with your boss, colleagues, subordinates or the files for an exact percentage, name of an individual, a date, an address or a statement. Sometimes you may also need to enclose a useful brochure, table, and picture or product sample.

Outline and organise your message

The order in which you present your ideas is often as important as the ideas themselves. Disorganised writing reflects disorganised, illogical thought processes or careless presentation. Having done so, you need to decide on the organisation of your letter where you could have two major alternatives. You can either use a deductive or direct approach where you begin with the main ideas and present discussions next or you can use the inductive or indirect approach in which you start with the relevant statements and later present the main idea.

3.3.3. Conventional Parts of Letters

A letter is a written message in a particular format. Properly planned, well designed and neatly typed letters contribute towards the reputation and goodwill of a business organisation. The business letter mostly has eight standard parts.

They have been arranged and discussed here in their top to bottom order:

- The heading
- The date

- Inside address
- Attention line (optional)
- Salutation
- Body
- Complementary close
- Signature block

The heading

The heading shows where the letter comes from. It includes the organisation's name, full address and almost always a telephone number.

The Date

The date establishes correspondence as a matter of record and provides a reference point for future correspondence. It is typed two spaces below the last line of the letter head. It is indicated in either in the upper right-hand corner or upper left-hand corner.

Example: 2 May 2020 or May 2, 2020

Both methods are acceptable, however, the first method proceeds in the logical order of day, month and year and hence it is conventional. Reference is a code given to the letter.

Inside address

It is the name and address of the person or organisation to which you are sending the letter. The full address should be written two spaces below the date and two spaces above the salutation. The name of the addressee should be correctly spelled. If the addressee has no professional title such as doctor, or professor, the traditional courtesy titles are used—Mr, Ms, Mrs.

Order of arrangement of the inside address:

- 1st – Person and business
- 2nd – Committee, group or section or other small group
- 3rd – Company
- 4th – Building
- 5th – P.O.Box, street address
- 6th – City state
- 7th – Country

The attention line (optional)

To ensure prompt action, sometimes a letter which is addressed to a company is marked to a particular office within the organisation. The attention line is written two spaces below the inside address and two spaces above the salutation. The attention line is usually underlined.

Example: Attention: Mr. Mulugeta Abebe
 Attention: General Manager

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Salutation

Salutation is similar to greeting. It is placed two spaces below the attention line (if there is any). In most cases, it should match the first line of the inside address. When addressing an individual, use the word 'Dear', followed by a polite title and the name of the person and a colon. When a letter is addressed to an officer by name, 'Dear sir' is used. If a person has a specific title, it is written before his/her name instead of the usual sir.

Subject: *The subject of a letter gives a brief title of the message. Thus, the purpose of the subject line is to let the reader know immediately what the message is about.*

Body

This is the main part of the letter that contains the main message of the letter and the idea of the writer. In the first paragraph, reference to any correspondence which has already taken place, should be given.

In the second, the main message should be stated. The paragraphs that follow should contain further details if necessary.

In the closing paragraph, the writer must clearly state what action he/she expects the reader to take or he/she may end the letter indicating his/her expectations, wishes or intentions. The paragraphs are not given any heading unless the letter is very long and deals with several important points.

Complementary Close

This is the polite way of ending a letter. It is typed two spaces below the last line of the letter (body).

Examples: sincerely, cordially, faithfully, best regards....

Signature Area

Signature is the signed name of the writer. It is placed below the complementary close. The name of the writer is usually typed four spaces below the close line providing enough space for signature.

In the left margin the following should be included:

Identification mark: Identification mark is put in the left margin to identify the typist of the letter two spaces below the signature.

Enclosure: If anything is attached to the letter, it must be indicated against the enclosure line typed two spaces below the identification mark. The enclosure notation reminds the reader that material is enclosed with the letter.

Example: Encl. _____

Enclosure(s) _____

Copy to: *Copy is used when there are other organisations or individuals are required to receive and know the message.*

The following pages will show two letter structures having two different formats which are both aimed at increasing your understanding of the discussion you have read on the conventional parts of business letters.

There are two basic and most widely used letter formats which are worth a discussion:

- (a) **The full block format:** is becoming very popular format. It can be typed rapidly because none of the parts of the letter are indented as is the case in the modified block format.

Letter Writing, Group Discussion and Group Discussion Tips, and Communication—Meaning, Types, ...

Notes

Model of the Full Block Format

ARVIND TEXTILE COMPANY,

MOTI PRAYAG, }
P.O.box 211 } Heading
DEHRADUN. }

21/07/2020 } Date

Mr, Ms, Dr }
(Manager, Director, etc) } Inside address

Dear Sir, Mr ___, Ms _____ } Salutation

Reference part }
Information } Body of the letter
Purpose }
Conclusion }

Sincerely, cordially, faithfully, } Complementary close

Name of company, }
Signature } Signature area
Business title }

- (b) **Modified block format:** The date, the complementary close and the signature block begins at the horizontal centre of the page.

Model of the Modified Block Format

ARVIND TEXTILE COMPANY,
MOTI PRAYAG
P.O.box 211
DEHRADUN.
July 28, 2020

Mr, Ms, Dr
(Manager, director, etc)
Dear Sir, Mr ___, Ms _____

Reference part
Information
Purpose
Conclusion

ARVIND TEXTILE COMPANY,
Sincerely, cordially, faithfully,
Name of company,
Signature

Notes

Check Your Progress

Fill in the blank space with appropriate terms:

1. _____ is one of the characteristics of a good business letter represented by the timeliness or urgency of the response.
2. The letter format in which none of the parts are indented is _____.
3. The part of the business letter which shows to whom the letter is written is _____.
4. Look at the following business letter format.

-----A-----

-----B-----

-----C-----

-----D-----

-----E-----

-----F-----

Question: Now indicate the part of Business Letter corresponding to each letter.

- (i) A refers to _____
- (ii) B refers to _____
- (iii) C refers to _____
- (iv) D refers to _____
- (v) E refers to _____
- (vi) F refers to _____

Summary

- Business letters are purposeful internal and external medium of communication designed to communicate business messages or information between the letter producer and the reader who could be a supplier, a potential customer or another business firm.

- There are some characteristics that your letter should possess: thoroughness, conciseness, clarity, promptness and accuracy.
- To communicate effectively, you should go through the following five basic steps before writing your message.
 - Know the purpose of the message.
 - Analyse your audience (reader).
 - Choose the ideas to include.
 - Collect all the facts to back up (support) your idea.
 - Outline and organise your message.
- The conventional parts of business letter are: the heading, the date, inside address, attention line (optional), salutation, body, complementary close and the signature block.

Keyword

letter: Here letter means a business letter.

Review Questions

1. Write the characteristics of a good letter.
2. If you write a letter to an authority, what are the things you would take care of?

