1. Define communication and describe the important steps involved in a communication process.

Ans 1 Meaning:

The word communication is derived from the Latin word "*communis*" which in literal translation means common & hence the actual translation of this word will be "*Transfer of commonly meaningful information*". Communication is a process which facilitates this interaction with his surroundings. *Communication simply defined is a process of passing, sharing and exchanging information and ideas.* Communication is the "lifeblood" of every day living. People spend up to 75% of their waking up time communicating. Communication is not only what we speak and write but also what we convey through our gestures, face expression and even subtle body movements and postures, called body language. Effective communication is an essential component in success of individuals.
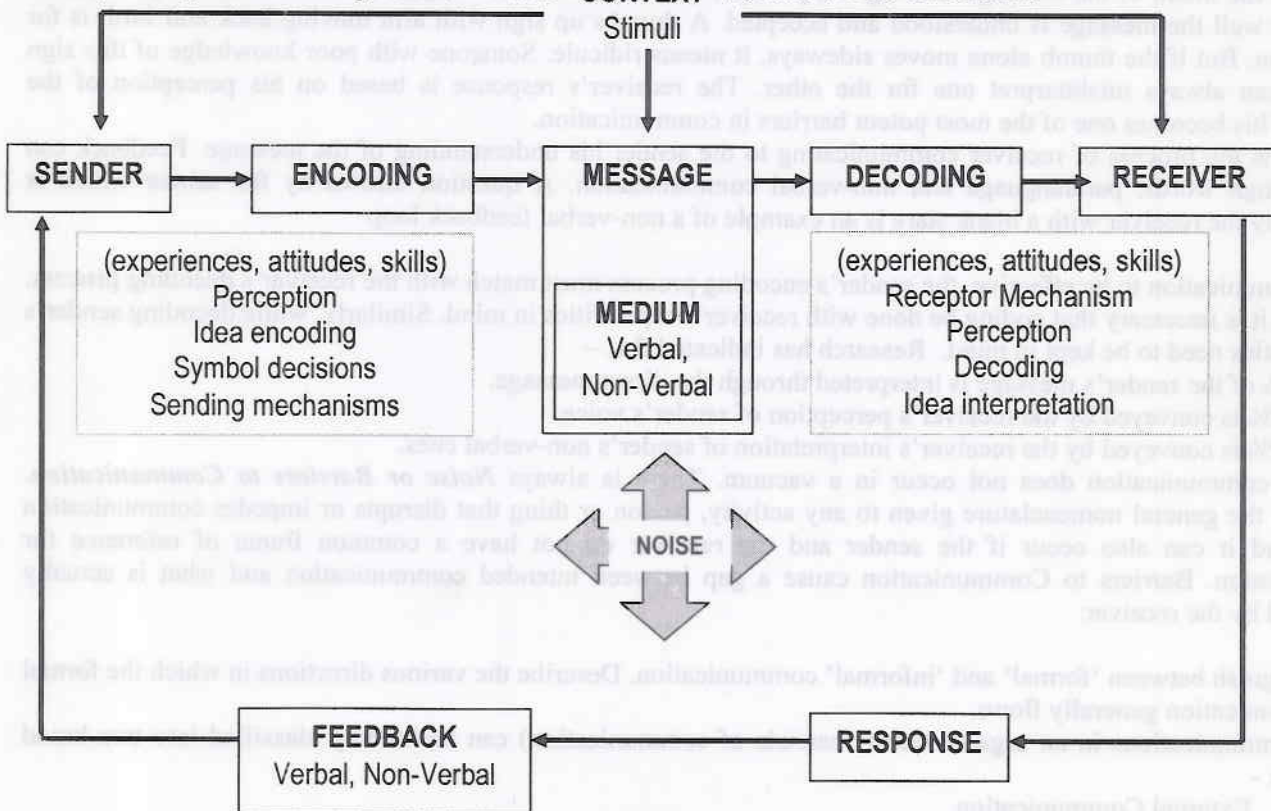
COMMUNICATION PROCESS

Although all of us have been communicating with others since our birth, none has perfected it. The process of communication is a very complex process with many potential pitfalls at every step. To communicate well, we need to know ourselves and other people. The communication process involves:

(a) Two major parties in communication – *Sender and Receiver*
(b) Two major communication tools   – *Message and Medium*
(c) Three major functions   – *Encoding, Decoding and Feedback*. And
(d) *Noise or barriers to communication* that may interfere or distort the intended communication.

Encoding refers to the process of converting mental idea into a message form to be sent and is influenced by the knowledge, beliefs, biases, and feelings of the sender.

Message is written, oral or symbolic form of the core idea being communicated. Communication effectiveness also depends upon the message forms – *Words CONTEXT re, Non-verbal behaviour*.

Stimuli

Communication Process – Flow Chart

Words are the phrases that we select to express the thought that we intend to communicate including vocabulary, language, phrases, sentence structure and sentence clarity. Words can insult, injure, or exalt. They can lead to costly errors, false hopes, or disillusionment. They can evoke pride, loyalty, action or silence and are critical to the influence process

Paralanguage means language of language. (Paraphysics is physics of physics). It is the characteristics of the voice, such as rate of speech, diction, tone, rhythm and volume. Voice is a highly versatile instrument. Voice on its own communicates enthusiasm, confidence, anxiety, urgency, serenity, and other states of mind and intent without even a word being spoken about these. The ability of the voice to affect what is being said is known as paralanguage.

Non-verbal Communication is anything where words are not used, such as gestures, facial expression, eye contact, body language, positioning. Non-verbal cues serve as windows to emotions, desires and attitudes.

Choice of Medium depends upon the contextual factors and nature of the message. There is a different appropriate medium if any of the elements of communication process change. A verbal message may have to be changed to sign language or written note if the noise level becomes too high. A person with speech problems would better communicate through notes and letters rather than telephone. Thus, choice of correct medium for effective communication is extremely important. The choice of medium is also influenced by the relationship between the sender and the receiver. In addition there are tens of other factors that influence the choice of medium, like urgency, importance, number of receivers, costs involved, availability, and the amount of information.

For internal communication, written media may be memos, reports, bulletins, job descriptions, posters, notes, employee manuals etc. Oral communication may take the form of staff meeting, face to face discussions, audio tapes, telephonic conversations or presentations. External communication media may be letters, reports, proposals, telegrams, faxes, e-mail catalogues, new releases, live presentations etc.

Once message is received, the receiver *decodes* the message through assimilation and interpretation to understand the intent of the message. During this process, the receiver's knowledge, beliefs, biases, and perceptions affect how well the message is understood and accepted. A thumbs up sign with arm moving back and forth is for appreciation. But if the thumb alone moves sideways, it means ridicule. Someone with poor knowledge of this sign language can always misinterpret one for the other. The receiver's response is based on his perception of the message. This becomes one of the most potent barriers in communication.

Feedback is the process of receiver communicating to the sender his understanding of the message. Feedback can occur through words, paralanguage and non-verbal communication. A question thrown by the sender which is answered by the receiver with a blank stare is an example of a non-verbal feedback loop.

For a communication to be effective, the sender's encoding process must match with the receiver's decoding process. Therefore, it is necessary that coding be done with receiver's capabilities in mind. Similarly, while decoding sender's characteristics need to be kept in mind. Research has indicated that –

- 7% of the sender's message is interpreted through the direct message.
- 38% is conveyed by the receiver's perception of sender's voice.
- 55% is conveyed by the receiver's interpretation of sender's non-verbal cues.

However, communication does not occur in a vacuum. There is always *Noise or Barriers to Communication*. "Noise" is the general nomenclature given to any activity, person or thing that disrupts or impedes communication process and it can also occur if the sender and the receiver do not have a common frame of reference for communication. Barriers to Communication cause a gap between intended communication and what is actually understood by the receiver.

2. Distinguish between 'formal' and 'informal' communication. Describe the various directions in which the formal communication generally flows.

Ans 2 Communications in an organisation (Channels of communication) can be broadly classified into two broad categories: -
   1.   External Communication
   2.   Internal Communication

External communication is the one which either originates from outside the organisation and is received in the organisation or the one that goes out from the organisation. Thus, External communication can be further classified into: -
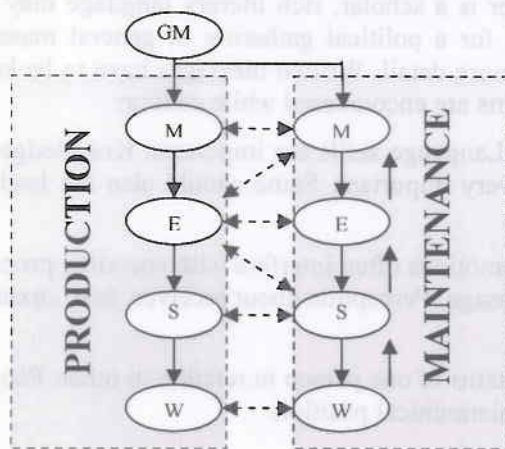
(a)   Outbound – Letters, Mails, Court Appeals, etc, originating in organisation and addressed to people/ authorities outside the organisation.

(b)   Inbound – Letters, mails, Faxes, etc received by the organisation from outside including legal and govt notices etc.

Internal communication is the one which originates and terminates within the organisation. Eg. Staff Minute Sheets, Office Memo, Departmental Notes, etc. It even includes informal messages exchanged between members of organisation over a cup to tea or lunch room gossip. Thus, internal communication can be divided as: -

(c)   *Formal* – Office Memo, Deptt Notes, Staff Minute Sheets, etc. exchanged among the people of the organisation.

(d)   Informal/personal – It has no set channels. It could be over a cup of tea or while waiting for a meeting to commence. It is also called grapevine/gossip channel.

Formal communication can be further divided as

(a)   *Upwards* – Originates at lower level and is addressed to the people higher in hierarchy. These could be reports, requests, opinions, complaints, etc.

(b)   *Downwards* – is one which originates at higher management level and is communicated to lower echelon as information or action agenda. It often consists of information which is necessary for any staff to carry-out their work, such as policies and procedures, orders and directions.

(c)   *Lateral* – Lateral messages are the direct exchange of information among people of different departments at one level up or down than the originator. Addressed to the peer group like an engineer in production department addressing to another in maintenance department.

GM – General Manager
M- Manager
E – Engineer
S – Supervisor
W – Worker

Lateral communication is the communication which takes between people of same status within the department or inter department. It also includes communication with people one step above or below in hierarchy.

Informal Channels spring up by virtue of common interests among people in the organisation – these interests may be caused by work, social or outside relationships. The grapevine/gossip is very powerful channel. It is often far more powerful than the other two.

Its messages may frequently be distorted, but they often carry more credibility than those coming from the formal channels. Informal channels become the only means of communication when the formal channels break-down or get blocked. This channel is the fastest medium of spreading the message though with distortion. While most of the senior management discourages it, many indulge in it themselves to feel the pulse of lower management. Departmental parties, get-togethers, picnics and other social events are few of the ways to open informal channel of communication between senior and junior management.

For an organisation to function effectively, it is necessary that the formal channels of communication function smoothly at all times. Upward channel is most susceptible to blockage and creates a barrier between higher and lower management and informal channel becomes over active. When this happens, it is an indicator that the organisation's policies, procedures and employee relations need to be reviewed.

3. Explain the principal barriers to communication and suggest measures to make communication effective.

Ans 3 There are a wide variety of sources of noise or interference that can enter into the communication process which prevent effective communication. These are called Barriers to Communication. Such barriers occur at every step and every element in communication. Barriers can be introduced at sender's level, at receiver's level, during transmission or even at feedback stage.

Barriers to communication can be segregated either on the basis to Elements of Communication or grouped in types.

Communication Elements Basis

1. **Barriers at Sender's Level:**

   (a)   *Inadequate Planning:*

      (i)   If the thought/idea/message is not well formulated/organised/planned, coding will not be proper and it will be hard to understand.

      (ii)   **Improper Sequencing** of Various Ideas, Thoughts, etc. Message has to be conveyed in a manner that receivers are first softened towards the idea and later the idea is revealed. Conversely if a loaded message is first conveyed and then justification is given, it is often not accepted.

      (iii) **Selection of Inappropriate Medium.** If the sender has not done his homework about receiver and the prevailing conditions, he might choose an inappropriate medium. Like sending a written note to an illiterate person, or speaking in Hindi to a Tamil village audience.

   (b)   *Knowledge of the Sender:* Poor knowledge of the sender will leave the message incomplete and introduce confusion in the minds of receiver.

   (c)   *Improper Encoding of Message:* Message coding has to be done keeping in mind the medium for transmission and the receivers' profile. If the receiver is a scholar, rich literary language may be appropriate, but same would be highly inappropriate for a political gathering of general masses. Similarly, if the message is oral, it can be slightly in more detail. Written messages have to be kept as concise as message would permit. Following problems are encountered while coding:

      (i)   **Language Skills and Semantic Problems:** Language skills are important. Knowledge of right words/symbols/gestures for the idea is very important. Same should also not lead to any ambiguity.

      (ii)   **Assumptions/Emotions:** Assumptions and emotions often interfere with encoding process and introduce/delete unwanted elements in message. Perception about receiver, fear, anxiety, etc

   (d)   *Status Effects:* There are mental barriers created by status of one person in relation to other. People may not want to hear or interact from person in lower hierarchical position.

2. **Barriers at Receiver's Level:**

   (a)   Receiving the message

   (b)   Attention deficit of receiver

   (c)   Decoding the received message

      (i)   Language skills and semantic problems

      (ii)   Assumptions/Emotions

      (iii) Perception about sender, fear, anxiety, etc

   (d)   Understanding/interpreting the message

(e)   Barriers to Acceptance:

      (i)   Prejudices

      (ii)   Interpersonal conflicts between sender and receiver.

(f)   Length of the communication: Too long a message may not be read fully or read too fast for clear comprehension.

(g)   Status effects

(h)   Environmental factors – like noise, poor visibility, etc

3.   *Barriers at Communication Medium Level:*

    (a)   Improper choice for the kind of message or kind of surrounding

    (b)   Technical Problem – improper functioning of gadgets, poor hand writing, intermittent transmission by electronic gadgets, unintelligible gestures, loss/corruption of data during transition, etc

    (c)   The ability of the receiver to listen and receive, especially messages which threatens his or her self concept.

    (d)   The receiver's attitudes and values.

4.   *Barriers at Feedback level:* The feedback may be wrong due to fear, respect or other reasons.

Barriers to communication can also be grouped on other basis:

    1.   Physical

    2.   Linguistic/semantic

    3.   Mental/Psychological

    4.   Mechanical

    5.   Cultural

    6.   Social

    7.   Technological

1.   *Physical Barriers:*

    (a)   Environmental Disturbances like traffic noise, loud sound, passing train etc.

