

1. CONCEPT OF COMMUNICATION

Introduction

Communication is a social process that is vital for human survival. Communication makes it possible to exchange opinions, thoughts and meaning through spoken words, written text nonverbal sounds physical gesture facial expressions and even dance or combination of these.

In Today's world there is so much to know so quickly that the role of communicator has become very important. The world experiencing communication revolution and communication explosion. Communication is essential to all human association. Good communication does not mean only giving orders but creating understanding. It aims at imparting knowledge as well as helping people gain a clear view of the meaning to knowledge.

MEANING AND DEFINITION

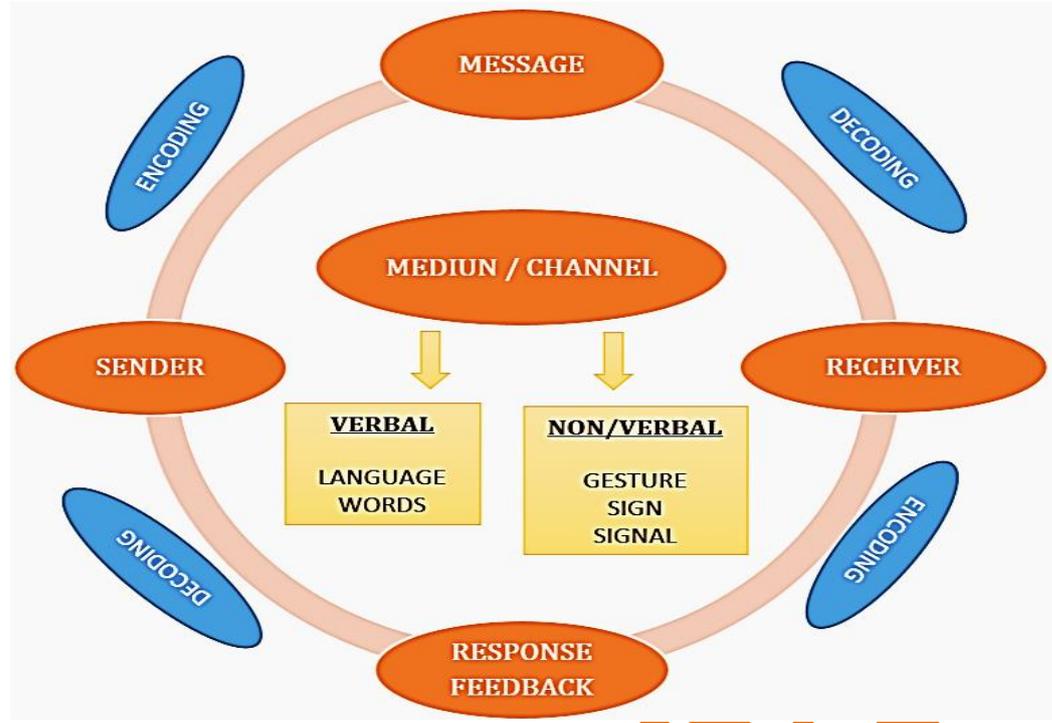
The word communication is derived from the Latin Word 'Communicare / Communis' which means to make common. Communication involves the transfer of information, ideas, emotion, feeling etc. between people. Communication must ensure that this transfer takes place effectively, bringing about an understanding response from the receiver of the message.

When this exchange takes place between two individuals, it is referred to as interpersonal communication. When it is address to a larger group, it is called mass communication. Communication is an important aspect of behaviour and is affected by all factors influencing human behaviour.

Communication has been defined differently by different theorists. According to the American management association, 'communication is any behaviour that results in an exchange of meaning'. According to the Peter little, 'Communication is the process by which information is transmitted between individuals and/ or organizations so that an understanding response results.

These definitions show that communication involves:

- a) The sender's ability to transmit his own ideas accurately ,
- b) The receiver's mental ability to get the accurate ideas as transmitted,
- c) A feedback by the receiver, and
- d) An action directed towards the goals.



PROCESS OF COMMUNICATION

Communication begins when the sender feels a need to share an ideas or thoughts in his mind. The purpose of the sender could be to inform or to persuade or to motivate the receiver. Similarly, the message could make use of verbal or non-verbal symbols, words or signs. Thus, the sender and the message are the first two components in the process of communication.

Once the sender has decided on his message, he has to plan his process of encoding and the channel for sending the message to the receiver. While encoding the message the sender must use symbols which will have the same meaning in the mind of the receiver as was prevalent in the mind of the sender. The sender then decides to use verbal, non-verbal, visual or electronic medium on the basis of the nature of the message, the urgency or importance of the message, the number of receivers, the cost factor, and the relation between the sender and the receiver. During this process noise in the form of disturbance, or the use of ambiguous words should be avoided. So the encoding process, the medium and the receiver form important components in the process of communication.