3.4. Group Discussion and Group Discussion Tips

Group Discussion

The term group discussion is used to refer to a situation in which a small number of persons meet face-to-face and, through free oral interaction among themselves, exchange information or attempt to reach a decision on shared problems.

3.4.1. Group Dynamics

It is difficult to specify the number of participants that would make the group discussion useful. It has been found that the character of interaction undergoes a change when one or two persons are added to a dyadic communication situation. Similarly, if the number of persons in a group is ten or more, some tend to avoid participation and remain just passive listeners. Thus, the significance of group discussion is lost because in it each member is expected to participate actively.

Researches indicate that if the number is kept between five to nine, fruitful discussion can take place. If the number is less than five, the discussion suffers from a lack of diversity of opinion, knowledge and skill. It has also been observed that groups of even numbers of participants tend to be less stable and rewarding than groups of odd numbers.

There is no named leader of the group. As the discussion proceeds, one of the participants may emerge as a leader. The expectation is that as responsible professionals the members of the group would ensure the smooth flow of interaction and ultimately arrive at an agreed solution or at a strategy of action to achieve the specific purpose for which the discussion was organised. Effective communication in a small group requires sensitivity to the dynamics of the group process. Each

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participant should give a fair chance to others to speak and express their opinion. This would ensure crystallisation of thought and bring to light different aspects of the topic under discussion. Emotional outburst and display of excitement have, therefore, no place in this type of discussion.

One advantage of this type of discussion is that there is a self-imposed discipline on the discussion and great responsibility on participants for making it useful. If the group finds that a particular member is reticent, it is the duty of the others to elicit his opinion on the issue. Since the number of participants is small, it should not be difficult to involve every member in the debate. If a member tries to dominate the discussion or to go on speaking continuously for a long time, it is the duty of others to curb his ebullience and to interrupt him politely so that others are also able to make their contributions. To keep the discussion on the track it may be worthwhile for a participant to summarise the points made till that time and then to present his viewpoint.

Occasionally when the group discussion takes place some persons may be invited as observers. This may be done for two purposes:

- (i) to let the observers learn the process of group discussion, and
- (ii) to evaluate the contributions by members.

3.4.2. Purposes

Very often group discussion is used in addition to written test / interview for employment. Obviously therefore a representative of the prospective employer sits through the group discussion and observes the group performance. He judges each individual's personality traits such as intellectual ability, creativity, approach to solving problems; qualities of leadership, tolerance and group behaviour. It is clear that in this process he would also note the clarity of thought and felicity of expression of each member.

Sometimes a group discussion is also an instrument of education to develop and judge the student's personality traits mentioned above. It trains the student to function in the professional world efficiently.

Several qualities can be inculcated by a proper use of this tool, for example, conceptual clarity, discernment of subtle nuances of a problem, mature reaction to others' views, effective communication of one's own ideas, ability to persuade, sagacity to see reason, etc. highly valued qualities in a professional. This method of self-education meets the increasing desire for a clearer understanding of day-to-day problems, so essential to counter the isolation of individual thought which can lead to biased judgement and prejudiced action. Howsoever competent an individual professional may be, the modern democratic society expects collective, mutually agreed, harmonious decisions for nurturing and developing the capability of an organisation.

There are two ways of organising a group discussion. One, the topic is announced beforehand and the participants are expected to have done their homework before coming to the discussion table. Two, the topic is announced after the members have assembled and they are given five to ten minutes for collecting their thoughts. In both the cases, formality is avoided and the rules are kept to the minimum.

The room is to be chosen with care; it should have proper ventilation and sufficient light. The chairs should be arranged in a circle so that a member's expression can be seen by all the others.

Group Discussion Tips

Often you would be called upon to participate in a group discussion in your organisation to find a solution to a problem. Each time after participation, you should analyse your performance so that there is continuous improvement. While doing so you should bear in mind the following:

- (i) Articulate your words clearly and distinctly and put the required stress on appropriate syllables.
- (ii) Regulate the speed of your speech and pause wherever necessary to make your presentation clear and effective.
- (iii) In your judgement, what you said should be grasped by other participants and reflected in their responses.
- (iv) Your intervention, if any, should not annoy the concerned speaker.
- (v) Keep your mind focused all the time on what was being said.

Check Your Progress

A few controversial statements are listed below for practice in group discussion.

1. Television exercises a baneful influence on all sections of society.
2. Democracy has failed in India, what the country needs is dictatorship.
3. To make it socially relevant higher education should be nationalised.
4. The only solution to Kashmir issue was to divide it on the basis of line of control.
5. To accelerate the advancement of the country a more meaningful participation of women in all areas of socio-economic activities is essential.
6. Indian cinema today is neither a source of healthy entertainment nor an agent of social change.
7. It is necessary to control unbridled growth of technology if man wants to survive on this planet.
8. Management, to be effective, depends more on experience than on educational qualifications.

Summary

- Group discussion refers to a situation in which a small number of persons meet face-to-face and, through free oral interaction among themselves, exchange information or attempt to reach a decision on shared problems.
- The character of interaction undergoes a change when one or two persons are added to a dyadic communication situation.
- If the number is kept between five to nine, fruitful discussion can take place. If the number is less than five, the discussion suffers from a lack of diversity of opinion, knowledge and skill.

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- There is no named leader of the group. As the discussion proceeds, one of the participants may emerge as a leader.
- Effective communication in a small group requires sensitivity to the dynamics of the group process.
- Occasionally when the group discussion takes place some persons may be invited as observers.
- Group discussion has many purposes.

Keywords

group discussion: a group of individuals, typically who share a similar interest, who gather either formally or informally to discuss ideas, solve problems, or make comments

group dynamics: the interactions and other processes of sharing information in a group

Review Questions

1. Define group discussion.
2. How can a group discussion be successful or fail?
3. See a group discussion on TV or internet and observe how participants perform their role.

3.5. Communication—Meaning, Types, Levels, Flow and Barriers

3.5.1. Meaning

The meaning of the word ‘communication’ has not changed during the last 500 years but the ways and means of communicating ideas have greatly changed. The word is derived from the Latin *communicationem* (which passed into French as communication) and it meant ‘the imparting, conveying, or exchange of ideas, knowledge, etc., (whether by speech, writing or sign)’ in 1690. The verbal form of the word, ‘communicate’, derived from Latin *communicare*, Fr. *communis*, meant ‘to give to another as a partaker; to impart, to confer, to transmit, to inform’ as early as 1526. The meanings of the two words have remained essentially the same to this day. Communication means, ‘the activity or process of expressing ideas and feelings or of giving people information’; and the verbal form means, ‘to exchange information, news, ideas, etc., with somebody’ (*Oxford Advanced Learner’s Dictionary*, 2003).