    (b)   Time and Distance

    (c)   Poor hearing (due to defective hearing)

    (d)   Poor presentation due to speech defects like stammering, lisping etc.

2.   *Linguistic/Semantic Barriers:* With thousands of languages and dialects being in vogue in our country alone, chances of linguistic mismatch between two people are very high. In addition, there could be wide variation in knowledge of two people even with same language. Thus barriers can appear in the form of:

    (a)   Language Incompatibility – Sender and Receiver not knowing any common language. A villager from North India meeting a villager from Tamilnadu.

    (b)   Poor Language skills/pronunciation/vocabulary of sender – similar meanings or similar sounding words can be often misunderstood by receiver or wrongly used by sender. Take the case of a hotel guest telling the Room Service, "I want to shit" when he wanted to say that "I want two bed sheets".

(c) Comparatively poor language skills of receiver. Another customer demanding "pepper" and the waiter bringing "Newspaper" instead.

(d) **Semantic Problems** occur when people use either the same word in different ways, or different words in the same way. The choice of words or language in which a sender encodes a message will influence the quality of communication. Because language is a symbolic representation of a phenomenon, room for interpretation and distortion of the meaning exists. Meaning has to be given to words and many factors affect as to how an individual will attribute meaning to particular words. In official communications, "Good" remark is often construed as merely "Sat". It is important to note that no two people will attribute exactly same meaning to the same words.

3. **Mental Barriers:**

From the sender's point of view

(a) Confused thinking. Sender's own ideas are not clear about a subject.

(b) Status Effect – Reservation in communicating with certain class of people, at higher or lower status.

(c) Perception – Assumption that a certain person does not need particular information or may misuse it.

From the receiver's point of view

(a) Perception – Information coming from Mr X is not worth consideration.

(b) Unwilling to accept new ideas, thoughts, etc. Mentally not developed to assimilate some information. Limitations in ability, intelligence and understanding

(c) Attention deficit – Too engrossed in some thing else to pay adequate attention to this message.

4. **Mechanical Barriers:**

(a) Noisy transmission (unreliable messages, inconsistency)

(b) Improper media (machines or instruments) used for communication, very often becomes the barrier. Non-availability of proper medium or use of defective medium can act as barrier. "Fax machine did not receive message clearly".

(c) Wrong channels or medium

5. **Cultural Barriers:** Effective communication requires understanding of the basic values, culture, customs, habits and beliefs that are prevalent across cultural divide if the recipient of the message hails from other side of divide. Given some dramatic differences across cultures in above named areas, the opportunities for miscommunication while we are in cross-cultural situations are plentiful. Kiss on the back of hand of a lady is a way of paying respect in British Culture. Similar action in India would have disastrous consequences.

6. **Social Barriers:** Social customs can create barriers. In Indian culture, youngsters are not supposed to cross question orders of elders. Similarly, there is virtually no communication between certain relations in regressive societies, like between Father-in-Law and Daughter-in-Law.

7. **Technological Barriers:** There could be mismatch between the technology used by sender to send message and the technology available with receiver. A power point presentation created with Office XP may not open with some old version of MS Office 95.

Overcoming Barriers to Communication

(a) If communication is oral, it must be clear and not heavily accented.

(b)   Words should be simple and unambiguous. Words must be chosen and sentences constructed in such a way that there is little possibility of deriving any meaning other than intended.

(c)   Pay attention while listening and read with concentration.

(d)   If instruments are used, they should be in proper working condition. Classical joke of radio frequency shuffling between two stations, one broadcasting pickle preparation instructions and other broadcasting physical exercise instructions, should be avoided.

(e)   The communicator should try to reach the audience by speaking and writing at their level of reception/understanding. There is no point in releasing advertisements in countryside in English. Vernacular language would be far more effective.

(f)   Language should be used to express and not impress, unless necessary.

(g)   Proper arrangement must be made to obtain feedback. The sooner feedback is available, sooner can the mode and manner of communication be altered to make it more effective.

(h)   Select most appropriate channel of communication given the prevailing environment and receiver's disposition.

4.   Explain the principles of effective communication in detail with examples.

Ans 4 **Gateways of Effective Communication**

Over 70% of our time is spent in communicating with others and that interaction is compulsory. Everyone must communicate his or her needs and ideas. In case of an organisation, it is important for the organisation to communicate regarding its products and services.

Unfortunately, many people have trouble in this area. Remember, you must have the professional impact that is needed to get ahead in the corporate world today. Communication is important as people judge us, our companies, our products, our services and our professionalism by the way we write, act, dress, talk and manage our responsibilities, in short, how well we communicate with others.

Successful people know how to communicate effectively. They know how to communicate their ideas without hurting the sentiments or ego of the people they are dealing with. An appropriate communication style behoves a person dealing with peers, external groups, customers, employees and managers. Fourteen percent of each 40-hour work week is wasted because of poor communication between staff and management.

GUIDELINES FOR EFFECTIVE COMMUNICATION

Communication guidelines are vital for horizontal integration of the communication process. These guidelines may incorporate work procedures, which have been agreed upon, design regulations regarding logotypes and colours. Most companies have 'house style' books that comprise such regulations and express the core values of the corporate identity.

It should be noted that corporate communication and management of stakeholders are affected by other functions as well. Therefore, horizontal arrangements are required to be in place for the coordination of work process between communication experts e.g. finance and human resource. This might be in the form of a meeting between the senior managers of communications, human resource and finance. Work teams can be assigned to the management functions, which show more interdependencies and require horizontal arrangements.

7 C'S AND 4 S'S

In any business environment, adherence to the 7C's and 4S's helps the sender in transmitting his message with ease and accuracy.

The 7C's are as follows:

1. **Conciseness:** The message to be communicated should be as brief and concise as possible. Only simple and brief statements should be made.

2. Concreteness: Concrete and specified expressions should be used in favour of vague and abstract expressions. The facts should also be specified. The level of message of the sender should be according to the receiver's level of knowledge, understanding and educational background. Such communication builds confidence between sender and receiver.

Abstract statements can confuse the sender. For instance, if the sender instead of saying: "There has been a tremendous escalation in the sales figure", states "There has been an escalation in the sales figures by almost 50% as compared to last year", the receiver would listen and comprehend the details more easily. The message to be communicated should be as brief. Ornamental language definitely sounds impressive but does not lead people to concrete action. As far as possible, the language used should be simple and brief in nature.

3. Consistency: Communication approach must have consistency. Excessive vicissitudes might lead to confusion in the mind of the receiver. All the ideas and points must work in tandem and form an appropriate sequence. Such communication will minimise communication barriers.

The sender should also make firm decisions. If the sender desires to bring about a change in his handling of the situation, he should ensure that the handling is gradual and easy for the receiver to comprehend.

4. Correctness: It is mandatory to send the message in a correct manner i.e. it must have supporting facts, figures, examples etc. This is done to ensure that if any idea has remained unclear to the receiver he may understand it more clearly, correctly and appropriately based on the supply of facts etc. The sender's ideas must be balanced. The most important aspects of the message should be emphasised for increased attention of the receiver.

5. Clarity: Clarity of thought should precede a conversation. The message constructed by the sender should be unambiguous should adhere to a simple sentence structure. This permits the receiver to understand the message with little effort.

Complete clarity of ideas facilitates ease of comprehension. Ideas should be conveyed in a manner that they are understood with simplicity. At the time of encoding, the sender should take into account the level of knowledge, background and status of the decoder and encode the message accordingly. In case there is any discrepancy between the usages of terms, miscommunication can arise. The facts communicated by the sender as a back up should be accurate. Although a situation may arise when the listener is forced to refer to the facts, such a situation should be avoided as far as possible. Finally, the usage of terms should be non discriminatory.

6. Credibility: The above-mentioned points prove futile in the absence of the credibility factor because credibility depends on the trust factor between the sender and receiver. The sender should exude confidence that the receiver will receive the message being sent by him. Similarly, the receiver should maintain constant interaction with the sender and display trust in the sender's credibility. He should accept the sender's messages as the truth.

7. Courtesy: Courtesy follows credibility. Results beyond expectation can be achieved if tact, diplomacy and appreciation of people are woven in the message. Courtesy in expression is an effective and integral part of business world.

Once the credibility of the sender has been established, attempts should be made at being courteous in expression. In the business world, being courteous can pave the way to success.

Further, expressions that might hurt or impair the receiver psychologically should be ignored. Therefore, it is important to espouse the 'you' attitude and discard the 'I' attitude. Development of the 'you' point of view will enable the individual to see other's point of view as well.

One should employ the 'you' attitude only for the pleasant or positive 'you-issues' and it should not be used as a corrective measure. If utilised as a corrective measure, the results might not be very positive or encouraging.

The 4S's are as follows:
The 4S's are as important as 7C's. They also increase the possibility of effective communication.

1. Sincerity: Sincerity increases the level of trust between sender and receiver. The receiver also expects sincerity from the sender. If there is a slight sense of insincerity in the message and if the observer is keen about the message then it may affect the communication process.

2. **Strength:** The strength of the message depends upon the credibility of the sender. If the sender himself believes in the message then there is strength and conviction in whatever he states. Half hearted statements or utterances that the sender does not believe in pepper the process of communication with falsehood.

3. **Simplicity:** Simplicity of language is a pivotal factor is communication. Lucidity of ideas, simple words give rise to an unequivocal message.

4. **Shortness:** The message must be precise and concise. Brief messages are transmitted and comprehended more clearly, more effortlessly and are more effective and economical.

5. Describe the important communication networks in work-oriented groups. How will you check the effectiveness of the communication system prevailing in Indian industries.?

Ans 5 Organizational communication can be transmitted in a number of directions: downward, upward, horizontally, diagonally, and through the grapevine. These communications can be formal or informal; in either case, the actual pattern and flow of communication connecting senders and receivers are called communication networks. Because this system contains all the communication of the organization, these networks have a pervasive influence on the behavior of individuals functioning within them.

There are a number of ways to organise communications networks, each with different advantages. Networks of communications may be:

- centralised - where a leader directs the flow of communication
- decentralised - each member of the group has access to the ideas of all other members.

There are three types of centralised networks:

- Chain Network
- Y Network
- Wheel Network

The *chain network* ranks next highest in centralization. Only two people communicate with one another, and they in turn have only one person to whom they communicate. Information is generally sent through such a network in relay fashion. A typical chain network would be one in which a teacher (B) reports to the department head (C), who in turn reports to the principal (A), who reports to the superintendent (D). Another example is the grapevine through which information passes throughout a school building or district between different departments and organizational levels.
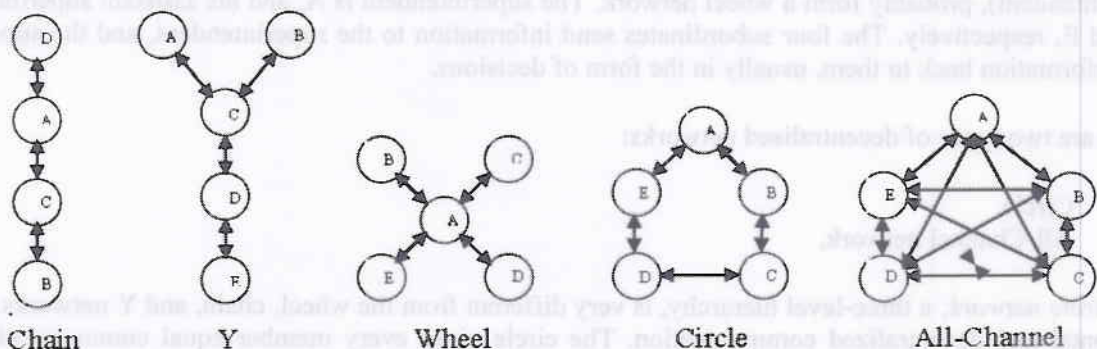

Chain   Y   Wheel   Circle   All-Channel

Figure 1. Common communication networks.

9

The *Y network* is similar to the chain except that two members fall outside the chain. In the Y network, for example, members A and B can send information to C, but they can receive information from no one. C and D can exchange information; E can receive information from D but cannot send any information. For example, two assistant principals, (A and B) report to the principal (C). The principal, in turn, reports to the assistant superintendent (D), who reports to the superintendent (E).

In the **chain network** information is passed straight up or down the line. Chains have a leader (A) who decides what messages should be passed on and how. Messages, especially those that must be legally correct, may use this structure.

The **wheel** (or 'star') **network** has a central leader (A). There is little or no connection between the 'spokes'. In this structure, the leader controls lines of communication and ensures that messages are passed on efficiently. For example, the Nationwide Building Society holds regular 'Question Time' and 'Meet the Chief Executive' events at different venues, including branches. These give all members the opportunity to ask the Chief Executive questions and meet other senior managers and branch staff.

The **circle network** is where all information is shared equally between all members of the network. In this structure, members feel the greatest satisfaction. Many building societies have member forums that are set up in this way.

The **Y network** - here information from the leader (A) is shared at the same time through two channels (C, D) who pass on the information outwards. This structure can spread information faster than the chain.

The *wheel network*, a two-level hierarchy, is the most structured and centralized of the patterns because each member can communicate with only one other person. For example, a superintendent of schools and those who are his immediate subordinates (assistant superintendent for business, instruction, personnel, and assistant to the superintendent), probably form a wheel network. The superintendent is A, and his assistant superintendents are B, C, D, and E, respectively. The four subordinates send information to the superintendent, and the superintendent sends that information back to them, usually in the form of decisions.

There are two types of decentralised networks:
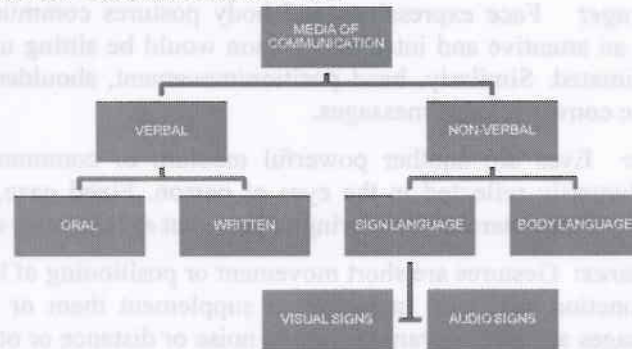
- Circle
- All-Channel network.

The *circle network*, a three-level hierarchy, is very different from the wheel, chain, and Y networks. It is symbolic of horizontal and decentralized communication. The circle gives every member equal communication opportunities. Each member can communicate with persons to their right and left. Members have identical restrictions, but the circle is a less restricted condition than the wheel, chain, or Y networks. For example, the circle network has more two-way channels open for problem solving (i.e., five) than the four channels of the aforementioned networks. In the circle network, everyone becomes a decision maker.