The receiver then decodes the message based on his personal experiences and assessment of the symbols used. He then provides feedback to the sender or responds to him. It enables modifying of communication method or the message by the sender in order to increase affectivity. Communication is said to be effective only when feedback has been provided. Hence the decoding process and feedback are the most important components in the process of communication.

2. IMPACT OF TECHNOLOGICAL ADVANCEMENTS ON COMMUNICATION

Today, we live in interesting times. Technology is growing at a tremendously fast rate. Technological developments have slowly and steadily made its way in to every realm of life. We have embraced these technologies and assimilated and integrated them into the way we do business. Today, many business people wouldn't be able to function efficiently without these tools. Furthermore, communication as we know it, would almost cease to exist without E-mail, fax-on-demand and teleconferencing. We have got so accustomed to the presence of computers and the service they provide that many of us don't remember what it was like before.

TYPES OF TECHNOLOGY ENABLED COMMUNICATION

Technology enabled communication refers to E-Communication. E-communication includes website, E-mails and electronic documents. All these are available through the internet.

So, what is internet? The internet is nothing but a great network of computers connecting millions of computers around the world. It can be defined as the "**largest network of various computers in the world, globally allowing many computers to be connected to each other through servers, using cable communication system**". It is the largest and most effective information providing network.

Internet as Information Superhighway

The internet, connecting millions of computers, offers a powerful new computing 'platform'. The World Wide Web (WWW) is now the world's most exciting communications medium. It has been hailed as the user-friendly facet of the internet: a rich collection of shopping malls, museums, games, job agencies, literature and what not. Its coverage is known to include about half a million companies, everything from Iceland to Antarctica, as it were.

The World Wide Web is a collection of all the website on the internet. All these web sites are linked to one another to form a global 'Web of information'. The WWW comprises a large collection of documents called web pages. These Web pages are stored on computers across the world. The information provided by the Web pages may include text, Graphics, images, sound or video clips and even movies. These pages may be stored by any agency, company government or departments or university to be viewed by all. Any of these agencies or departments is called a Web site.

These 'World Wide Web' is open to all types of computers. It is now the centre of computing universe. The 'Information Superhighway' is finally a reality. Optical fibre and digitalisation are the two technological achievements, which made this dream come to reality. The capacity of optical fibre staggering and so is the process of digitalisation which covers all information in to numbers that can be manipulated by a computer. Thus it is possible to move huge amounts of data quickly and perfectly throughout the world.

The Internet, however, is already being used by businessmen as a medium of marketing and advertising. The World Wide Web (WWW) enables companies to open virtual offices, showrooms, information dissemination centres etc., globally at low costs. The internet is an international showcase of goods and services of almost everything

that is available under the sun. It is storehouse of information about products, stock markets, currency exchange rates etc.

There are many other utilities such as 'browsers' or 'Surf' that can be used or searching for some information or required information. You can send E-mail to any person anywhere in the world whose E-mail address is known to you. It is also possible to know the latest news of events taking places in the world by using Internet.

One's Website can be browsed at any time of day or night. Information can be downloaded, orders can be requested, and customers can spend as much time as they like looking at products and services.

The net also provides at an elementary level, 'E-mail' services or exchange for documents, letters etc. Now the on-line users have facilities to sit at the key-board and log on to another computer across the world.

The internet thus opens the window to the world and allows faster flow of information. In simple terms, the discoveries made in any concern of the world could be on our table top in no time. All we need to do is get the right connections – a P.C., a modem and a telephone line, and we are part of World Wide Web (WWW).

WEBSITES

Websites can provide a lot of useful information, goods and services and be the gateway to online communities. A Website can include Static pages, Dynamic pages, Message boards, discussion forums, news feeds, blogs, downloadable documents, forms and streaming media like sound and video, to name but a few of the most frequent features. A static page is a basic HTML page that remains the same for all users until the developer changes the content by editing the code behind the page. You usually see .htm.html.xhtm or .xhtml as the ending Webpage address or URL (uniform resources locator).