However, the ways and means of sharing information, knowledge and experience have changed greatly as a result of the advancement of communication technology and other socio-cultural changes of modern times.

3.5.2. Types

No business can develop in the absence of effective communication. Each organisation has its own approach to transmitting information, both within the organisation and to the outside world. Depending on where the business communication transpired we can categorise communication into Internal and External.

An exchange of information within an organisation is called **Internal communication**. The exchange of information outside the organisation is called **External communication**. To exchange information within and outside the organisation uses a variety of formal and informal forms of communication that carry the flow of information.

3.5.2.1. Internal and External Communication

Internal Communication

Internal communication involves transmission of information within the organisation. Internal communication occurs when employees talk to each other, when a supervisor gives a work instruction to subordinate, or when inter-departmental memos are passed. These communication methods include *memos, reports, meetings, face-to-face discussions, teleconference, videoconference, notices*, and so on. Internal communication plays a vital role in achieving the organisational goals and directly matters to company's concern. The internal communication is important to promote harmony within the organisation. Internal communication helps in imparting a feeling of cohesion and closeness between employees.

Effective internal communication is important for the following reasons:

- Business has grown in size.
- Business activity has become extremely complex and time bound.
- Promotes a spirit of understanding and cooperation among employees.

External Communication

External communication is communication with people outside an organisation. It is the organisation's means of establishing contact with the outside world. External environment of the organisation are the department and agencies of government, distributors, retailers, competitors, suppliers, customers and so on.

- **Government agencies and departments:** Business organisations are required to deal with regional authorities, foreign trade offices, banks and other financial authorities, income tax office, sales tax office, post office, transport agencies, etc.
- **Distributors, retailers, and customers:** Researches indicate that companies having better communication can sell their brands better. Sales are promoted through persuasion, which is one of the aspect of communication.

External communication could include *business letters, press releases, advertisements, leaflets, invitations, telegrams, telemessages, proposals*, etc. Messages to persons outside the organisation can have a far-reaching effect on its standing and ultimate success.

The right letter, proposal, or personal conversation can win back a displeased customer, create a desire for a firm's product or service, help negotiate a profitable sale, encourage collections, motivate performance, in general create goodwill

3.5.2.2. Formal and Informal Communication

Formal Communication

The term formal refers to a style or form of writing, speaking or behaviour which is very correct and suitable for important occasions or official purposes. Writing to, or meeting the top executive of a company demands that the subordinate should use the correct form of communication to be transmitted through the upper levels of the hierarchy. For instance, he or she cannot meet the boss without a prior appointment or with a total disregard for the appropriate dress code.

Informal Communication

The term informal refers to a relaxed and friendly attitude which does not require strict rules of how to behave or speak or dress or write. Two friends working at the same level in an organisation can be chatty and exchange words of intimacy in their letters or conversation. One can call the other 'Hi Balu' and use the words in a memo in the place of the salutation. There are degrees of formality and informality in different forms of communication depending upon.

3.5.3. Levels

There are five levels of communication as follows.

3.5.3.1. Verbal Level of Communication

Although this is perhaps the most apparent level of human communication, people can spend a lifetime trying to master it.

This level includes our selection of words based on an understanding of meaning between the speaker and the listener.

There are multiple definitions for most words, and few of us hold the exact same meaning for each word.

Different words evoke different images, memories, and meaning for different people.

To communicate effectively on the verbal level, select the "right" words and usage for the context of the conversation (including moral, religious, ethnic and religious differences). Be clear and concise. When possible, formulate your thoughts to avoid rambling. This is an art in itself.

3.5.3.2. Physical Level of Communication

Neuro-linguistic programming (NLP) brought the importance of visual cues in how we communicate to many people's attention.

Visual cues like eye contact, gestures, movements, stances, breathing, posture, and facial expressions influence how we feel and communicate.

When used with integrity, techniques like "matching and mirroring" people's posture and gestures (and certain words too) can increase their receptivity of your message.

To communicate effectively on the physical level, it is helpful to physically align with others, connecting with them in form and movement. It also helps to be mindful of your posture, facial expressions, and hand gestures.

3.5.3.3. Auditory Level of Communication

The sound of our voice, including the tone, range, volume, and speed affects how our messages are received and interpreted by others.

For example, fast talkers will find it beneficial to slow their speech when speaking to a thoughtful, introverted person or risk being unheard.

Also, how we enunciate, inflect, and place emphasis on certain words affects how others interpret the meaning of what we say.

To communicate effectively on the auditory level, become aware of various auditory cues, speaking to others in a manner more akin to their own ways (another form of “matching and mirroring”).

3.5.3.4. Emotional Level of Communication

Few people appreciate how our emotional states affect what we communicate and how the message is interpreted by the recipient.

In rhetoric, Aristotle’s pathos represents an appeal to the audience’s emotions.

Are you more receptive to someone who is positive and life-affirming or one who is negative and critical? Enthusiastic or boring?

The speaker’s emotions put the recipient in a particular state of mind and influence how the listener interprets what is said.

To communicate effectively on the emotional level, become aware of your emotional state, learning to pause and release negative emotions before attempting to connect with others. Words delivered with pride, anger or fear, are rarely well-received.

3.5.3.5. Energetic Level of Communication

Also called the psychic level, this level of communication encompasses a vast range of unseen factors including a person’s level of consciousness, the frequency or harmonics of the message, and other subtle energies.

Some people seem to have an “X-factor”—a unique presence—that naturally imparts their messages to others with greater receptivity and understanding.

To communicate more effectively, hold the highest intention for the other person’s wellbeing. This requires a unique level of mindfulness generally cultivated through compassion practices. When we are centred in a state of mastery, we’re more likely to access this psychic dimension that holds great treasures of insights into others, helping us communicate with greater ease.

Bringing all the Levels of Communication Together

The verbal level is the content; it is what we say. The physical, auditory, emotional, and energetic levels represent *how we convey a message*.

These levels of communication are interdependent, as each level affects the other.

For example, our emotional state affects our body language and our overall field influences our emotional state.

Simply becoming aware of these various levels can be beneficial.

When we see the complexities inherent in human communication, we can be made more patient in our speech and more compassionate towards others and ourselves.

Notes

3.5.4. Flow

Most organisations follow the hierarchical structure. The decision-maker at the top is in control of the whole organisation. Subordinate levels of workers execute decisions passed down from the top. Thus the Principal of a college, the Managing Director of a company or the President or Chairperson of an association presides over the affairs of the organisation and is responsible for decision-making. In most modern organisations, however, such a single authoritarian chain of control is replaced by participatory decision-making which is more democratic. Groups such as committees and boards share the decision-making process with top authorities. Consultations across levels of hierarchy are common. Accordingly, there are many directions of communication within an organisation. It flows downward, upward, horizontally or diagonally. All the four directions of communication are used by most organisations.