10

The *all-channel network* is an extension of the circle network. By connecting everyone in the circle network, the result is a star, or all-channel network. The star network permits each member to communicate freely with all other persons(decentralized communication). The star network has no central position, and no communication restrictions are placed on any member. A committee in which no member either formally or informally assumes a leadership position is a good example of a star network.

6. Explain the importance of Non verbal communication in Business. Discuss <u>Any Four</u> of the prominent Non verbal aspects of communication.

Ans 6 **FORMS OF COMMUNICATION**

```
                        MEDIA OF
                     COMMUNICATION
                 ┌───────────┴───────────┐
              VERBAL                   NON-VERBAL
          ┌─────┴─────┐          ┌────────┴────────┐
        ORAL       WRITTEN   SIGN LANGUAGE    BODY LANGUAGE
                          ┌────────┴────────┐
                     VISUAL SIGNS       AUDIO SIGNS
```

Types of Communication

    (a)   Formal and informal communication
    (b)   Intra personal and Interpersonal communication
    (c)   One Way and Two Way communication
        (i)   **One Way Communication:** Sender keeps sending message without getting any response or feed back. Like, News Reader, Presentation, Speeches, etc.

        (ii)   **Two Way Communication:** All parties in communication keep exchanging the role or sender and receiver alternatively. Like dialogue between friends, debate, question answer session at the end of speech, etc

Intra personal communication is communication with the Self like debating with oneself over ideas proposals and thinking, etc

NON VERBAL COMMUNICATION

Non verbal communication is one where words are not used. It could be in the form of:

    (a)   *Touch:* Touch can convey the feelings or augment the verbal communication.

    (b)   *Proximics:* Use of space to communicate. Space can be

        (i)   **Private Space:** Like amount of office space allotted to a person communicates his hierarchical status

        (ii)   **Personal Space:** Personal space can be further subdivided as:

            (aa)   Public Space: Space beyond 4 m of a person. This is the space allowed to Strangers, unconcerned General Public, etc.

            (ab)   Private Space: Space from 1.5 m to 4 m. This is space for Casual Acquaintances, Visitors, etc

            (ac)   Person Space: Space from 0.5m to 1.5 m. Friends and family members are allowed in this space.

Intimate Space: Less than 0.5 m is a person's intimate space. Spouse, children, siblings and very close friends are allowed here.

All these spaces are measured in front of person, not on the sides. Depending upon what distance another person keeps from you, you can guage his feelings towards you. But even these distances have no universality. While Americans more or less follow this code, Arabs and Latins have much compressed scale. They prefer closeness and touch during communication.

(c) **Time:** What time of the day and how much time are you allowed can convey a lot of things. Even the relative time of reaching at a venue can be significant indicator.

(d) **Body Language:** Face expressions and body postures communicate a lot of inner feeling of a person. Like an attentive and interested person would be sitting upright and bending forward. Face would be animated. Similarly, head position/movement, shoulder positions, eye movements, limb movement etc convey a lot of messages.

    (i) **Eyes:** Eyes are another powerful medium of communication. Inner feelings are often involuntarily reflected in the eyes of person. Fixed gaze, Repeated glances or lit up eyes convey deep interest. Wondering or half shut eyes convey disinterest.

    (ii) **Gestures:** Gestures are short movement or positioning of body parts. They are either used in conjunction with oral messages to supplement them or in stand alone mode where oral messages are hard to transmit due to noise or distance or other reasons.

    (iii) **Movement:** Movement of a person or body parts communicates to the observer his mental status. Shaking of legs indicates uneasy eagerness. Head movement can indicate approval or disapproval. Again, the movement can be used in stand alone mode or to supplement the oral message.

    (iv) **Posture:** Posture is body positioning which also communicates acceptance, interest, etc. An upright or forward inclined sitting posture indicates interest in the matter. A tilted head denotes concentration in the subject.

(e) **Para Language:** Para language involves use of non verbal sounds, like sighing, thumping of desk, voice modulation, etc.

(f) **Intonation:** The meaning or impact of words can be altered significantly by changing the intonation of one's voice. Think of how many ways you can say "no". You can doubt, terror, amazement, anger, among other emotions.

(g) **Appearance:** Builds an image of the sender that affect the receivers' attitude and perception towards the verbal messages even before they read or hear them. Physical appearance conveys impressions regarding occupation, age, nationality, social and economic status, job status, etc. Similarly appearance of written messages may impress the receiver as important, routine or junk mail. Appearance of the surroundings has an effect on persons involved in the communication process.

(h) **Objects:** Similarly, we use "things" to communicate. Decorations at home or ornaments worn on body are ways to communicate through things.

Skilful communicators understand the importance of nonverbal communication. While on one hand they use it to increase their effectiveness, on the other hand they use it to understand real intent of other person. But a word of warning. Beware in cross cultural settings because Nonverbal cues can differ dramatically from culture to culture. An American's hand gesture meaning "OK" would be viewed as obscene in some South American countries.

7. Discuss Communication in Organizations. How will you help Organizations to improve their brand image by effective communication?

Ans 7 Need for Organisational Communication

Each one of us in the organization expect that our talent and potential is recognized by others through a system of communication, participation and teamwork. Communication is a two-way exchange of ideas between every member of the organization.

Importance of Organizational communication.

There can be no organization without communication. The importance of communication in any organization is emphasized with reference to the amount of time spent by members of the organization in communicating with each other at various levels.

Oral communication accounts for at least 80% of executives' time of the working day. About 75% of the day is spent in communications with ¾ th of that time devoted to face to face engagements.

Communication is a tool of Management System for a transfer of messages. A system of communication should provide an opportunity for communication within the organization between various levels.

Management needs to communicate with management and operating personnel in carrying out managerial functions. An effective tool of communication provides data for effective decision-making.

Principles of effective communication in Organization

1. Clear line of authority from top to bottom.
2. Everyone to know to whom they report and who reports to them. Not more than one line authority in the organization.
3. Responsibility and authority to be clearly defined in writing.
4. Responsibility to be coupled with authority.
5. Responsibility of higher authority for acts of subordinates is absolute.
6. Authority to be delegated as far down the line as possible.
7. No. of levels of authority to be kept at minimum.
8. The work of every person in the organization to be confined as far as possible to the performance of a single leading function.
9. Wherever possible line function to be separated from staff function.
10. Adequate emphasis on important staff objections/ grievances/ concerns.
11. Organisation to be flexible so as to be able to adjust to changing conditions.
12. Organisation to be kept as simple as possible.

Communications in managerial functions

1. **Planning** -deciding in advance what is to be achieved. Planning involves interviews, discussions and exchange of ideas to finalise a plan. A good system of information exchange is essential for formulate a good plan.

2. **Organising -** arrangement of systems such as men material and machine in an orderly fashion. Consists of formal, informal, upward downward, internal and external communication channels.

3. **Controlling-** an examination of actual performance and comparison to standards, No management task is more significant than communicating success and failure measuring actual performance against set standards, analyzing deviation and remedial actions all involve oral and written communication. Feedback ensures effective control.

4. **Directions**- Direction involves and imparts instructions, various orders to support staff, communicates rules, objectives, procedures and guidelines by motivation and supervision. Direction function has a leadership role to which communication applies by which a manager guides helps and influences the work of his subordinates.

5. **Co ordinations**. In a business enterprise, there are a large number of people working in different departments and sections with different types of authorities and levels. In this, everyone has to contribute towards the accomplishment of the common broad objectives of the business. It is communication that helps to achieve coordination between various departments and levels in an organization.

Area of communication in an Organization

1. Recruitment - To persuade potential employees to work for the organization and to inform prospective recruits about the enterprise.

2. Orientation - To impart a sense of familiarity and security in the job, in making the newcomers acquainted with peers, supervisors and subordinates to make them understand procedures, policies and practices.

3. Operation - Employees do not work in vacuum, they need to interact to acquire information. Employees have to respond well to direction and supervision.

4. Individual appraisal - To know how employees perform against set standards to apprise them of their shortcomings and to encourage their talents.

5. Personal Safety - While working on a job adequate and timely information on safety of employees on the job is a major responsibility of the organizations. Such communications reduce the costs of accidents, the problem of compensation, insurance premium and other related issues.

6. Discipline- the function of communication in discipline is to make employees know the rules and regulations of the organizations. The management, with the help of effective internal communication and appropriate channels and media makes employees acquainted with rules regulations and unwritten codes of the enterprise.

8. Write in detail External and Internal communication in the organization.

Ans 8 Communications in an organisation (Channels of communication) can be broadly classified into two broad categories: -

1) External Communication
2) Internal Communication

External communication is the one which either originates from out side the organisation and is received in the organisation or the one that goes out from the organisation. Thus, External communication can be further classified into: -

a) Outbound – Letters, Mails, Court Appeals, etc, originating in organisation and addressed to people/ authorities out side the organisation.

b) Inbound – Letters, mails, Faxes, etc received by the organisation from outside including legal and govt notices etc.

14

Internal communication is the one which originates and terminates within the organisation. Eg. Staff Minute Sheets, Office Memo, Departmental Notes, etc. It even includes informal messages exchanged between members of organisation over a cup to tea or lunch room gossip. Thus, internal communication can be divided as: -
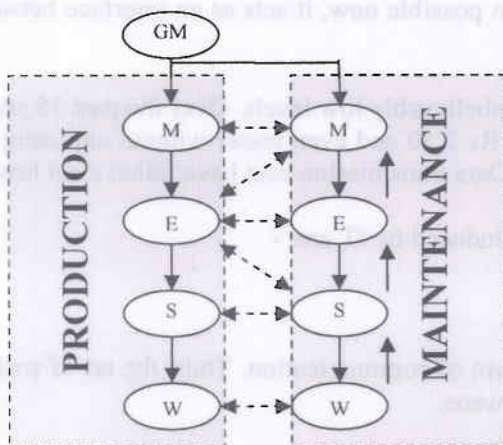
      a)   Formal – Office Memo, Deptt Notes, Staff Minute Sheets, etc. exchanged among the people of the organisation.

      b)   Informal/personal – It has no set channels. It could be over a cup of tea or while waiting for a meeting to commence. It is also called grapewine/gossip channel.

Formal communication can be further divided as

a)Upwards – Originates at lower level and is addressed to the people higher in hierarchy. These could be reports, requests, opinions, complaints, etc.

b)Downwards – is one which originates at higher management level and is communicated to lower echelon as information or action agenda. It often consists of information which is necessary for any staff to carry-out their work, such as policies and procedures, orders and directions.

c)Lateral – Lateral messages are the direct exchange of information among people of different departments at one level up or down than the originator. Addressed to the peer group like an engineer in production department addressing to another in maintenance department.

GM – General Manager
M- Manager
E – Engineer
S – Supervisor
W – Worker

Lateral communication is the communication which takes between people of same status within the department or inter department. It also includes communication with people one step above or below in hierarchy.

Informal Channels spring up by virtue of common interests among people in the organisation – these interests may be caused by work, social or outside relationships. The grapevine/gossip is very powerful channel. It is often far more powerful than the other two.

Its messages may frequently be distorted, but they often carry more credibility than those coming from the formal channels. Informal channels become the only means of communication when the formal channels break-down or get blocked. This channel is the fastest medium of spreading the message though with distortion. While most of the senior management discourages it, many indulge in it themselves to feel the pulse of lower management. Departmental parties, get-togethers, picnics and other social events are few of the ways to open informal channel of communication between senior and junior management.

For an organisation to function effectively, it is necessary that the formal channels of communication function smoothly at all times. Upward channel is most susceptible to blockage and creates a barrier between higher and lower management and informal channel becomes over active. When this happens, it is an indicator that the organisation's policies, procedures and employee relations need to be reviewed.

9. How will you design House magazine for the Organisation?
10. How does Technology impact Communication in the Organisation?

Ans 10 Saying that IT has affected communication is an understatement. In reality, IT has metamorphosed the communication. It is completely revolutionised the way of communication. It is possible today to communicate a lot faster, more accurately, more clearly and in much greater detail and finally at much lower cost. It has spanned hitherto unthinkable distances and times. IT has affected the organisational communication on every conceivable front: -

(a) *It has speeded up the communication:* Proliferation of telephones, Mobile Phones, Television, internet, fax, SMS, MMS, etc have speeded up the communication and information exchanges. For business, speedy communication translates as better inventory management (lesser inventory sourced from cheapest vendor) and faster turnover of capital.

(b) *Eliminated Physical Presence:* Technologies such as video conferencing, simple procedures for authentication over communication media, etc have reduced the necessity of physical presence and made transactions faster and easier. e-commerce fuelled by IT has eliminated need to hire costly spaces in upmarket segments and high inventory.

(c) *Simplified Communication:* Whether oral or written, communication has got simplified. Proliferation of communication media, like Mobile phones, SMS, MMS, FAX, Internet mails, etc have made the communication lot more simple and easy. Snail mail and telegrams are being used lesser and lesser with passing time,

(d) *Improved Accurate:* Ease of use of pictures, graphs, photographs, tables, typed messages in communication afforded by use of IT tools, have helped to communicate the messages more clearly and accurately with lesser distortions.

(e) *Acts as an Interface:* Due to instant communication possible now, it acts as an interface between policies, processes and operations.

(f) It has broken lot of hierarchical barriers.

(g) *Reduced Cost:* Cost of communication is falling to unbelievably low levels. Over the past 15 years, cost of STD call has fallen from Rs 30 per minute to Rs 2.50 and even lesser without adjusting for inflation. Use of internet has further reduced the cost. Data transmission cost have fallen even lower.

Disadvantages –Three disadvantages of speed communication induced by IT are: -

(a) Personal touch has been lost.
(b) Privacy is getting compromised.
(c) Speed communication has introduced cut and dried form of communication. Thus, the art of writing a well researched persuasive communication is on the wane.

11. What are the essentials of effective correspondence? Explain in detail.

Ans 11 Business letter has a materialistic purpose but effective business letter can also strengthens the bonds between two organizations or the dealer and the customer. Business letters are used for many purposes such as to make inquiries, send replies, to place orders or bank correspondences etc. The main and the basic function of the business letter is not only to convey your message to the person who receives the letter but also to influence the reader. Following point can be used to make your business letter an effective business communication.

Language of business letter:
The language of business letter should be simple. It should not contain difficult words, phrases or technical jargons. It should have a smooth flow and should be easily understood or it should not require further explanation.
Avoid use of long sentences having many clauses. Sometimes the reader loses the beginning by the time he comes to the end of the sentence.