3.5.4.1. The Downward Flow

Downstream Communication consists of decisions made at the top and passed on to workers at the lower levels of hierarchy to act upon. The Managing Director may direct his Secretary to convene a Board meeting. She/He, in turn, may ask the managers to furnish details for the meeting, in his/her capacity as Secretary to the M.D. People further down the hierarchy may be directed to make physical arrangements such as arranging seating and refreshments. Downward flow is facilitated by forms of communication such as memos, formal letters, circulars, orders, etc. Oral communication is also used to facilitate understanding of formal internal communication within an organisation.

Advantages of such downward flow are as follow:

- centralized control;
- systematic transactions;
- promptness and efficiency of correspondence;
- clear job descriptions;
- easy decision-making processes; and
- formal sharing of work.

A strictly hierarchical system has some **disadvantages**:

- There is the inherent danger of overcentralisation and authoritarianism.
- Too many levels in the hierarchy cause delay and the curse of the red tape.
- Lack of transparency causes suspicion, dissatisfaction and conflict which may lead to non-cooperation.
- Filtering is another evil: middlemen in the hierarchy may withhold or delay important information; and this may harm others' interests and give room for heart burning and misunderstanding.
- A purely downward communication has no room for feedback, consultation and participatory administration.

3.5.4.2. The Upward Flow

Effective managers encourage *upward communication* to the optimum. They depend on workers at lower levels for making informed decisions. Workers provide timely reports on problems, furnish details of crucial plans for development, appraise managers of emerging market trends and bring grievances to be redressed. This upstream communication is essential for the day-to-day administration of an organisation. Periodical reports, plans, proposals and appraisals are some forms of upstream communication.

The upward flow has the following **advantages**:

- participatory decentralisation of work;
- promotion of the self-esteem of the employees who take pride in the interests of the company;
- corporate functioning;
- team work; and
- speedier redress of grievances.

The **disadvantages** are as follow:

- the interpersonal problems created by the ego of those in higher levels of the hierarchy;
- slackening of the strict chain of control; and
- rivalry between employees on whom employers and higher level officers are too dependent.
- Organisations depend on the services of the ombudsperson in such circumstances. He is the official mediator who examines complaints and reports received from subordinate employees, and makes recommendations to managers for restoring harmony.

3.5.4.3. The Lateral or Horizontal Flow

Communication between any two or more officers at the same level is generally described as *horizontal* or *lateral*. This is often used for mutual consultation and sharing of information. Managers of different departments or sections working under the same executive or heads of different units such as marketing, production and finance use such means to confer with each other.

The **advantages** of horizontal communication are as follow:

- the facility it provides to solve difficult problems;
- coordination of work among different departments;
- easier crisis management; and
- internal feedback for corporate functioning.

The **limitations** of the horizontal flow are as follow:

- the possibility of consultation not resulting in decisions (they are made at higher levels); and
- interpersonal problems among equals.

3.5.4.4. Diagonal Flow

Diagonal or crosswise communication takes place among employees and managers who are at higher or lower levels. Thus a Marketing Manager may consult the Advertising Production Chief down the line through the Director of Advertising; or the Manager of Finance may confer with the Sales Manager or the Retail Sales Director two levels down the hierarchy.

The **advantages** of diagonal communication are as follow:

- flexibility of communication across different levels;
- speedier transaction of business;
- a certain degree of informality which a strictly hierarchical downward flow cannot offer;
- easier organisation of formal and informal meetings involving different levels.
- Such meetings are attended by workers at all levels and may be held informally at lunch or tea time: and they minimise limitations of hierarchy.

Diagonal communication sometimes has the disadvantage of slackening control and this may encourage adverse grapevine.

3.5.4.5. Multidimensional Communication

No modern or progressive organisation or company can depend solely on any one of the four directions of communication described above. A judicious combination of different dimensions alone can work. For example, a strictly hierarchical downward flow may lead to over-centralisation and regimentation of workers. Many ills can possibly result. On the other hand, overdependence on the upward flow and crosswise communication may promote too much informality which may affect the work ethic of the organisation. Slackness and indiscipline may result. Horizontal communication alone may not work at other levels. All four are essential to an advantageous networking of formal internal communication. A judicious combination determined by context and use may work to promote functional harmony.

3.5.5. Barriers of Effective Communication

Communication is successful only when the receiver understands the message as intended by the sender. *Organisational communication* is the process by which managers develop a system to give information and transmit meaning to large number of people within the organisation and to relevant individuals and institutions outside it. Communication is very important because:

- managers spend most of their time communicating;
- communication is needed for managerial effectiveness;
- communication leads to power; and
- communication leads to organisational effectiveness

But many a time managers say something and the subordinates understand it differently. This distortion may be due to some barriers to communication, which are discussed as follows.

3.5.5.1. Communication Barriers between People

These include barriers such as differences in perception and language, poor listening, emotional interference, cultural differences and physical distractions.

1. *Differences in Perception and Language*

Perception is people's individual interpretation of the sensory world around them. Even when two people have experienced the same event, their mental images of that event will not be identical. Because perceptions are unique, the ideas one wants to express differ from other people.

Language is an arbitrary code that depends on shared definitions. A receiver and a sender may attach different meanings to the words used in a message. The receiver will interpret the message based on his experiences, interests, opinions and emotions. Communicated message must be understandable to the receiver. Words mean different things to different people. Language reflects not only the personality of the individual but also the culture of society in which the individual is living. In organisations, people come from different regions, different backgrounds, speak different languages, have different academic backgrounds, different intellectual facilities, and hence the terminology they use varies. Often, communication gaps arise because the language the sender is using may be incomprehensible, vague and indigestible.

2. *Poor Listening*

Poor listening is one of the major communication problems. Listening ability decreases when information is difficult to understand and when it has little meaning for the listener. Failure to listen is a common barrier to successful oral communication. Most people speak 100 to 200 words a minute but are capable of listening to material of average difficulty at 500 or more words a minute. This difference allows listener's mind to wander to topics other than the message. Listening is a skill that can and must be learned.

Misunderstandings and conflicts can be reduced if people would listen to the message with enough attention. Most people do not listen very well due to various distractions, emotions, excitement, indifference, aggressiveness and wandering attention. One of the major reasons for poor listening is an individual's continual thinking about his own problems and worries.

3. *Emotional Interference*

How the receiver feels at the time of receipt of information influences effectively how he interprets the information. For example, if the receiver feels that the communicator is in a cheerful mood, he interprets that information being sent by the communicator to be good and interesting. Extreme emotions and joyousness or depression are quite likely to hinder the effectiveness of communication. It is difficult to shape a message when one is upset, hostile or fearful. The ideas and feelings often get in the way of being objective.