Avoid negative approach in the letter.
Avoid use of dull and uninteresting language. A letter with permanent style or with same tone of expression at all occasions may become stereotyped in due course. Use variety or a welcoming change in language that befits the

particular occasion or pleases a particular person. But the variety should not be at the cost of clarity.

Sincerity of purpose:

Sincerity of purpose is important not only for human relations but also for business dealings. The letter should have an air of frankness and authenticity.

Give importance to the reader:

Avoid self-centered focusing on your own concerns or your business and focus on the recipient's needs, interests, or purposes. This "you attitude" or recipient oriented style is very useful in winning new customers and maintaining old ones. It does not mean that you should use more of "you" in your letter but you should make recipient the main focus of the letter. However, you should be cautious not to overdo anything in your letter to avoid feel of deception, superficiality or ambiguity.

Adjust oneself to the reader:

Tune your sentences to the taste of the prospective buyer. Mention the advantage a buyer would get without praising your own firm.

There are seven essential elements to successful business communication:

- Structure
- Clarity
- Consistency
- Medium
- Relevancy
- Primacy/Recency
- Psychological Rule of 7±2

Structure

How you structure your communication is fundamental to how easily it is absorbed and understood by your audience.

Every good communication should have these three structural elements:

- an opening, An opening allows your communication's audience to quickly understand what the communication is about
- a body, It is in the body of the message that you communicate all of your facts and figures relative to the action you want your communication's audience to take after attending to your message
- a close. The Close is where you sum up your communication, remind your audience of your key points, and leave them with a clear understanding of what you want them to do next

This structural rule holds true no matter what your communication is -- a memo, a phone call, a voice mail message, a personal presentation, a speech, an email, a webpage, or a multi-media presentation

2. Clarity

Be clear about the message you want to deliver, as giving a confused message to your audience only ends up with them being confused and your message being ignored.

3. Consistency

Nothing more upsets a regular reader of, say, your newsletter than inconsistency of your message.

4. Medium

paper-based	memo	letter
one-to-one face-to-face presentation		
seminar		
one-to-one	phone	presentation
meeting		
one-to-many	personal	presentation
plain	text	email
one-to-many	phone	presentation
text	+	graphics	email
voice		email
webpage		
webcast/webvideo		
radio		broadcast
television		broadcast
press		release
tv/film		commercial
cd-rom/dvd		

Choosing the right medium or media is obviously critical, as the fiscal costs of some in the above list are higher than others. Get the media mix wrong and you could end up spending a whole lot of time and money on a very visually attractive business communication that delivers next-to-zero ROI (return on investment).

5. Relevancy

If your business communication needs to touch on several areas that might not be of interest to your entire audience, let them know of alternative resources that more fully address each of these additional areas. You can do this by, for example, providing them with an easily-remembered and written link to a webpage where a greater depth of information can be stored.

6. Primacy/Recency

It is essential to know that, one week later, a business communication is remembered by one or both of two things:

- the power and memorability of its opening
- the power and memorability of its close

7. The Psychological Rule of 7±2 (seven plus or minus two)

- Psychologists have long known that the human brain has a finite capacity to hold information in short-term or 'working' memory.
- Equally, the brain is also structured to retain information in 'clusters' or groups of items.
- These clusters or groups average, across the whole of mankind, at seven items, plus or minus two.
- Which means that your audience is only able to hold on to between five and nine pieces of information at any one time.
- Similarly, your audience will group your business communication's message with between four and eight other messages in their long-term memory.

12. What are the salient features of Report writing ? What are the essentials for making it effective?

Ans 12 **Meaning of Report**

Report is a self-explanatory statement of facts relating to a specific subject and serves the purpose of providing information for decision making and follow up actions. It is a systematic presentations of ascertained facts about a specific event / subject. Report is a summary of findings and recommendations about a particular matter / problem.

Report is for the guidance of higher authorities including company executives and directors. Report facilitates timely decisions and follow up measures.

According to Oxford Dictionary, report means "*a record of ascertained facts.*"

Features or Characteristics of Report

1.Complete and Compact Document : Report is a complete and compact written document giving updated information about a specific problem.

2.Systematic Presentation of Facts : Report is a systematic presentation of facts, figures, conclusions and recommendations. Report writers closely study the problem under investigation and prepare a report after analyzing all relevant information regarding the problem. Report is supported by facts and evidence. There is no scope for imagination in a report which is basically a factual document.

3.Prepared in Writing : Reports are usually in writing. Writing reports are useful for reference purpose. It serves as complete, compact and self-explanatory document over a long period. Oral reporting is possible in the case of secret and confidential matters.

4.Provides Information and Guidance : Report is a valuable document which gives information and guidance to the management while framing future policies. It facilitates planning and decision making. Reports are also useful for solving problems faced by a business enterprise.

5.Self-explanatory Document : Report is a comprehensive document and covers all aspects of the subject matter of study. It is a self-explanatory and complete document by itself.

6.Acts as a Tool of Internal Communication : Report is an effective tool of communication between top executives and subordinate staff working in an organization. It provides feedback to employees and to executives for decision making. Reports are generally submitted to higher authorities. It is an example of upward communication. Similarly, reports are also sent by company executives to the lower levels of management. This is treated as downward communication. In addition, reports are also sent to shareholders and others connected with the company. It may be pointed out that report writing / preparation acts as a backbone of any system of communication.

7.Acts as Permanent Record : A report serves as a permanent record relating to certain business matter. It is useful for future reference and guidance.

8.Time Consuming and Costly Activity : Report writing is a time consuming, lengthy and costly activity as it involves collection of facts, drawing conclusion and making recommendations.

1. Good Report has a Clarity of Thought
A good report is one which is drafted in a simple, clear and lucid language. Its language should not be difficult and confusing. There should be no ambiguity as regards the statements made in the report. A reader should be able to understand the entire report easily, exactly and quickly. In fact, this is the basic purpose of report writing.

2. Good Report is Complete and Self-explanatory
A good report is always a complete and self-explanatory document. For this, repetition of facts, figures, information, conclusions and recommendation should be avoided. Report writing should be always complete and self-explanatory. It should give complete information to the readers in a precise manner.

3. Good Report is Comprehensive but Compact

A lengthy report is not necessarily a good report. In fact, report should be a brief and compact document. At the same time, it should give complete picture of the problem under investigation. In this sense the report writing should be comprehensive but compact.

4. Good Report is Accurate in all Aspects

One more feature of a good report is that it should be correct in all aspects. The data given and statements made in the report must be based on facts and must be verified carefully. Report writing is a responsible job as report is used as a reliable document for taking decisions and framing policies. Thus, report writing should be always accurate, factual and reliable.

5. Good Report has Suitable Format for readers

A good report needs proper format. It should be convenient to the type of the report. The report should have all essential components such as title, introduction, findings and recommendations. This gives convenience to the reader.

6. Good Report Support Facts and is Factual

A good report is always factual. The findings, conclusions and recommendations included in the report should be supported by information and data collected from reliable sources. Statistical tables, should support statements made in the report. Attention needs to be given to this reliability aspect in report writing.

7. Good Report has an Impersonal Style

A good report should be drafted in an impersonal manner. The report writing should be in third person. This is necessary as the report is prepared for the benefits of a person who needs it and not for the benefit of the person who prepares it.

8. Good Report has a Proper Date and Signature

A good report should be properly dated and signed by the concerned authority or by the chairman of the committee or by all committee members. This has legal significance and needs special attention in report writing.

9. Good Report has a Reference to Relevant Details

In effective report writing, reference to relevant details is necessary. A good report should cover all relevant details for the methodology used, questionnaire prepared for data collection and the procedure followed by the committee.

10. Good Report follows an Impartial Approach

A good report is always fact finding and not fault finding. It should be prepared in an impartial manner. The writers of the report should be impartial in their outlook and approach. In other words, there should be objectivity in report writing. Emotions, sentiments, personal views etc. should be kept away while drafting a report. The approach of report writer should be broad based, positive and constructive. He should be neutral and self effecting in his reports writing.

11. Good Report has all Essential Technical Details

In a good report writing attention should be given to certain essential technical details. For example, the pages and paragraphs of the report should be numbered properly. Marginal heading and titles should be given. This gives convenience to readers.

12. Good Report is Presented in a Lucid Style

A good report is one which is presented in a lucid style. It needs logical and systematic arrangement of different parts. It should be easily and clearly understandable by all those for whom it is meant. A good report should

create interest among readers because of its lucid and convincing style. Clear thinking, objective tone and logical arrangement of thoughts make the report simple and lucid.

13. Good Report is a Reliable Document
The data collection, analysis and interpretation of the data, conclusions drawn and recommendations made in the report should be accurate so as to make the whole report reliable and dependable for future reference and also for policy decisions. This, reliability is one important aspect of effective report writing.

14. Good Report is Arranged in a Logical Manner
The different parts of the report should be arranged in a logical order so as to make it an integrated document. Proper planning is essential while drafting report. Attention to format of a report is a must in effective report writing.

Checklist for good reports

1. Does it answer the **purpose** stated (or implied) in the brief?
2. Does it answer the **needs** of the projected reader?
3. Has the material been **placed** in the appropriate sections?
4. Has all the material been checked for **accuracy**?
5. Are graphs and tables carefully **labelled**?
6. Is data in graphs or tables also **explained** in words and analysed?
7. Does the discussion/**conclusion** show how the results relate to objectives set out in the introduction?
8. Has all irrelevant material been **removed**?
9. Is it written throughout in appropriate **style** (i.e. no colloquialisms or contractions, using an objective tone, specific rather than vague)?
10. Is it jargon-free and **clearly** written?
11. Has every idea taken from or inspired by someone else's work been **acknowledged** with a reference?
12. Have all illustrations and figures taken from someone else's work been **cited** correctly?
13. Has it been carefully proof-read to eliminate careless **mistakes**?

13. How will you enhance Organisations' brand image through Press? Please elaborate on your plan.

14. Write a note on Communication technology and its impact on office procedures and automation.

Ans 14 Business Definition for: Communication Technology

Electronic systems used for communication between individuals or groups. Communication technology facilitates communication between individuals or groups who are not physically present at the same location. Systems such as telephones, telex, fax, radio, television, and video are included, as well as more recent computer-based technologies, including electronic data interchange and e-mail.

There are also many common barriers to successful communication, two of which are **message overload** (when a person receives too many messages at the same time), and **message complexity**. Communication is a continuous process.

Why Communication Technology?

Information and communication technologies (ICT) is an umbrella term that covers all technical means for processing and communicating information. The term has gained popularity partially due to the convergence of **information technology (IT)** and telecom technology. ICT defines a broad range of technologies, including methods for communication

(communication protocols, transmission techniques, communications equipment, media (communication)), as well as techniques for storing and processing information (computing, data storage, etc.)

Types of Communication Technology

- Internet
- Mobile Computing
- Streaming Media
- Internet Commerce
- Personal Computers
- Local and Long Distance Telephony
- Distance Learning
- Wireless Telephony`
- Cable Television
- Direct Broadcast Satellite
- Virtual Reality
- Home Video
- Digital Audio

- Digital Photography
- Broadband Networks
- Home Networks
- Satellites
- Pay Television Services
- Interactive Television
- Digital Television
- Radio Broadcasting
- Video Games

- **Internet**
- The **Internet** is a global system of interconnected computer networks that use the standardized Internet Protocol Suite (TCP/IP) to serve billions of users worldwide. It is a *network of networks* that consists of millions of private and public, academic, business, and government networks of local to global scope that are linked by copper wires, fiber-optic cables, wireless connections, and other technologies. The Internet carries a vast array of information resources and services, most notably the inter-linked hypertext documents of the World Wide Web (WWW) and the infrastructure to support electronic mail.
- **Email**
- Electronic mail, often abbreviated as e-mail or email, is a method of exchanging digital messages, designed primarily for human use.
- A process of sending text messages in electronic form. The messages can also include images and video clips.
- Email is an increasingly popular means of communication. While most e-mail is sent by computer, fax communication is also a form of e-mail.
- Computer e-mail users can send a message to any number of recipients. Different systems offer various options for sending and receiving messages and for changing the text of messages. For example, a message can be "registered," so that the sender is notified when the recipient looks at the message. Many systems allow messages to be forwarded. Messages are usually stored in a simulated "mailbox" in the network server or host computer; some systems announce incoming mail if the recipient is currently "logged on," or using the system.
- An organization, such as a corporation, university, or professional association, can provide e-mail facilities to its members. There are also national and international subscriber networks.

- E-Commerce
- **Electronic commerce**, commonly known as (electronic marketing) **e-commerce** or **eCommerce**, consists of the buying and selling of products or services over electronic systems such as the Internet and other computer networks. The amount of trade conducted electronically has grown extraordinarily with widespread Internet usage. The use of commerce is conducted in this way, spurring and drawing on innovations in electronic funds transfer, supply chain management, Internet marketing, online transaction processing, electronic data interchange (EDI), inventory management systems, and automated data collection systems. Modern electronic commerce typically uses the World Wide Web at least at some point in the transaction's lifecycle, although it can encompass a wider range of technologies such as e-mail as well.
- A large percentage of electronic commerce is conducted entirely electronically for virtual items such as access to premium content on a website, but most electronic commerce involves the transportation of physical items in some way. Online retailers are sometimes known as e-tailers and online retail is sometimes known as **e-tail**. Almost all big retailers have electronic commerce presence on the World Wide Web.
- Social media participation is an essential tool in networking with professional contacts, making new contacts, recruiting employees, and keeping in touch with the world. If you're not participating in the top social media and networking sites, the world is leaving you behind. Why not become involved on the social media Web sites while your participation can advance your career help you obtain superior employees by enlarging your candidate pool, and enable you to easily stay in touch with coworkers and former coworkers at one location.

- Social media sites are a critical component of professional networking going forward
- Video Conferencing
- One result of using networking technologies in the workplace is that effective communication at workplace improves organizational performance. It creates a harmonious working environment, and ensures effective information exchange between different parts of the organization.
-
- A **videoconference** (ak.a. *videoteleconference*) is a set of interactive telecommunication technologies which allow two or more locations to interact via two-way video and audio transmissions simultaneously. It has also been called **visual collaboration** and is a type of groupware. It differs from videophone in that it is designed to serve a conference rather than individuals.
- **Mobile Computing**
-
- There were times where mobile phones were considered as a luxury. Today, mobile phones have become a part of life. A lot of mobile accessories along with mobile phones have created a revolution in business communication. Previously in businesses, simple telecommunication systems were sufficient as they relied more on voice and written text data. Modern day businesses require several types of communication like voice, text, data and video. Moreover, these telecommunication devices have to be converged at some point of time so that all types of data can be transferred using the same network. As more and more mobility communication is needed, mobile phones and hands free communication have gained popularity.
-
- It is sure that you need to make some changes with the infrastructure of your communication framework to incorporate mobile devices. However, if you consider the overall cost, you will find that mobile communication is cheap. You don't have to pay rent and you can reduce the cost of maintaining wired networks.
-
- Many companies need the employees to travel for a long time as a part of their work duties. This is essential for sales people who need to convince the clients in face-to-face meetings.
-
- The need for internet is indispensable in every office and this is even more so when an employee is away from the premises or works from home. Mobile broadband Internet connectivity provides the essential

connectivity that is required for any remote employee. Now, they can use their PDA or smart phone to connect to the office network even when he is physically away from the office.