Letter Writing, Group Discussion and Group Discussion Tips, and Communication—Meaning, Types, ...

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4. *Cultural Differences*

Communicating with someone from another country is probably the most extreme example of how different backgrounds and cultures may impede communication. In fact, it may be one of the hardest communication barriers to overcome.

5. *Receiver's Disability*

If the receiver has a physical or mental disability that causes a communication barrier, the sender should recognize this in choosing message type and channel.

6. *Physical Distractions*

Communication barriers are often physical: bad connections, poor acoustics, or illegible copy. This can block an effective message. The receiver might be distracted by poor lighting, health problems or some other irritating condition, that may reduce the receiver's concentration.

3.5.5.2. **Communication Barriers within Organisations**

The number of business messages delivered each day is staggering, and the opportunities for feedback are often limited, making it difficult to correct misunderstandings when they do occur.

1. *Information Overloads and Message Competition*

A recent study by the Gallup organisation found that, the average white-collar worker sends and receives as many as 190 messages a day. The problem is that new technology is not replacing more traditional forms; it is just adding to the load.

2. *Environmental Factors*

The environment in which communication occurs can interfere with the success of a message. One such example of a distracting environmental factor is a noisy machine in an area where a supervisor is trying to speak with an employee.

3. *Incorrect Filtering*

Filtering is screening out information before a message is passed on to someone. Information theory tells us "every relay doubles the noise and cuts the message in half". That means the message will be distilled and probably distorted before it is passed on to the intended receiver.

4. *Closed or Inadequate Communication Channel*

A management style that is directive and authoritative blocks the free and open exchange of information that characterises effective communication. Having too few channels will block communication, whereas having too many channels will distort messages as they move upward, downward or horizontally through the organisation.

3.5.5.3. Physical Barriers

These include noise, time and distance.

1. Noise

Noise is an interruption that can creep in at any point of the communication process and make it ineffective. Environment is one major cause that interferes with message reception like noises from the roadside, by the loud noise of machines in factories, constant gossiping of individuals outside the communication act, blaring loudspeaker, faulty transmission, and so on. Noise can occur in other forms also; poor handwriting, heavy accent or soft speech, communication in a poorly lit room, and so on, in fact, these are barriers to effective communication.

For smooth and effective communication, it is necessary to eliminate or reduce noise as far as possible.

2. Time

The frequency of communication encounters affects the human relationships and the intensity of human relations is affected by the amount of time that passes between these encounters. If the employee does not communicate with their superiors for a long time, it may create a communication gap between them, which may affect their relationship.

Time can act as a barrier to communication in some other ways also. A guest who arrives at midnight will not be able to communicate well with the host who might feel embarrassed or disturbed in his sleep. Time will not allow two communicators to talk to each other if they work in different shifts. A phone call at midnight can irritate or embarrass the receiver.

3. Distance

The distance between the communicator and the receiver can be a strong barrier to communication, if the technical devices of communication such as telephone, telefax, internet are not available to link them. Even faulty sitting arrangement in the office can create a kind of communication gap, which can be eliminated by adjusting the distance.

3.5.5.4. Semantics

This refers to the different uses and meanings of words and symbols. Words and symbols may not have similar uses and meanings for different individuals from different cultural group, language and living style so it may create some barrier in the communication process. It is found by the experts that people attribute 14,000 different meanings to 500 commonly used English words. Therefore, the sender and receiver are many a time likely to attribute different meaning to the same word. Sometimes, they may use different words to communicate the same meaning. There are many words in English such as light, cheap, and so on.

Semantic Barriers Include

1. Interpretations of words

Receivers decode words and phrases in conformity with their own network,

which may be very different from those of senders. Words are capable of communicating a variety of meanings. It is quite possible that the receiver does not assign the same meaning to a word as the sender has intended, that may lead to miscommunication. For some, a successful career means having a prestigious job title and making lot of money; for others, it may mean having a job they really enjoy and plenty of personal time to spend with family and friends.

2. *Bypassed instructions*

When the message sender and receiver attribute different meanings to the same words, bypassing often occurs.

Example: An office manager handed to a new assistant a letter, with the instruction “Take it to our store room and burn it”. In the office manager’s mind (and in the firm’s jargon) the word “burn” meant to make a copy on a photocopier. As the letter was extremely important, she wanted an extra copy. However, the confused employee afraid to ask questions burnt the letter and thus destroyed the original existing copy!

To avoid communication errors of bypassing, when you give instructions or discuss issues, be sure your words and sentences will convey the intended meaning to the recipient. Also, when you are the recipient of unclear instruction, before acting on it, ask questions to determine the sender intended meaning.

3. *Denotations, Connotations and Euphemisms*

Denotations: The denotative meaning is the meaning on which most people will probably agree. A denotation is usually the dictionary definition of a word. Denotative meanings name objects, people or events without indicating positive or negative qualities. Such words as car, desk, book, house, and water convey denotative meanings. The receiver has a similar understanding of the thing in which the word is used.

Connotations: In addition to more literal denotative meanings, some words have connotative meanings that arouse qualitative judgments and personal reactions. The term ‘meeting room’ is denotative. The word ‘man’ is denotative, ‘father’, ‘prophet’, ‘brother’ are connotative. Some words have positive connotations in some contexts and negative meanings in others. For example, ‘slim girl’ and ‘slim chances’.

Euphemisms: Tactful writers and speakers use euphemisms whenever possible to replace words that might have blunt, painful, lowly or distasteful connotations. Euphemisms are mild, innovative expressions with which most people do not have negative associations. There are many examples of euphemisms in everyday language, for example ‘passed away’ instead of ‘died’, ‘on the streets’ instead of ‘homeless’, etc.

3.5.5.5. Perceptions of Reality

Francis Bacon has said, ‘Man prefers to believe what he prefers to be true.’ The individual experiences and their interpretations are never identical because their

perceptions are different. If two friends see a movie together, their interpretation of the events and the characters in it will certainly be different.

The reality of an object, an event, or a person is different to different people. Reality is not a fixed concept; it is complex, infinite and continually changing. Besides, every human being has limited sensory perceptions—touch, sight, hearings, smell, and taste and every person’s mental filter is unique. People perceive reality in different ways. No two persons perceive reality in identical manners.

3.5.5.6. Attitudes and Opinions

Communication effectiveness is influenced also by the attitudes and opinions the communicators have in their mental filters. People tend to react favourably when the message they receive agrees with their views towards the information, the set of facts, and the sender. In addition, sometimes unrelated circumstances affect their attitudes, and responses as follows:

- Emotional state
- Favourable or Unfavourable information
- Closed mind
- Status consciousness
- Credibility

3.5.5.7. Information Overload

It refers to the condition of having too much information to process. The implication is that individuals can effectively process only certain amount of information. An example would be if your professor gave you too much information, too quickly, concerning a term paper’s requirements or if a manager gave an employee too much information at one time about a report’s requirements. In either situation, the receiver probably does not receive the entire message. Managers need to be aware of potential for information overload and to make appropriate adjustments.