- There has been a significant increase in mobile phone subscription in the past decade and mobile phones have outstripped fixed lines in most countries mostly because of wealth of features like text messaging, email, internet access, games, music playback, personal organizer, etc

- Wireless communication has diffused faster than any other communication technology in history. To begin with, the most pervasive technology in this field has been –MobilePhone which brought a wave of variations in the mode of communication.

IMPACT OF TECHNOLOGY ON COMMUNICATION

Communication Technology in the form of Electronic Telecommunications and Computerisation has altered the nature of communication forever. Today communication has become cheaper, quicker, and more efficient.

Globalisation: Telecommunication advancements (like Fax, email, telex, tele / video conferencing and telephone links) have created a global village:

- Technology has transcended physical limitation and geographic boundaries.
- Geo-political-economic borders are dissolving and helping the world get closer. The world's economy has become a single interdependent system and resolve global issues

Cultures Bridges: Helping people from different cultures to communicate with one another, and

- Allow for the exchange of views and ideas, thus increasing awareness and reducing prejudice.
- Made it possible to bring down linguistic barriers and interact with whom we might not otherwise interact

Feedback exchange (Computerised telecommunications allow for a virtually simultaneous exchange of information and responses).

Accuracy (Instant message reading and checking of electronic circuits operating between sending and receiving equipment during the transmission of high speed 'bits' of the message in packet switching of computer data ensure the message is accurately received in remote locations).

Versatility: Modern telecommunication, computers and the Internet allow for communication in many forms Voice, Images and Data (written, electronic etc). Email, Fax, Multimedia phones and Video-conferencing are examples

Videoconferencing is an interactive tool that uses video, computing and communication technologies to allow people in different locations to meet face to face and perform most of the same meeting activities they would perform if all the participants were in the same room.

Speed of Communication: Technology has made it possible for communication in seconds whereby which people across the world can share conversations, televised pictures and images, information and data with ease.

- Crisis/disasters can be averted or relief provided
- Saving time and providing efficient services, allowing businesses to be open 24x7 all over the globe. Sales and purchase can be made instantly and easily without much exercise.
- Instantness of technology also causes anxiety and restlessness in case of absence/failure of technology
- Cause upsets if messages are composed in anger and then unretreivable after being sent

Location independence: Due to the telecommunication, network technologies (like the Internet, LANs/WANs) along with computers and high-speed data links employees and managers have access to worldwide information from the office desk. Sometimes they need not be at central office but link-up to the office form other locations or from the comfort of home (Tele-commuting)

The nature of jobs, working locations, office relationships, work and cultures are likely to change. The amount of face to face oral communication, across the office desk or around tables will also decrease and lack of understanding

of a common environment could be a communication challenge.

Information Access: Instant access to databanks of information and the capability for their computerised processing enables and forces faster decision making and efficient/productive work

However, given the large volume of transmitted data and information employees, managers' etc wouldn't have much time to properly understand, absorb it and provide feedback create communication problems.

Cost - Even thought communication technology requires large investment, however due to rapid development of markets and falling prices it is largely cost-effectiveness for businesses thus increasing productivity and profits

However initial access to latest technology is limited to the educated and rich, thus creating a divide between have and have-nots and unfair advantages and domination by richer nations.

Job Creation and Unemployment: Communication technology results in the creation of new and interesting jobs like highly skilled electronic, computer and telecomm engineers but also resulted in streamlined businesses, job redundancies and unemployment

Some of the disadvantages of information technology include:

Constant change: 'State-of-the-moment' technology keeps on changing with each day puts pressure on one to be in a constant learning mode, if he or she wishes for their job to be secure
Impersonal: Communication via technology is shallow, impersonal, and hostile and thus does not allow for more meaningful relationships to develop. There is an increasing demand for jobs that involve human-to-human interaction or service.

Dependence: Over dependence on technology for ease of communication can lead to anxiety in case of failure and lack of basic communication skills.

Privacy - People are now worried about their once private information becoming public knowledge due to cell phone signal interceptions to email hacking,

Summary:
Today personal PCs, cell phones, fax machines, pagers, email and internet touch every aspect of our daily lives from business to leisure and even society. We are connected but have lost the art of communication.

Technology must not make us slaves to communication but we must be masters of communication and technology the willing slave.

15. Write a note on creating a website and/ or blog. How will it help organizations to reach global markets?
Ans 15 **What is website**
A website is a depository of information destined for public or private use, usually residing in a remote server. When a computer terminal calls the website (using the HTTP or HTTPS protocol) the server responds by sending the information requested back to the user. really stupid your on a website

The benefits of an effective website are best outlined after mentioning there are essentially 3 kinds of websites:

1. A bad website
2. A good website
3. An effective website

A bad website is easy to recognize. They are just flat out bad, and often ugly. They hurt your eyes, they have terrible navigation, and/or they are annoying, and they quickly send visitors away irritated, confused, or dizzy. If you could use a good laugh at the expense of some really bad websites.

A good website is the most common type, but harder to identify because it usually looks just like an effective website. A good website has what every website should have: professional appearance, sensible navigation, good content, etc. It is not difficult to create a good website, so most fall into this category. The problem is, good does not equal effective.

An effective website is the kind with the most benefits. The primary difference between a good website and an effective one, besides profit, is that it anticipates the needs of the customer/visitor and meets those needs. Ironically, these are rare. Most websites try to "sell" rather than address the needs of the visitor. Effective websites require more planning and effort to create, but the rewards are worth it.

A blog (a portmanteau of the term *web log*)[1] is a discussion or informational site published on the World Wide Web and consisting of discrete entries ("posts") typically displayed in reverse chronological order (the most recent post appears first). Until 2009 blogs were usually the work of a single individual, occasionally of a small group, and often were themed on a single subject. More recently "multi-author blogs" (MABs) have developed, with posts written by large numbers of authors and professionally edited. MABs from newspapers, other media outlets, universities, think tanks, interest groups and similar institutions account for an increasing quantity of blog traffic. The rise of Twitter and other "microblogging" systems helps integrate MABs and single-author blogs into societal newstreams. *Blog* can also be used as a verb, meaning *to maintain or add content to a blog*.

How will it help organizations to reach global markets?

A website provides an instant visual presentation:

Not every organization can afford television advertising, but a website provides a visualization element and is always available to anyone with Internet access. If a customer has questions that can be better answered on a website than over the phone, this is a valuable asset to your marketing mix.

A website can be found through search engines:

There is a good possibility that you found this website through a search engine such as Google. Between 80-95 percent of all website traffic usually comes from search engines. You can target visitors who are actively looking for you, your product, your service, or your information. A website is an extremely cost effective way to advertise to those who are already interested in what you have to offer.

A website is always available:

No other medium for being available 24/7/365 even compares to a website. With the modest cost of developing a website and putting it online, there is nothing even close to being as cost effective. Printed materials are easily misplaced. TV and radio commercials air at preset times. A website can be visited at a time that is convenient for the visitor, and it is more engaging when designed correctly.

A website is interactive:

Even just a few years ago, most websites were nothing more than an electronic brochure. Their real potential was not being realized. That has now changed dramatically. Website visitors have the ability to control and interact with a

well designed website. You can take a virtual tour, spin an object around to see all sides, provide direct feedback, and much more.

A website can target each visitor specifically:

Every visitor's needs are met with an effective website design. With proper targeting, you have their attention because they are already interested. By strategically planning your website, you can customize each area to the type of website visitor who can benefit from it. It is even possible to customize web pages to individual users for added convenience.

A website is easily updated:

Unlike printed materials, websites can be changed on a minute by minute basis if needed. The expensive production costs of video, and the editing time needed for a good advertisement, make websites even more attractive. Plus, video can be provided on a website, and printed materials can be made available for instant download on a website.

A website saves on printing and mailing costs:

By making printed materials available on a website, it benefits both you and your website visitors. They have instant access so they do not have to wait for your mail to arrive, and you save on printing and mailing. Your website can have even more impact because you can illustrate things such as movements and animation that printed materials alone cannot show.

A website improves customer relations:

Aside from the fact that when a customer asks you for your website address, they expect you to have one, there are numerous benefits a website can offer to your customer relations. These are only a few:

- Customers can make an informed buying decision. If they are deciding between you and a competitor, your website could mean the difference between who gets the business.
- It also provides a way for customers to benefit after a sale. If you provide information or support through a website that makes them happier about buying from you, it strengthens your business.
- By providing an opt-in mailing list, your customers and website visitors will give you permission to contact them about special offers or additional things they may be interested in purchasing from you.
- **An Era of Convenience and Cost Effectiveness**
- Biggest advantage of creating a website is the easy and global access to your offer. All your ideas, products and services are easily uploaded to a global audience. You can expect exciting response. You also save printing coast which traditionally was unavoidable. The only way to communicate your services had been printed material in bulk and it was followed by postage cost. Now, you are in an enigmatic era of convenience and cost effectiveness. Now days web has become the largest platform through which you can interact with million of people on internet throughout the world.
- **Website Serves as Your Online Office**
- You can make handsome presentation of your products and services by creating your own website. It will serve as your online office, your showroom. No other media gives such freedom of sending your offer across the globe. Television, Radio and all other promotional media charge you on every media release and it's very expensive too. You have to develop a good customer support which will work 24 hours a day. The advantage of this customer support is that the customers will be able to purchase products from your site at any time.

You can also earn revenue from website once it's well-known to people by offering it for advertising. Creating a well-designed and programmed website is always an advantage in real sense of the word. The amount of benefit one draws from his site varies, the formula is input=output.

– Professional Appearance –

Hosting your own blog gives your blog a professional appearance, because you can use your own domain name or website name and can host your blog on your own website. If you do not host your own blog, you will have a lengthy blog URL which will make it appear less professional and will make it more difficult for readers to recall the name and website for your blog.

2 – Design –

Another benefit of hosting your own blog is the fact that you have a lot more freedom regarding the design. When you host your own blog, you do not have to follow a pre set design but can design your own blog layout instead.

3 – Recall Ability –

By hosting your own blog, you can make your blog easier to recall among readers. What address do you think is easier to recall, http://www.blogsite.com or http://blogsite.blogger.com/~blogname? The easier your domain name is, the easier it will be for readers to recall it, and this is one of the greatest benefits for hosting your own blog.

4 – Content Control –

While there are not normally really strict guidelines regarding content, when you have your blog hosted by a blogging network, your choices in content can be restricted. By hosting your own blog, you can have much larger control over your content.

5 – Security –

By hosting your own blog on your own website, you can have more control over your security, and will be better able to protect your own blog rather relying on someone else to do it.

6 – Brand Promotion –

By hosting your own blog, it will be easier to develop and promote your own brand. Even if you are not selling something, hosting your own blog will provide greater individuality than what shared hosting can offer.

7 – Revenue Generation –

When you host your blog with someone else, you have less control over generating revenue. When you host your own blog, however, you have much greater control over how you generate revenue online.

8 – Growth –

While starting on a blogging network makes sense, if you want to grow your blog, you need to go independent. By hosting your own blog, you can create a much larger level of growth over time.

9 – Site Integration –

By hosting your own blog, you can integrate your blog with your website, rather than having to create a completely separate website from your blog.

10 – More Traffic –

Hosting your own blog will also allow you to generate more traffic, because your posts will be easier to find in search engines.

16. What role Negotiations play in a successful sustainable Business?

<u>Ans 16</u> **The Conflict Resolution Process**

There are three primary conflict resolution problem-solving processes:

- negotiation
- mediation
- consensus decision-making

Each of these processes has similar characteristics, including:

- Parties identify their own needs and interests.
- Parties work cooperatively to find solutions to meet those needs and interests.
- Parties stay focused on the problem.
- Parties work cooperatively to find a mutually acceptable solution.

Each problem-solving process has similar steps:

- Agree that you disagree (agree to negotiate; set the stage).
- Take turns talking (gather perspectives/identify interests).
- Restate what you think you heard (explain the other's viewpoint).
- Come up with a solution that works for both parties (create and evaluate options/generate agreement).

Negotiation

"Negotiation is a problem-solving process in which either the two parties in the dispute or their representatives meet face to face to work together unassisted to resolve the dispute between the parties."

Steps in Negotiation

1. Agree that you disagree and you will try to negotiate.
2. Take turns talking; look at things from the viewpoint of the other party.
3. Describe what you want, how you feel, and the reasons for your wants and feelings.
4. Take the other person's point of view and then summarize your understanding of what he or she wants and feels and the reasons for his or her wants and feelings.
5. Think of several ways to solve the conflict in a way that works for both parties (create win-win options).
6. Choose the best way and make an agreement to do it.
7. Get outside help if unable to resolve the conflict.

Mediation

"Mediation is a problem-solving process in which the two parties in the dispute or their representatives meet face to face to work together to resolve the dispute assisted by a neutral third party called the 'mediator'.'"

Consensus Decision-Making

"Consensus decision-making is a group problem-solving process in which all of the parties in the dispute or representatives of each party collaborate to resolve the dispute by crafting a plan of action that all parties can and will support. This process may or may not be facilitated by a neutral party."

Approaches to Conflict Resolution

There are at least three approaches to resolving conflicts peacefully:

- Win-Win Approach
- Creative Response
- Broadening Perspectives.

Win-Win Approach

Usually when people disagree, they battle over opposing solutions. There is a sense that one person is right and the other person is wrong. With the win-win approach, people shift their attitudes to say, "I want to win and I want you to win, too." They change disagreements from "right and wrong" situations to cooperative agreements. The most important step of the win-win approach is to discuss underlying needs. This helps to build solutions that acknowledge and value the underlying needs. To do this, people must ask one another questions such as:

- What are your needs here?
- What values are important to you?
- What are the outcomes or results you want?
- What seems like the best solution to you? Why?

The win-win approach also requires:

- recognition of individual differences
- flexibility
- openness to change positions or viewpoints
- attack of the problem, not the people

The win-win approach works because both parties get more of what they want and they are committed to the solution.