Check Your Progress

1. Define communication.
2. Write the types of communication.
3. Write the levels of communication.
4. What do you know about the flow of communication?
5. What are the barriers that affect the communication?

Summary

- Communication is an active process which involves a series of actions and reactions with a view to achieving a goal.
- Communication is of two types: formal and informal communication.
- Communication has five levels: verbal, physical, auditory, emotional and energetic.
- Four directions of communication are: downward, upward, horizontal and diagonal.
- Many a time communication is affected barriers.

Keywords

communication: the activity or process of expressing ideas and feelings or of giving people information

communication flow: continuous movement of communication

communication barriers: hurdles in communication

Notes

Review Questions

1. Have you come across any situation when you had a communication with someone and the result was disastrous? If yes, write what happened?
2. Watch more than one communication on TV and observe how the participants succeed.

Unit-4

Scientific Writing Skills, Plagiarism, Types of Reports and Layout of a Formal Report

Notes

Structure

- 4.1. Objectives
- 4.2. Introduction
- 4.3. Scientific Writing Skills
 - Summary
 - Keywords
 - Review Questions
- 4.4. Plagiarism
 - Summary
 - Keyword
 - Review Questions
- 4.5. Types of Reports
 - Summary
 - Keyword
 - Review Questions
- 4.6. Layout of a Formal Report
 - Summary
 - Keywords
 - Review Questions

4.1. Objectives

After reading this unit, the students will be able to:

- know about scientific writing skills;
- know about plagiarism;
- know about types of reports; and
- know about layout of formal reports.

4.2. Introduction

Scientific writing skills: Scientific writing is technical writing by a scientist, with an audience of peers, other scientists, for example, journals like Nature and Science publish scientific writing.

- Scientific writing is writing about science for the popular media. The audience is much more general, this means anyone with an interest in science. Scientific writing is published in Scientific American or Discover Magazine, or even National Geographic.

Notes

- Scientific writing places its emphasis on gathering and reviewing evidence.
- Scientific writing is concerned with measurement and observation not opinion and supposition.
- One needs some special skills to write a scientific writing.
- It tends not to use superlatives, comparatives or adverbs. Read through a few scientific papers: complete absence of words like ‘best’, ‘greatest’, ‘very’ ‘quite’, ‘rather’, ‘somewhat’, ‘really’, ‘nearly’, ‘slowly’.
- The goal of scientific writing is to communicate:
 - Inform (new findings/information)
 - Interest and/or persuade the reader

Plagiarism: Plagiarism is copying another person’s ideas, words or work and pretend that they are your own.

Reports: To carry on efficient operations, businesses need various reports. In almost any kind of responsible business job—whether you are a management, trainee, a salesperson, an accountant, a junior executive, or a vice person, you may have to write reports. Your communication effectiveness and, often your promotion and salary increases are affected by the quality of reports you write.

Layout of a formal report: It means how you will present your report.

4.3. Scientific Writing Skills

Good scientific writing is:

- **Clear:** it avoids unnecessary detail;
- **Simple:** it uses direct language, avoiding vague or complicated sentences. Technical terms and jargon are used only when they are necessary for accuracy;
- **Impartial:** it avoids making assumptions (Everyone knows that ...) and unproven statements (It can never be proved that ...). It presents how and where data were collected and supports its conclusions with evidence;
- **Structured logically:** ideas and processes are expressed in a logical order. The text is divided into sections with clear headings;
- **Accurate:** it avoids vague and ambiguous language such as about, approximately, almost; and
- **Objective:** statements and ideas are supported by appropriate evidence that demonstrates how conclusions have been drawn as well as acknowledging the work of others.

Check Your Progress

1. Define scientific writing skills. What is their need?
2. During a scientific writing, what are the things to be taken care of?

Summary

- Scientific writing is a technical writing by a scientist, with an audience of peers, other scientists, for example, journals like Nature and Science publish scientific writing.

- Scientific writing skills are: clarity, simplicity, impartiality, logical structure, accuracy and objectivity.

Keywords

scientific writing: a technical writing by a scientist, with an audience of peers, other scientists

scientific writing skills: skills needed for scientific writing

Review Questions

1. Read scientific writings and learn the skills used in writing them.
2. Name some of famous scientific writings and write about one of them.

4.4. Plagiarism

Plagiarism is defined as the borrowing of ideas, opinions, examples, key words, phrases, sentences, paragraphs, or even structure from another person's work, including work written or produced by others without proper acknowledgment. "Work" is defined as theses, drafts, completed essays, examinations, quizzes, projects, assignments, presentations, or any other form of communication, be it on the Internet or in any other medium or media. "Proper acknowledgment" is defined as the use of quotation marks or indenting plus documentation for directly quoted work and specific, clearly articulated citation for paraphrased or otherwise borrowed material.

Most students know that plagiarism (passing off another person's work as your own) is a form of academic dishonesty and is strictly prohibited. It is possible, however, for an individual to be unintentionally guilty of plagiarising — by using another individual's work without attributing the work to the original author or by changing another's work only minimally. It is important to understand what constitutes plagiarism and how to avoid it.

Check Your Progress

1. Define plagiarism.
2. Why shouldn't one practise plagiarism?

Summary

- Plagiarism is defined as the borrowing of ideas, opinions, examples, key words, phrases, sentences, paragraphs, or even structure from another person's work, including work written or produced by others without proper acknowledgment.
- It is possible, however, for an individual to be unintentionally guilty of plagiarising—by using another individual's work without attributing the work to the original author or by changing another's work only minimally.

Keyword

plagiarism: an act of copying something

Notes

1. Have you come across any incident of plagiarism? If yes, narrate the incident in your own words.
2. Do you favour plagiarism? Why/Why not?

Notes

4.5. TYPES OF REPORTS

A report is the result of detailed planning and meticulous execution of the plan. When you are asked to write a report you should first understand the Terms of Reference which would spell out the purpose and scope of the report. Audience determination is the next preparatory step which would help you to give a proper direction to your writing. Very often the collection of data could be required before you draft an outline of the report. There are many ways of collecting the data. The report may simply require you to consult certain documents in your organisation or books and journals in the library. You may need to perform a series of experiments in a lab and record your observations. When you have to collect data from many people, you may have to resort to conducting personal interviews or sending mail questionnaires. The collection of data from a number of persons is easier through it, especially when the sample population is spread over a wide geographical area. Since additional information and immediate feedback cannot be conveniently obtained when this method is used, one should put in patient effort in drafting the questionnaire.