Creative Response

Do you see conflict as a problem or opportunity? If you see conflict as a problem, you may tell yourself things such as "Life is hard work," "I have to be right," "Mistakes are unacceptable," or "Don't take any chances!"

The creative response is about turning conflicts into opportunities. It is deciding to learn from conflicts, doing something about conflicts (instead of sticking with the problems), and getting the best out of conflict situations. With this response, you think:

- How else can I look at this situation?
- What are the possibilities?
- What opportunities can this bring?
- I'll take a risk.
- Everything is a success.

With the creative response, conflicts are not about "right" or "wrong." Rather, problems look like intriguing challenges, and errors are regarded as opportunities for learning. When you are mistaken, you turn back, note what happened, and do it differently next time.

Broadening Perspectives

Different perspectives about problems are inevitable. Everyone has a different viewpoint about a problem (and often we think our viewpoint is the "right" one). But if we broaden our perspective and look at other people's viewpoints, we see that each one makes a contribution to the whole. Each viewpoint requires consideration and respect in order to form a complete solution. In fact, this wider view opens our eyes to many more possibilities. In this way, some conflicts can be resolved by taking a different perspective. Guidelines for this approach include:

- **Consider how the problem will look over a long period of time.** The longer time frame can help people be more realistic about the size of the problem.
- **Assume a broad perspective.** Look at the overall system (the family, group, community, etc.) and consider what it needs in order to work well.
- **Deal with resistance to the broader perspective.** Assuming a broader perspective may be scary. People may feel less certain of the rightness of their own case. They may have to give up the security they got from the simple way they used to see the problem. They may need courage to enter the confusion of complexity. Many of these fears prove ungrounded once they are carefully analyzed.
- **Be open to the idea of changing and risk-taking.** When people take a broader perspective, they may be confronted with the enormity of the difficulties. Identify what one person can do to affect a particular problem, even if it is only a small step in the right direction. One step forward changes the dynamics and new possibilities may open up.

17. Short Notes
a. 7 C s of Communication.
Ans a   Communication guidelines are vital for horizontal integration of the communication process. These guidelines may incorporate work procedures, which have been agreed upon, design regulations regarding logotypes and colours. Most companies have 'house style' books that comprise such regulations and express the core values of the corporate identity.

It should be noted that corporate communication and management of stakeholders are affected by other functions as well. Therefore, horizontal arrangements are required to be in place for the coordination of work process between communication experts e.g. finance and human resource. This might be in the form of a meeting between the senior managers of communications, human resource and finance. Work teams can be assigned to the management functions, which show more interdependencies and require horizontal arrangements

The 7C's are as follows:

1. **Conciseness:** The message to be communicated should be as brief and concise as possible. Only simple and brief statements should be made.

2. Concreteness: Concrete and specified expressions should be used in favour of vague and abstract expressions. The facts should also be specified. The level of message of the sender should be according to the receiver's level of knowledge, understanding and educational background. Such communication builds confidence between sender and receiver.

Abstract statements can confuse the sender. For instance, if the sender instead of saying: "There has been a tremendous escalation in the sales figure", states "There has been an escalation in the sales figures by almost 50% as compared to last year", the receiver would listen and comprehend the details more easily. The message to be communicated should be as brief. Ornamental language definitely sounds impressive but does not lead people to concrete action. As far as possible, the language used should be simple and brief in nature.

3. Consistency: Communication approach must have consistency. Excessive vicissitudes might lead to confusion in the mind of the receiver. All the ideas and points must work in tandem and form an appropriate sequence. Such communication will minimise communication barriers.

The sender should also make firm decisions. If the sender desires to bring about a change in his handling of the situation, he should ensure that the handling is gradual and easy for the receiver to comprehend.

4. Correctness: It is mandatory to send the message in a correct manner i.e. it must have supporting facts, figures, examples etc. This is done to ensure that if any idea has remained unclear to the receiver he may understand it more clearly, correctly and appropriately based on the supply of facts etc. The sender's ideas must be balanced. The most important aspects of the message should be emphasised for increased attention of the receiver.

5. Clarity: Clarity of thought should precede a conversation. The message constructed by the sender should be unambiguous should adhere to a simple sentence structure. This permits the receiver to understand the message with little effort.

Complete clarity of ideas facilitates ease of comprehension. Ideas should be conveyed in a manner that they are understood with simplicity. At the time of encoding, the sender should take into account the level of knowledge, background and status of the decoder and encode the message accordingly. In case there is any discrepancy between the usages of terms, miscommunication can arise. The facts communicated by the sender as a back up should be accurate. Although a situation may arise when the listener is forced to refer to the facts, such a situation should be avoided as far as possible. Finally, the usage of terms should be non discriminatory.

6. Credibility: The above-mentioned points prove futile in the absence of the credibility factor because credibility depends on the trust factor between the sender and receiver. The sender should exude confidence that the receiver will receive the message being sent by him. Similarly, the receiver should maintain constant interaction with the sender and display trust in the sender's credibility. He should accept the sender's messages as the truth.

7. Courtesy: Courtesy follows credibility. Results beyond expectation can be achieved if tact, diplomacy and appreciation of people are woven in the message. Courtesy in expression is an effective and integral part of business world.

Once the credibility of the sender has been established, attempts should be made at being courteous in expression. In the business world, being courteous can pave the way to success.

Further, expressions that might hurt or impair the receiver psychologically should be ignored. Therefore, it is important to espouse the 'you' attitude and discard the 'I' attitude. Development of the 'you' point of view will enable the individual to see other's point of view as well.

One should employ the 'you' attitude only for the pleasant or positive 'you-issues' and it should not be used as a corrective measure. If utilised as a corrective measure, the results might not be very positive or encouraging.

     b.   Sharing Ideas

Ans b How Sharing Ideas Can Help You Succeed

When I was in Chile, most of the Chilean entrepreneurs were afraid to talk about their ideas. They would say, "I'm working on a project in technology" or "I have an Internet startup that I think can change the world."

I'm seeing the same problem in Madison, especially with young or first-time entrepreneurs. It's a huge problem in places that would like to become startup hotbeds. **People are afraid to talk about their startup ideas, mainly because they think people will steal their ideas.**

In the Valley, NYC, Boulder, Austin and other startup hubs, everyone talks openly about their business. It's how you test your ideas and get feedback. I can't count the number of times I've gotten a great feedback from other entrepreneurs. Other times times someone has said, "oh, that's an awesome idea, you need to meet so and so" or "I'm a reporter for (insert publication), I'd love to cover your story." Or "I'm a programmer/biz dev/sales specialist and I'd love to work for you" or "you should partner with (insert company)."

I met the guys who acquired my first business, my first programmer, my attorney/mentor, my current business partner, got countless press interviews and tons of other connections just by talking to people. Entrustet would be nowhere near what it is today if we had refused to talk about it until we were fully launched.

These connections and conversations *are* the heart of the entrepreneurial ecosystem people always talk about. If all of the startups in Silicon Valley suddenly stopped talking to each other, deal flow, partnerships and innovation would stop. You need to make ideas run into each other for innovation to happen. You need other smart people giving you feedback if you want to succeed.

So what are you scared of? Do you think some other entrepreneur is going to steal your idea? Do you think your idea is so special it can't see the light of day?

I don't remember which startup guru said it, but if your idea is one-in-a-million, there are probably 3oo other people in the US working on it. **Entrepreneurship is all execution, not your idea.** As my friends at Planet Propaganda like to say, "I'd rather have a ham sandwich than just a good idea, you can at least eat the sandwich!"

If you think you wont be able to succeed because someone else knows a little bit about your idea, you probably shouldn't be starting your business. You need to out execute everyone and you can't be scared of someone copying your idea. You need to get feedback and make connections and the only way to do this is to talk to people!

Entrepreneurs who are already working on their own companies are the least likely people to steal your ideas. Likewise, they are the most likely to give you actionable, valuable advice that will help your business grow, or connect you with a partner or investor. The tiny risk that someone will steal your idea pales in comparison to the huge benefits you can get in feedback, advice, press and partnerships.

Entrepreneurs, for the most part, want to help other entrepreneurs. They are smart and think like you. What better way to challenge your thinking than to have another smart person think about your ideas with you?

Jorge correctly points out that the biggest challenge isn't coming up with ideas; rather, they are nearly meaningless without effective execution. Building support, pushing through obstacles and bringing ideas to reality is the hard part. Seen in that context, execution is far more valuable than the ideas themselves. So don't worry about people stealing your "raw" ideas.
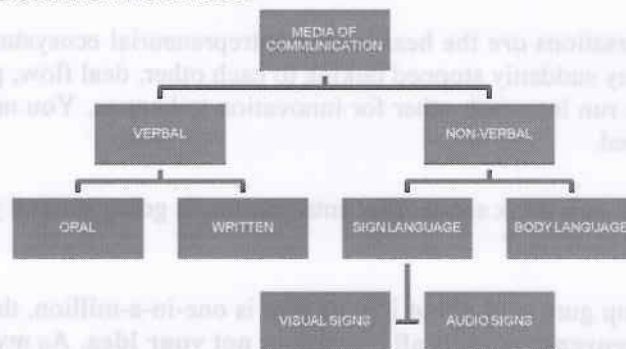
In addition, with today's emphasis on blogging and social media, it's expected that you will share your ideas online. It's the only way to build up credibility and thought leadership. Jorge explains: *"In the world we live in today where information flows freely, more people connect, and new reputations are being built on 'helpfulness'; being helpful is expected. This also makes me think why people who don't participate in social media don't get it. They don't see how giving ideas away is the new normal... Adding value to the conversation is how you contribute and build your reputation. Think about it like a real-time wikipedia entry, lots of people adding their own perspective."*

I like that last point. The ideas you share are being curated, either by others or by the search engines. Ultimately, if your reputation as an innovator is important to you, you must get over your fear of others "stealing" your ideas and put your thoughts out there. The hope is that potential customers or clients will see your thinking, see value in it and hire you as a result.

You must share information freely, and never hide information from anyone. When you give away all your ideas you create the need to replenish them, which opens the door to creativity and innovation. Furthermore, sharing your ideas with others give you access to more ideas. People who hoard information tend to have stale ideas because they only share or seek innovation when relevant, meaning that their own store of information stagnates.

c. Body Language

Ans c **FORMS OF COMMUNICATION**

MEDIA OF COMMUNICATION
- VERBAL
  - ORAL
  - WRITTEN
- NON-VERBAL
  - SIGN LANGUAGE
    - VISUAL SIGNS
    - AUDIO SIGNS
  - BODY LANGUAGE

Types of Communication

a) Formal and informal communication
b) Intra personal and Interpersonal communication
c) One Way and Two Way communication

(iii) **One Way Communication:** Sender keeps sending message without getting any response or feed back. Like, News Reader, Presentation, Speeches, etc.

(iv) **Two Way Communication:** All parties in communication keep exchanging the role or sender and receiver alternatively. Like dialogue between friends, debate, question answer session at the end of speech, etc

Intra personal communication is communication with the Self like debating with oneself over ideas proposals and thinking, etc

NON VERBAL COMMUNICATION

Non verbal communication is one where words are not used. It could be in the form of:

Body Language: Face expressions and body postures communicate a lot of inner feeling of a person. Like an attentive and interested person would be sitting upright and bending forward. Face would be animated. Similarly, head position/movement, shoulder positions, eye movements, limb movement etc convey a lot of messages.

Eyes: Eyes are another powerful medium of communication. Inner feelings are often involuntarily reflected in the eyes of person. Fixed gaze, Repeated glances or lit up eyes convey deep interest. Wondering or half shut eyes convey disinterest.

Gestures: Gestures are short movement or positioning of body parts. They are either used in conjunction with oral messages to supplement them or in stand alone mode where oral messages are hard to transmit due to noise or distance or other reasons.

Movement: Movement of a person or body parts communicates to the observer his mental status. Shaking of legs indicates uneasy eagerness. Head movement can indicate approval or disapproval. Again, the movement can be used in stand alone mode or to supplement the oral message.

Posture: Posture is body positioning which also communicates acceptance, interest, etc. An upright or forward inclined sitting posture indicates interest in the matter. A tilted head denotes concentration in the subject.

d. Essential skills of Listening

Ans d **LISTENING SKILLS**

Research has shown that people spend 48 % of their communication time in listening, 22 % in speaking, 18 % in reading and 12 % in writing. Despite this, the average listener understands and retains about half of what is said immediately after a presentation and within 48 hours, this level drops off to 22%. Hence, listening is the most critical skills in the communication process.

Let us first look at the different types of listening. Figure shows two types of listening and three levels of listening intensity for both types.
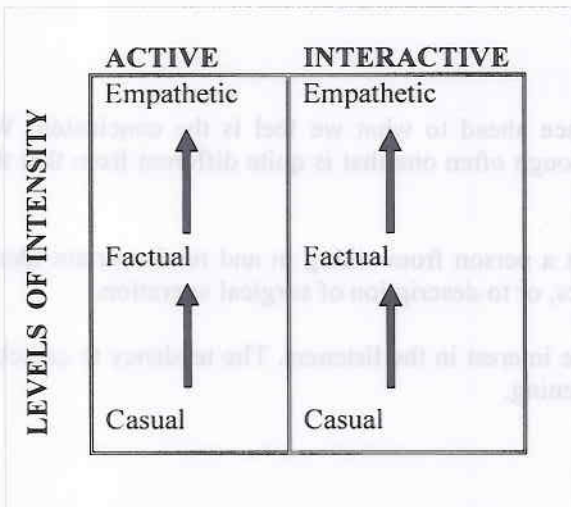
Active listening occurs when a manager has little or no opportunity to interact verbally with the speaker, whereas interactive listening occurs when people have the opportunity to interact verbally with the speaker by asking questions or by summarizing.

The level of intensity reflects the relevance, the importance, or the significance of the information involved.

Four types of listeners have been identified. They are the *non-listeners, the marginal listeners, the evaluative listeners, and the active listeners*. The non-listeners and the marginal listeners hear the words being spoken, but are pre-occupied, uninterested, or busy preparing their next statement. These listeners are neither concerned with the message nor the context in which it is being presented. The evaluative listener makes a sincere attempt to listen by paying attention to the speaker, but makes no effort to understand the intent of the speaker's message. This listener hears the words, but not the feelings and the meaning of the words. The active listener hears and understands the message. The active listener's full attention is on the content of the message and the intention of the speaker.

Importance of Listening –

- To gain new information, ideas and data for decision making and thus aim at problem solving.
- To follow directions better and make fewer mistakes, and thereby become more dependable.
- A good listener stands out like a beacon of courtesy and fine manners in a sea of competitive talkers.
- Good listeners are better informed
- Good listening spares embarrassment.