In framing the questions, keep the following in mind:

- Word the questions in a language easy to understand.
- Make the questions easy to answer. One way is to provide for 'Yes' and 'No' answers. Another way is to ask the respondent to put a tick mark in the appropriate boxes.
- Ask as few questions as possible to obtain the required information.
- Ensure that every question has a definite objective related to the topic of your report.
- Sequence your questions in a logical order.
- Avoid asking questions which may embarrass the respondent. Generally questions on one's personal habits, beliefs, physical defects, etc., fall under this category.

If your questionnaire is long, divide it into parts on the basis of sub-topics your report is going to cover. Get the questionnaire cyclostyled or printed neatly on good quality paper and send it along with a covering letter. Remember, you are making a demand on a stranger's time for your purpose and so you must draft the letter in as polite a language as possible. Give your respondent a feeling, that you hold him in high esteem and that the information he gives would be of great value to you. Don't forget to enclose a self-addressed stamped envelope for the return of the questionnaire.

Very often organisations divide written reports into carefully distinguished categories. Each category is given a name which results ultimately in the creation of a type. Even a quick survey of the different kinds of reports written in an organisation would reveal to you names such as periodic reports, progress reports, interim reports, inspection reports, completion reports, design reports, status reports, experimental reports and so on and so forth. A new member of the organisation is trained when and

Notes

how to write the different types of reports. When you join an organisation you would soon find your way. Here our purpose is simply to give you an idea of the factors that are relevant for classification of reports and also to discuss the more widely acceptable types.

The purpose, contents, layout and format seem to us to be the main criteria for classification of reports.

Each report has a specific purpose. Sometimes only data has to be presented in an organised form, the purpose being to convey information. On some occasions you may be asked to collect data, analyse and interpret them, the purpose being to take a decision on the basis of your findings. Another purpose may be to record the progress of a project, the result of stock taking, the assessment of the quality of performance of employees, etc. You are likely to find the following three labels for the three purposes mentioned above: informational, interpretive, and routine respectively.

Some organisations make a distinction on the basis of material included in a report. For example, if an interpretive report has a large number of recommendations, it may be termed as recommendatory report.

The 'layout' refers to the structure and presentation of material. In an informational report you are likely to find only the following elements: title page or just the title of the report, introduction, and discussion or description. In the interpretive report you will find some of the other elements also. The structure of routine, memo and letter reports is different from that of the informational and interpretive reports. And so is the presentation. A routine report (also called form report) requires merely filling in a prescribed at required intervals.

The last criterion is the format which refers to the size and shape of a report. By their very nature routine, memo and letter reports are smaller in size and different in shape from the other types of formal reports.

A letter report combines the features of a business letter and a formal report. It frequently displays an informality, generally not found in reports. Its style is positive and personal rather than impersonal and objective as that of a formal report. In structure and format it is exactly like a business letter. But it concentrates on presentation of facts, results, conclusions and recommendations, wherever required. It also contains a number of headings and sub-headings.

A short report may be presented in the form of a memo which differs both in structure and form from a letter report. Since a memo report is meant only for circulation within the organisation it permits a higher degree of informality. It is also shorn of formal salutation, complimentary close and such other conventions of a business letter report. Because a memo serves as a record of some information, fact or decision, it is put away in a file for future reference. Every organisation usually has a printed letterhead for writing memos.

Check Your Progress

1. Define report.
2. How many types of reports do you know about?

Notes

Summary

- Reports are of many types such as periodic reports, progress reports, interim reports, inspection reports, completion reports, design reports, status reports, experimental reports and so on and so forth.
- The purpose, contents, layout and format seem to us to be the main criteria for classification of reports.
- Each report has a specific purpose.

Keyword

report: a spoken or written description of something containing information that somebody needs to have

4.6. Layout of a Formal Report

The 'layout' refers to the structure and presentation of material. The layout of a formal report is as follows:

- the cover;
 - the title page;
 - the letter of authorisation and the letter of acceptance;
 - the letter of transmittal;
 - the table of contents;
 - a list of the illustrations included in the body of the report;
 - an executive summary;
 - text of the report: introduction, body and conclusion; and
 - supplementary parts: appendixes and bibliography.
- (i) The *cover* contains the name of the title, the report number and the date for easy reference.
- (ii) The *title page* repeats the information given on the cover but, in addition, provides information about the recipient of the report, the name/names of author/authors, the date of submission and space for the signature of the approving authority and for his or her remarks.
- (iii) The letters of *authorization* and *acceptance* are in internal memo form and they are reproduced.
- (iv) *The letter of transmittal*, equivalent to the preface in a book, communicates in informal conversational style how the report addresses the issues. If the report does not have a synopsis or executive summary, the letter of transmittal may summarise the main findings and recommendations.
- (v) The *table of contents* shows the substance of the report in outline. If the report is long, only headings, of the top two or three levels are included under 'Contents'.
- (vi) The *list of illustrations* includes tables, charts, diagrams and other devices used to support statements made in the report.
- (vii) A synopsis or *executive summary* follows here. A *synopsis* gives a brief outline of the main points of the report. It is a 'prose table of contents'.

However, the *executive summary* is a ‘mini-report’ with more details including important illustrations. ‘A good executive summary opens a window into the body of the report and allows the reader to quickly see how well you have managed your message.’

- (viii) The *text* of the report contains the introduction, the body, the conclusion and the recommendations. The introduction concisely sets forth the background, states the issue and leads the reader into what follows with reporting devices such as *signposting* or reinforcement. The body conducts the main investigation with supportive visuals and leads the reader to conviction. The conclusion is the most important part of the report as it contains the recommendations.
- (ix) *Appendixes* accommodate materials which do not directly fit into the body but are supportive directly or tangentially. The *bibliography* documents the references by listing works and materials consulted.

The formal analytical report is almost a thesis with well conducted research into new insights.

Notes

Specimen Formal Report

REPORT
ON
AIR POLLUTION CONTROL
Prepared for
The Chief Engineer
Bharat Plastics Limited
Ashoknagar
Kanpur
by
Ashim Saraf
Chemical Engineer
30 September, 2019

Abstract

This report describes the existing measures to control air pollution in Bharat Plastics Ltd. and suggests steps for more effective control of the pollution. The suggestions made are likely to prove useful in other process industries also.

1. Introduction

Air pollution is a major problem in almost all the industries today. It also exists in Bharat Plastics Ltd., Ashoknagar, Kanpur in the form of heavy dust concentration. Among the various measures taken by the management to solve this problem are the installation of various types of bag filters and provision of ventilation in the affected departments. The purpose of this report is to describe the steps already taken and to suggest ways to control the pollution further.

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2. Causes of air pollution

The pollution of air occurs when in the atmosphere there is more than normal concentration of dust, sand or obnoxious gases. There are certain natural causes for this phenomenon — wind, cyclone, volcanic eruption, forest fire, etc. Among the man-made causes are the concentration of population, poor town planning, inadequate and inefficient waste management in industries and indiscriminate destruction of ecological balance.