- Good listening promotes understanding.

Listening does not mean agreement. It is a courtesy extended by the listener to the speaker. It is a conscious physical effort to pay attention and thereby understand.

BARRIERS TO LISTENING - PHYSICAL BARRIERS

- *Prejudice against the speaker* – Attention is lost when the speaker's position, attitude or belief is entirely contrary to the listener.

- *External distraction* – the physical environment affects listening. Among the negative factors are noisy fans, poor or glaring lights, distracting background music etc. which might distract the listener's attention from the speaker's message.

- *Thinking speed* - We speak at an average speed of 125 w.p.m., but our brain is able listen at a speed of 400 – 600 w.p.m.. Since the brain can listen faster than we can speak, a *listening gap* occurs for the average person. This gap allows the mind to wander to thoughts unrelated to those being expressed by the speaker and influences the ability of the receiver to accurately hear the message being sent

- *Semantic Stereotypes* – Internal reaction words vary from person to person, each list influenced by feelings, attitudes, prejudices, and biases we carry within us. Hence, some words cause negative reactions. We tune out the speaker because the words annoy us; it shouts so loudly in the brain that effective listening is impaired.

PSYCHOLOGICAL BARRIERS

- *Premature evaluation* - As a result of rapid thinking we race ahead to what we feel is the conclusion. We anticipate. We arrive at the concluding thought quickly – although often one that is quite different from that the speaker intended.

- *Emotional blocks* - popularly called as "Deaf Spots" prevent a person from taking in and retain certain ideas. There are certain people who cannot listen to figures, to politics, or to description of surgical operation.

- *Detouring* - Delivery style of the speaker can put off or create interest in the listeners. The tendency to criticize speaker's manner, appearance, voice etc. impairs effective listening.

Effective Listening skills

There are a number of situations when you need to solicit good information from others; these situations include interviewing candidates, solving work problems, seeking to help an employee on work performance, and finding out reasons for performance discrepancies. Skill in communication involves a number of specific strengths. The following lists some suggestions for effective listening when confronted with a problem at work:

- Listen openly and with empathy to the other person
- Judge the content, not the messenger or delivery; comprehend before you judge
- Use multiple techniques to fully comprehend (ask, repeat, rephrase, etc.)
- Active body state; fight distractions
- Ask the other person for as much detail as he/she can provide; paraphrase what the other is saying to make sure you understand it and check for understanding

36

- Respond in an interested way that shows you understand the problem and the employee's concern
- Attend to non-verbal cues, body language, not just words; listen between the lines
- Ask the other for his views or suggestions
- State your position openly; be specific, not global
- Communicate your feelings but don't act them out (eg. tell a person that his behavior really upsets you; don't get angry)
- Be descriptive, not evaluative-describe objectively, your reactions, consequences
- Be validating, not invalidating ("You wouldn't understand"); acknowledge other's uniqueness, importance
- Be conjunctive, not disjunctive (not "I want to discuss this regardless of what you want to discuss");
- Don't totally control conversation; acknowledge what was said
- Own up: use "I", not "They"... not "I've heard you are no cooperative"
- Don't react to emotional words, but interpret their purpose
- Practice supportive listening, not one way listening
- Decide on specific follow-up actions and specific follow up dates

A major source of problem in communication is defensiveness. Effective communicators are aware that defensiveness is a typical response in a work situation especially when negative information or criticism is involved. Be aware that defensiveness is common, particularly with subordinates when you are dealing with a problem. Try to make adjustments to compensate for the likely defensiveness. Realize that when people feel threatened they will try to protect themselves; this is natural. This defensiveness can take the form of aggression, anger, competitiveness, avoidance among other responses. A skillful listener is aware of the potential for defensiveness and makes needed adjustment. He or she is aware that self-protection is necessary and avoids making the other person spend energy defending the self.

In addition, a supportive and effective listener does the following:

- Stop Talking: Asks the other person for as much detail as he/she can provide; asks for other's views and suggestions
- Looks at the person, listens openly and with empathy to the employee; is clear about his position; be patient
- Listen and Respond in an interested way that shows you understand the problem and the other's concern
- is validating, not invalidating ("You wouldn't understand"); acknowledge other's uniqueness, importance
- checks for understanding; paraphrases; asks questions for clarification
- don't control conversation; acknowledges what was said; let's the other finish before responding
- Focuses on the problem, not the person; is descriptive and specific, not evaluative; focuses on content, not delivery or emotion
- Attend to emotional as well as cognitive messages (e.g., anger); aware of non-verbal cues, body language, etc.; listen between the lines
- React to the message, not the person, delivery or emotion
- Make sure you comprehend before you judge; ask questions
- Use many techniques to fully comprehend
- Stay in an active body state to aid listening
- Fight distractions
- (if in a work situation) Take Notes; Decide on specific follow-up actions and specific follow up dates

LISTENING TO NON-VERBAL MESSAGES

The renowned communication researcher found that only 7 % of a message's effect is carried by words; listeners receive the other 93 % through nonverbal means. Birdwhistell suggested that spoken words account for no more than 30 –35 % of all social interaction. Nonverbal communication can be divided into *facial expressions, postures, gestures and spatial messages. (Read assignment)*

37

e. Meetings in Organisation.

Ans e   Managers spend a great deal of time in meeting – often ineffectively, and usually with a growing sense of frustration. We look at meetings and at why so many are ineffective, and suggests some steps to be taken to make them more effective, concluding with a simple seven-point guideline for the head and the meeting member.

GOOD MEETINGS MEAN MORE PROFIT

It is popular to grumble about meetings; indeed, this pastime can become a dangerous obsession, so that, in some organizations, the climate is such that managers find it very difficult to conduct effective meetings.

Jokes and 'laws' about meeting proliferate and the well-know video, meetings Bloody Meetings, are a nuisance. Senior management should encourage and cultivate a 'good meeting climate', because in doing so they will improve:

Communication

A business organization is, by definition, two or more people engaged in commercial pursuit. Organizations cannot cohere or achieve without communicating, and effective meetings play an essential part in this process.

Policy formulation and planning

These activities require ideas, discussion and debate on key issues and on alternatives. They benefit from the collective wisdom of the management team and carefully considered proposals and options.
This process can only take place in meetings.

Decision making

Some decisions have to be made in formal meetings (or endorsed by them because of some statutory requirements; for example, boardroom decisions. But there are many circumstances in which the quality or durability of a decision will be enhanced if it is subjected to careful (and urgent!) consideration in meeting at which those responsible for its implementation or affected by it are present.
Better communication, better planning and improved decision making will have a positive effect on the bottom line, and this is a justification for giving thought and energy to improving meetings.

Running Sales Meetings

It is essential to maintain contact with all members of a salesforce, wherever they are located, and a sales conference can help sales representatives understand business objectives, products, company policies, and what support is available to them. Conferences also play an important part in motivating sales teams.

National conferences are held for major events, such as the launch of a new product or a presentation of annual results, and because of their high profile, they can be used to generate high levels of enthusiasm, commitment, and effort. For example, the national conference could be used to reward high achievement by an individual or a team. In addition, they can raise awareness of the organisation's overall strengths and help to build consistent standards and performance.

Regional business meetings are also a valuable way of maintaining personal contact between the organisation and its sales teams. Often taking a half-day, regional business meetings can include briefings on new products, corporate developments, management changes, promotional activities, pricing, marketing programmes, and objectives for the next quarter.
Networked conferencing makes it easier to hold regular meetings, saving sales teams' time. For that reason, it will play an important part in the overall salesforce communications programme. However, personal contact and team building are important benefits of live meetings which means they should also remain an integral part of the programme.

Maintain effective contact

To make a salesforce work effectively, it is essential to maintain contact with all team members, wherever they are located. How many times has the local office accused head office of being remote and out of touch? Can head office staff be certain that local sales representatives are aware of the latest product information or the current operating policy? Is there a feeling that certain members of the team are better informed or supported than others?

Set meeting objectives

Formal and informal information channels are used to maintain effective contact with local sales representatives at all levels. The sales conference is a key part of that process, and it should help sales representatives to:

- understand your current business objectives
- understand corporate operating procedures
- be aware of the business and marketing support available to them
- be committed to success
- acquire up-to-date product knowledge
- understand how to implement company policies
- feel that they have a worthwhile career structure within the organisation

Run a national conference

At national conferences, the entire sales team is invited to attend, and the event may last for a longer period than a normal meeting. The conference is usually held for a major event, such as the launch of a new product or presentation of annual results, and is designed to generate high levels of enthusiasm and commitment. A national conference has the additional benefit of bringing together people from around the country who would not normally meet each other, so it has a considerable team-building value.

Build team spirit

A national conference should have purpose and it should be handled effectively. Many product launches have a high theatrical content, because the intention is to create impact. Car manufacturers, for example, take their sales teams to exotic locations when they launch a new model. The high point of the event is the launch itself, which needs to be impressive, but the remainder of the time can be spent in building the right level of team spirit within the salesforce.

A conference not only brings together employees who are separated by physical barriers but can also raise awareness of the organisation's overall strengths and help to build consistent standards and performance.

Reward effort

The national conference can also be used to reward high achievement. Many organisations run annual incentive and recognition programmes for sales employees at different levels—the highlight being an individual presentation to the winner by a senior director, an event that confers real status on the winner. Using the national conference as the occasion for the award ceremony can raise the incentive programme's profile among the whole salesforce, and encourage high levels of participation and effort.

Run a regional business meeting

National and international conferences have a role to play, but they can be expensive and time consuming. Unless such an event is important to business development or building team spirit, it may be more satisfactory to consider a regional business meeting.

With this type of event, busy sales representatives appreciate the fact that they need only commit part of a working day, and it cuts down on unnecessary travelling time. Given the current climate for reducing headcount and making the most of existing teams, this could be an important consideration. Regional business meetings are a valuable format for maintaining personal contact; they allow groupings of local outlets; and they enable an organisation to hold a concentrated meeting to bring local sales teams up to date with key events.

Set a meeting format

Although regional meetings do not have the high profile of national conferences, they represent an opportunity to maintain regular contact at a high level. Such events should include presentations by senior management from the head office team and should concentrate on national policy as well as matters of regional interest.

Many organisations adopt a half-day format for their regional business meetings. Delegates arrive at midday for an informal lunch before a series of afternoon briefings covering new products, corporate developments, management changes, promotional activities, pricing, marketing programmes, and objectives for the next quarter. The meetings give the head office team an opportunity to update local sales employees on current activities and maintain contact between the teams.

Hold local branch briefings

Although regional business meetings provide a convenient alternative to national conferences for events that do not need a high profile environment, they still have drawbacks. If an organisation wants to brief a local sales team, or if the briefing is applicable only to one particular area, regional meetings may not be practical.

The solution is a presentation tailored to local needs, given at the local office. The location is convenient and the meeting does not take up much of the team's time. However, it should not be seen as just another business meeting. Wherever possible, the branch briefing should also be treated as a special event with a dedicated meeting room and professional presentation techniques. It should be formally structured and should resemble the main conference presentation in all but location.

Save time with networked conferencing

A good addition to actual meetings of whatever kind is networked conferencing, which brings sales teams together quickly and easily, wherever they are located. It supports effective teamwork when sales representatives work in different locations or different countries, and it can help teams meet key objectives efficiently and productively. It can also reduce the costs associated with traditional types of meeting.

Videoconferencing remains the most popular type of networked conference, but webcasting over the Internet is beginning to emerge as a viable alternative.

With a networked conference, all you have to allow is the time for the meeting. Unnecessary travel time is eliminated, which allows busy sales representatives to concentrate on customers. Add up the salaries of people travelling to meetings, the outlay on travel, food, and accommodation, and you can estimate the real cost of conventional meetings. If your organisation operates internationally, the potential cost savings are enormous.

Enhance communications

The freedom and flexibility of networked conferencing means you can arrange more meetings, whenever you need to improve communications. It's a quick and easy way of briefing sales teams, reporting, training or coaching, reviewing progress, or dealing with specific customer issues. Senior executives can communicate easily with sales teams throughout an organisation by broadcasting annual reports, for example, or news about significant corporate changes.

Common Mistakes

Too many meetings

It's a common complaint among salesforces that they have to attend too many meetings. Major events, such as a national conference, are beneficial when there is an important announcement, such as a new product launch or corporate reorganisation. However, too many meetings cover routine matters that could be handled through written

or networked communications. Networked communications make it possible for sales representatives to participate in meetings without time-wasting travel. You should look carefully at your meeting programme to see where you can eliminate unnecessary meetings or arrange alternative virtual events.

Failure to back up presentations

Many conference presentations are designed for visual impact rather than communication. As a result, sales teams may come away impressed but with little hard material to use. You can back up theatrical presentations with business presentations and documentation to guarantee longer-term benefits.

One-way communication

A sales conference should involve more than one-way presentations. It should give the salesforce an opportunity to participate and contribute to corporate policy. Discussion groups, question-and-answer sessions, feedback forms, and forums encourage salesforce participation and bolster morale.

f. Non Verbal Communication

Ans f **NON VERBAL COMMUNICATION**

Non verbal communication is one where words are not used. It could be in the form of:

(i) **Touch:** Touch can convey the feelings or augment the verbal communication.

(j) **Proximics:** Use of space to communicate. Space can be

  (i) **Private Space:** Like amount of office space allotted to a person communicates his hierarchical status

  (ii) **Personal Space:** Personal space can be further subdivided as:

  (ae) Public Space: Space beyond 4 m of a person. This is the space allowed to Strangers, unconcerned General Public, etc.

  (af) Private Space: Space from 1.5 m to 4 m. This is space for Casual Acquaintances, Visitors, etc

  (ag) Person Space: Space from 0.5m to 1.5 m. Friends and family members are allowed in this space.

  (ah) Intimate Space: Less than 0.5 m is a person's intimate space. Spouse, children, siblings and very close friends are allowed here.

All these spaces are measured in front of person, not on the sides. Depending upon what distance another person keeps from you, you can gauge his feelings towards you. But even these distances have no universality. While Americans more or less follow this code, Arabs and Latins have much compressed scale. They prefer closeness and touch during communication.

(k) **Time:** What time of the day and how much time are you allowed can convey a lot of things. Even the relative time of reaching at a venue can be significant indicator.

(l) **Body Language:** Face expressions and body postures communicate a lot of inner feeling of a person. Like an attentive and interested person would be sitting upright and bending forward. Face would be animated. Similarly, head position/movement, shoulder positions, eye movements, limb movement etc convey a lot of messages.

  (i) **Eyes:** Eyes are another powerful medium of communication. Inner feelings are often involuntarily reflected in the eyes of person. Fixed gaze, Repeated glances or lit up eyes convey deep interest. Wondering or half shut eyes convey disinterest.

(ii) **Gestures:** Gestures are short movement or positioning of body parts. They are either used in conjunction with oral messages to supplement them or in stand alone mode where oral messages are hard to transmit due to noise or distance or other reasons.

(iii) **Movement:** Movement of a person or body parts communicates to the observer his mental status. Shaking of legs indicates uneasy eagerness. Head movement can indicate approval or disapproval. Again, the movement can be used in stand alone mode or to supplement the oral message.

(iv) **Posture:** Posture is body positioning which also communicates acceptance, interest, etc. An upright or forward inclined sitting posture indicates interest in the matter. A tilted head denotes concentration in the subject.

(m) **Para Language:** Para language involves use of non verbal sounds, like sighing, thumping of desk, voice modulation, etc.

(n) **Intonation:** The meaning or impact of words can be altered significantly by changing the intonation of one's voice. Think of how many ways you can say "no". You can doubt, terror, amazement, anger, among other emotions.

(o) **Appearance:** Builds an image of the sender that affect the receivers' attitude and perception towards the verbal messages even before they read or hear them. Physical appearance conveys impressions regarding occupation, age, nationality, social and economic status, job status, etc. Similarly appearance of written messages may impress the receiver as important, routine or junk mail. Appearance of the surroundings has an effect on persons involved in the communication process.

(p) **Objects:** Similarly, we use "things" to communicate. Decorations at home or ornaments worn on body are ways to communicate through things.

Skilful communicators understand the importance of nonverbal communication. While on one hand they use it to increase their effectiveness, on the other hand they use it to understand real intent of other person. But a word of warning. Beware in cross cultural settings because Nonverbal cues can differ dramatically from culture to culture. An American's hand gesture meaning "OK" would be viewed as obscene in some South American countries.

g.   Website & E mails
     Ans g

Email

Electronic mail, often abbreviated as e-mail or email, is a method of exchanging digital messages, designed primarily for human use.

A process of sending text messages in electronic form. The messages can also include images and video clips.

Email is an increasingly popular means of communication. While most e-mail is sent by computer, fax communication is also a form of e-mail.

Computer e-mail users can send a message to any number of recipients. Different systems offer various options for sending and receiving messages and for changing the text of messages. For example, a message can be "registered," so that the sender is notified when the recipient looks at the message. Many systems allow messages to be forwarded. Messages are usually stored in a simulated "mailbox" in the network server or host computer; some systems announce incoming mail if the recipient is currently "logged on," or using the system.

An organization, such as a corporation, university, or professional association, can provide e-mail facilities to its members. There are also national and international subscriber networks.

Merits / Advantages

- The primary advantage is that **it's quick**
- **You can also send out a message automatically to a long list** of receivers
- **You can send documents by attachment**, similar to a fax, as long as they are not "oversized."
- It's also a way to keep in touch more personally with contacts by sending family snapshots, "live" (animated) Christmas greeting cards, etc. to friends and relatives
- Email is also a handy tool **to stock old correspondence or current address lists**.
- Another advantage on the receiving end is that **you can check your mail when you want** instead of being disturbed by phone calls.
- For some businesses, email means good business since it is another tool to widen one's potential market
- **A well-planned site has high visibility** and **quick orders** can be put through
- It has saved time, energy, money and is environment friendly because it helps in saving paper & ink while bringing in more vigor, life and value to personal communication
- And, of course, another big plus about email is that **it's FREE**.

Demerits / Disadvantages

Loss of vital data due to viruses
Tendency to use informal language in professional mails
Time consuming for answering complicated questions
Misunderstandings created due to wrong interpretation of certain words
Security issues (e.g. Hacking)
Less social contact with people
Less hand-writing practice

What is website
A website is a depository of information destined for public or private use, usually residing in a remote server. When a computer terminal calls the website (using the HTTP or HTTPS protocol) the server responds by sending the information   requested   back   to   the   user. really stupid your on a website

The benefits of an effective website are best outlined after mentioning there are essentially 3 kinds of websites:

1. A bad website
2. A good website
3. An effective website

A bad website is easy to recognize. They are just flat out bad, and often ugly. They hurt your eyes, they have terrible navigation, and/or they are annoying, and they quickly send visitors away irritated, confused, or dizzy. If you could use a good laugh at the expense of some really bad websites.

A good website is the most common type, but harder to identify because it usually looks just like an effective website. A good website has what every website should have: professional appearance, sensible navigation, good content, etc. It is not difficult to create a good website, so most fall into this category. The problem is, good does not equal effective.

An effective website is the kind with the most benefits. The primary difference between a good website and an effective one, besides profit, is that it anticipates the needs of the customer/visitor and meets those needs. Ironically,

these are rare. Most websites try to "sell" rather than address the needs of the visitor. Effective websites require more planning and effort to create, but the rewards are worth it.

A website provides an instant visual presentation:

Not every organization can afford television advertising, but a website provides a visualization element and is always available to anyone with Internet access. If a customer has questions that can be better answered on a website than over the phone, this is a valuable asset to your marketing mix.

A website can be found through search engines:

There is a good possibility that you found this website through a search engine such as Google. Between 80-95 percent of all website traffic usually comes from search engines. You can target visitors who are actively looking for you, your product, your service, or your information. A website is an extremely cost effective way to advertise to those who are already interested in what you have to offer.

A website is always available:

No other medium for being available 24/7/365 even compares to a website. With the modest cost of developing a website and putting it online, there is nothing even close to being as cost effective. Printed materials are easily misplaced. TV and radio commercials air at preset times. A website can be visited at a time that is convenient for the visitor, and it is more engaging when designed correctly.

A website is interactive:

Even just a few years ago, most websites were nothing more than an electronic brochure. Their real potential was not being realized. That has now changed dramatically. Website visitors have the ability to control and interact with a well designed website. You can take a virtual tour, spin an object around to see all sides, provide direct feedback, and much more.

A website can target each visitor specifically:

Every visitor's needs are met with an effective website design. With proper targeting, you have their attention because they are already interested. By strategically planning your website, you can customize each area to the type of website visitor who can benefit from it. It is even possible to customize web pages to individual users for added convenience.

A website is easily updated:

Unlike printed materials, websites can be changed on a minute by minute basis if needed. The expensive production costs of video, and the editing time needed for a good advertisement, make websites even more attractive. Plus, video can be provided on a website, and printed materials can be made available for instant download on a website.

A website saves on printing and mailing costs:

By making printed materials available on a website, it benefits both you and your website visitors. They have instant access so they do not have to wait for your mail to arrive, and you save on printing and mailing. Your website can have even more impact because you can illustrate things such as movements and animation that printed materials alone cannot show.

A website improves customer relations:

Aside from the fact that when a customer asks you for your website address, they expect you to have one, there are numerous benefits a website can offer to your customer relations. These are only a few:

- Customers can make an informed buying decision. If they are deciding between you and a competitor, your website could mean the difference between who gets the business.

- It also provides a way for customers to benefit after a sale. If you provide information or support through a website that makes them happier about buying from you, it strengthens your business.

- By providing an opt-in mailing list, your customers and website visitors will give you permission to contact them about special offers or additional things they may be interested in purchasing from you.

- **An Era of Convenience and Cost Effectiveness**
- Biggest advantage of creating a website is the easy and global access to your offer. All your ideas, products and services are easily uploaded to a global audience. You can expect exciting response. You also save printing coast which traditionally was unavoidable. The only way to communicate your services had been printed material in bulk and it was followed by postage cost. Now, you are in an enigmatic era of convenience and cost effectiveness. Now days web has become the largest platform through which you can interact with million of people on internet throughout the world.

- **Website Serves as Your Online Office**
- You can make handsome presentation of your products and services by creating your own website. It will serve as your online office, your showroom. No other media gives such freedom of sending your offer across the globe. Television, Radio and all other promotional media charge you on every media release and it's very expensive too. You have to develop a good customer support which will work 24 hours a day. The advantage of this customer support is that the customers will be able to purchase products from your site at any time. You can also earn revenue from website once it's well-known to people by offering it for advertising. Creating a well-designed and programmed website is always an advantage in real sense of the word. The amount of benefit one draws from his site varies, the formula is input=output.

h. Effective Report Writing

Ans h What is Report ? Understand Meaning of Report ↓

Report is a self-explanatory statement of facts relating to a specific subject and serves the purpose of providing information for decision making and follow up actions. It is a systematic presentations of ascertained facts about a specific event / subject. Report is a summary of findings and recommendations about a particular matter / problem. Report is for the guidance of higher authorities including company executives and directors. Report facilitates timely decisions and follow up measures.

According to Oxford Dictionary, report means "*a record of ascertained facts.*"

What are Features or Characteristics of Report ?

1) Complete and Compact Document : Report is a complete and compact written document giving updated information about a specific problem.

2) Systematic Presentation of Facts : Report is a systematic presentation of facts, figures, conclusions and recommendations. Report writers closely study the problem under investigation and prepare a report after analyzing all relevant information regarding the problem. Report is supported by facts and evidence. There is no scope for imagination in a report which is basically a factual document.

3)Prepared in Writing : Reports are usually in writing. Writing reports are useful for reference purpose. It serves as complete, compact and self-explanatory document over a long period. Oral reporting is possible in the case of secret and confidential matters.

4)Provides Information and Guidance : Report is a valuable document which gives information and guidance to the management while framing future policies. It facilitates planning and decision making. Reports are also useful for solving problems faced by a business enterprise.

5)Self-explanatory Document : Report is a comprehensive document and covers all aspects of the subject matter of study. It is a self-explanatory and complete document by itself.

6) Acts as a Tool of Internal Communication : Report is an effective tool of communication between top executives and subordinate staff working in an organization. It provides feedback to employees and to executives for decision making. Reports are generally submitted to higher authorities. It is an example of upward communication. Similarly, reports are also sent by company executives to the lower levels of management. This is treated as downward communication. In addition, reports are also sent to shareholders and others connected with the company. It may be pointed out that report writing / preparation acts as a backbone of any system of communication.

7)Acts as Permanent Record : A report serves as a permanent record relating to certain business matter. It is useful for future reference and guidance.

8)Time Consuming and Costly Activity : Report writing is a time consuming, lengthy and costly activity as it involves collection of facts, drawing conclusion and making recommendations

   i.   House Magazine
Ans i) Many companies are so busy communicating about their products and services with external audiences, they often neglect to speak with their most valuable asset—their employees. If employees and, other stakeholders like investors and partners, are considered a target audience, it becomes clear that design is an essential tool to reach them. Add some wit and a bit of the unexpected, and internal communications is anything but the dry corporate communications efforts of old.

Design Makes Internal Communication Accessible
Internal communications has many of the same design and strategy challenges as external marketing. The key differentiator is that internal messaging is focused on communicating vital corporate strategy, internal brand values, employee benefits or new product rollouts. Using design, especially image-driven narrative, to inform, motivate and delight internal audiences can result in:

• Clarity	of	goal	definition
• Alignment	of	goals	to actions
• Connection	of staff	to CEO	vision and charisma
• Increased	participation	and	empowerment
• Aiding	recruitment	and	retention
• Boosting	communication	and	advocacy
• Elevating	leadership	and organizational	management

• Keeping the business of the business moving forward

   a.   Press Communications
Ans
Types of Press Releases

Although all press releases contain the same elements, they are used to promote varying objectives. Below are commonly used press releases that would make appropriate teaching scenarios.

Publicity Release. This type of release announces information about a business or organization that has news value to local or national media. A publicity release may announce internal promotions, upcoming or past events, new hires or appointments, awards, honors, and mergers or acquisitions.

Product Release. These releases contain information that is generally targeted to trade publications and relate news about the introduction of a product, an addition to a line, or a modification to an existing product.

Bad News Release. When an organization must tell the truth about a negative situation, it issues a bad news release. This document must always be straightforward about negative news, providing facts in an honest, forthright fashion to establish credibility with the media.

Financial Release. The financial release disseminates information about a company's earnings or other information of interest to shareholders. While national media such as The Wall Street Journal or ABC Nightly News may be interested in reporting news about large, publicly held organizations, local media tend to report on firms headquartered in their distribution area.

Press releases can be written in either a hard or soft news style. Hard news is timely and has immediacy. A university would issue a hard news release to announce that it has hired a new chancellor. Soft news focuses on people or issues that affect people's lives. A soft news release, for example, might take the form of a feature about a child whose life was saved by a new drug, with the issuing company being the drug manufacturer.

The publicity release is the most common type used in a real-world scenario, but any of the types of press releases can provide excellent learning opportunities.

    b. Public Relations

Ans Public Relations

The social responsibility of management cannot be overlooked. The responsibilities imply the obligations, which a business house owes to the society. There are four important groups for example, owners of the business, i.e., the shareholders, customers, employees and the society. Each group should be given a timely report of the measures taken for allocating their respective social responsibilities. Public relations emphasises a proper understanding of the nature, of the public and the social environment in which an industry is operating and the changes that are constantly occurring. Relation is the outcome of mutual understanding derived from the process of sharing of common interests. The integration of these two elements gives us public relations, which in recent times is a specialised management function

Public relations (PR) is the practice of managing the spread of information between an individual or an organization and the public.[1] Public relations may include an organization or individual gaining exposure to their audiences using topics of public interest and news items that do not require direct payment.[2] The aim of public relations by a company often is to persuade the public, investors, partners, employees, and other stakeholders to maintain a certain point of view about it, its leadership, products, or of political decisions. Common activities include speaking at conferences, winning industry awards, working with the press, and employee communication.[3]

Public relations (PR) is the way organisations, companies and individuals communicate with the public and media. A PR specialist communicates with the target audience directly or indirectly through media with an aim to create and maintain a positive image and create a strong relationship with the audience.

Examples include press releases, newsletters, public appearances, etc. as well as utilisation of the world wide web.

PR and the World of Business

The world of business is characterised by fierce competition and in order to win new customers and retain the existing ones, the firms have to distinguish themselves from the competition. But they also need to create and maintain a positive public image. A PR specialist or firm helps them both create and maintain a good reputation among both the media and the customers by communicating in their behalf and presenting their products, services and the overall operation in the best light possible. A positive public image helps create a strong relationship with the customers which in turn increases the sales.

PR Tools and Techniques

PR specialists and firms use a number of tools and techniques to boost their clients' public image and help them form a meaningful relationship with the target audience. To achieve that, they use tools such as news releases and statements for media, newsletters, organisation and participation at public events conferences, conventions, awards, etc.. PR specialists of course also utilise the Internet tools such as social media networks and blogs. Through the mentioned tools, PR specialists give the target audience a better insight into their clients' activities and products/services as well as increase publicity.