Dust is the main pollutant in this organisation. It is between 0.2 per cent to 0.25 per cent of the total air pollutants and varies from 10 to 50 micron. Dust is amorphous and insoluble in water but partially soluble in other liquids. It is sticky and has a moisture content of 3 per cent to 4 per cent. Its density is 0.3 to 0.4 and specific gravity 1.1 to 1.2. In nature it is hygroscopic, abrasive and corrosive.

3. Departments facing air pollution

How air pollution occurs in different departments and the measures taken by them to control it are discussed below.

3.1. *Boiler automatic-I plant:* The boiler of this plant is charged by fuel oil. Smoke is produced from the functioning of the captive generator.

The smoke thus generated has a small percentage of carbon dioxide particles and colloidal carbon particulates. The smoke is let out in the atmosphere through a chimney of 100 ft., reducing the intensity at the ground level.

3.2. *Phenol formaldehyde department:* All the machines in this department, namely, Blender, Sheet Cutter, Alpiner, Ball Miller; and Roller Machine contribute to the pollution of the air. Dust floats above the machines at about 10ft. and ultimately gets deposited on the machines. The pollution of air produced by blender is controlled by means of two hoods, one at the top and the other at the bottom provided for dust collection. At the mouth of the blender there is a suction pipe to collect the dust particulates. Hoods are provided in the sheet cutter, alpiner and ball miller also for the same purpose. However, the alpiner has in addition 6 balloons made of drill doth to displace the dust generated in the machine. These balloons are cylindrical and their volume is 83 cu. ft. The amount of pollution is maximum in the roller machine as hoods are not provided. The phenol formaldehyde powder is fed into the rollers which makes the dust rise. For safety the workers are provided with heat resistant gloves and masks made of cloth. Plastic masks are not used as they get clogged with dust, causing difficulty in respiration.

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Another measure taken by the department is the setting up of a pulse-jet bag filter. This sturdily constructed, dust-tight casing contains a number of circular, fabric bags which are mounted on wire mesh supported cages. Each cage is fitted with a high efficiency venturi which is suspended from a tube plate that separates the dusty and clean sides of the filter. External manifold and solenoid operated diaphragm valves deliver compressed air to header tubes above each row of bags. These valves, which regulate the air supply are controlled by an adjustable solid state timer. There are no moving parts internally.

Dust-laden air enters the filter through the hopper side. The coarser particles fall out immediately and the finer particles rise with the air stream and accumulate evenly on the outer surface of the filter bags.

The cleaned air is discharged into the atmosphere. The complete cleaning cycle is carried out in a fraction of a second, allowing the collection operation to continue without interruption. However, the volume of dust in this department is so much that this device has been able to control pollution only partially.

3.3. *Urea formaldehyde department:* The main machines in this department are the kettles (in which urea formaldehyde is heated) and the alpiner, ball miller and roller machine. In this department too dust is the main pollutant. Its quality is different and it is more hygroscopic in nature. The pollution is controlled by installing exhaust fans for the circulation of fresh air. These fans force the polluted air out from the plant into the atmosphere. Further, a ventilation unit containing 12 nets has been installed behind the department to protect it from dust and other contaminants. This unit pumps fresh through the ducts specially provided for the purpose. The pollution has been controlled to a great extent. However, the problem persists.

3.4. *Melamine formaldehyde department:* In this department the problem is the same as in the urea formaldehyde department. And here again the same method has been used to control the pollution.

4. Conclusions: The organisation is aware of the problem of air pollution and conscious of its duty to control it. However, the measures it has taken have not been able to control it to the desired extent. Restrictions such as hygroscopic nature of the urea formaldehyde and melamine formaldehyde powders have come in its way. It is because of this reason that the company has not been able to utilise scrubbers and wet dust collectors for controlling pollution. The problem is that the powders when passed into the scrubber, form lumps on getting soaked and settle

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down in the water. On settling down they form cakes and absorb moisture from the humidifying spray. And it is very difficult to separate the cakes thus formed. Another difficulty is that in the phenol formaldehyde department the dust is recovered and reused in the plant.

And the recovery would not be easy if scrubbers are put to use. This does not mean that there is no scope for further control of air pollution.

5. Recommendations: The following measures should be taken to control the air pollution with a view to providing healthier atmosphere to the workers of the factory.

- (i) For the control of pollution in boiler automatic-I plant the fuel should be specially treated to reduce carbon dioxide content of the emission. A spray tower should also be installed for the control of particulates.
- (ii) In phenol formaldehyde department another pulse-jet bag should be provided to enhance air pollution control. Further, the workers should be provided with masks made of non-permeable cloth.
- (iii) In urea formaldehyde department the number of exhaust fans having greater speed and power should be doubled and one more ventilation unit be set up to provide fresh air. The same steps are recommended to control the pollution in melamine formaldehyde department also.

Check Your Progress

1. What do you mean by the layout of a formal report?
2. What are the features of the layout of a formal report? Discuss in detail.

Summary

- The 'layout' refers to the structure and presentation of material.
- The layout of a formal report is as follows:
 - the cover;
 - the title page;
 - the letter of authorization and the letter of acceptance;
 - the letter of transmittal;
 - the table of contents;
 - a list of the illustrations included in the body of the report;
 - an executive summary;
 - text of the report: introduction, body and conclusion; and
 - supplementary parts: appendixes and bibliography.

Keywords

layout: the way in which the parts of something such as the page of a book, a website, a garden or a building are arranged

formal report: official report

Review Questions

1. India Electronics Limited, 437 Ashokpura, Bharatpur are considering a proposal to establish a television manufacturing factory at Faridabad. Some of the factors that would influence their decision are: manpower, transport, market, climate, construction cost, education, etc. You as a senior electronics engineer have been asked to study the suitability of this town for the establishment of the factory. Write a report for the Managing Director, incorporating the results of your study.
2. National Steel Corporation, 41 Nehru Marg, New Delhi-110001 wishes to run a programme for training its engineers (about 90) in report writing. Assuming that, as Director of Training you have been deputed to examine the suitability of running this programme at the Indian Institute of Management, Bangalore during the ensuing summer vacation, write this report for the Personnel Manager of the Corporation. Your report should contain specific information about the availability of staff, facilities for transport, board and lodging, recreation, library, medical facilities, and an estimate of expenditure.
3. Assuming that you are the Regional Representative of the Central Institute of Environmental Studies, New Delhi, write a formal report to the Director of the Institute on the problem of air pollution in an urban area of your region. You should make specific recommendations to minimise air pollution.

*Scientific Writing Skills,
Plagiarism, Types of
Reports and Layout of a
Formal Report*

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