In dynamic Web pages, the appearance of a page or part of a page changes without the whole page being reloaded. This could be, for example, a continuous update of the weather, a currency exchange rate or a form that gives immediate feedback on information you are trying to submit. Dynamic pages can also contain customised content depending on who the user is, what equipment they are using the time, location or earlier set preference. These pages are usually connected to a data base and the ending of the URL can be .dhtm.dhtml.js.asp.php.jsp.or.net. pages with flash animation found and interactivity are dynamic pages. Wholes Websites can be built as a flash animation or included just as a part of an otherwise static page. It is often used for adverts and small games. Flash has been known to be inaccessible but efforts are being made to build in accessibility option in the programme producing flash pages message boards are used to discuss topics relevant to a certain group. A user posts a message which everyone can see someone else posts a reply and a discussion builds up. Message goods are also known as Web forums or internet forums. News feeds are a way of collecting and distributing news from different sources. They allow users to create their own personal news pages, containing only the topics they are interested in. **RSS** is an abbreviation, most commonly or really Simple Syndication or Rich Site Summary, used to indicate a news feed. A **blog or a Web-log** is a website that someone is writing publically reflecting her/his own views and interests. Blogs often offer commentary or news on a particular subject, such as food, politics, or local news and some are set up as more personal diaries. The entries are most often in revers chronological order with the latest entry first.

E-mail

E-mail (electronic mail) involves sending message via telecommunication links. If two computers terminals, distant from each other, are connected on network, it is possible to send message from one to the other. The message is typed on a computer screen at one end is conveyed to the other end through electronic impulses.

The principle of electronic mail – or e-mail – is that computer user swap message via a large central computer. The large central computer is known as the e-mail host computers. In very large e-mail system, there are several inter-linked host computers. Each member of an e-mail system is assigned a 'mail-box' on the central e-mail host computer. Every mail box has a unique name or identification code. Members of an e-mail system connect up with the central host computer via an ordinary telephone line.

A microcomputer is said to be 'on-line' when a direct connection is established with the central host computer. Subscribers swap message by 'posting' them in each other's mailboxes. An e-mail user will not be aware of any new message until he or she connects up with central host computer to 'check' their mailboxes.

E-mail involves a form of computer to computer communications. As such, the microcomputer of an e-mail user must be fitted with a modem and loaded with a software program to control the data transmission. In contrast to direct computer to computer communications, however, the sender and the recipient are never in direct contact with each other on an e-mail system.

E-mail combines some of the characteristics of writing and speaking. Subscribers to electronic mail services are called 'users' and as a User you can access message on your system from either your receiver along with the advantages of being able to compose and write message. You can reach group as well as individuals and share files of data, videos, music and anything else you can store on a computer.

E-mail is useful in your personal communications. You can communicate with friends and members of your family anywhere in the world.

E-mail system includes users' message, senders and receivers' addresses, message transports and directory systems. A message is the actual information sent by one user to another. Each E-mail system uses a protocol that describes the structure of the message, generally with to – From and Subject, followed by the body which may include text, images, graphics, etc.

E-mail is fairly immediate and generally less formal than other of written communications. You may be tempted to relax the tone, organisation and content of your message. Punctuation marks and capitalization can vary from one E-mail user to another, with some people omitting all punctuation except for period at the end of sentence.

How E-mail Works:

To send and E-mail message, the sender has to do the following:-

- Log on. This means connecting to a computer network or E-mail program.
- Choose the receivers E-mail address
- Compose the message
- Instruct the program to send the message

To read and receive E-mail message, the receiver will have to do the following

- Log on
- Look at a list of the new mail
- Choose the message one wants to read
- Handle the message by deleting, storing or replying.

Advantages of E-mail

1. It is the quickest mean of transmitting message. E-mail cuts through the bureaucracy of traditional business letter and memos. Wordy memos, customer correspondence and other external communications can be replaced by brief, timely message which can be sent to anyone who has an e-mail address.
2. If both the sender and the receiver are simultaneously sitting at the terminals, clarification can be sought and offered and additional information, if required, conveyed immediately, by attaching files to message.
3. The information received or message received can be stored for future reference or sent elsewhere or simply deposited off.
4. E-mail messages are supposed to be highly confidential and secure. The chances of tampering with the message are much fewer than message conveyed through conventional modes, because the use of the code makes a message more secure.

ELECTRONIC DOCUMENTS

Documents and forms distributed via e-mail or downloadable from the internet are most often in the format of:

- Word documents with filenames ending in .doc,
- PDF (portable document format) ending .pdf,
- RTF (rich text format) ending with .rtf.

Forms can be used to take booking for training courses, sell items from your website and give feedback about the website content.

Blogs

“Blogs” is a shortened form of the words “weblog.” It is a website which maintains an on-going flow of information. A Blog uses a web based application to publish the story being written. It also has links to articles on other websites, usually presented as posts or a list of entries in reverse chronological order. Blogs range from the personal to the political. A Blog features diary-type commentary about someone else. It can focus on one narrow subject or a whole range of subjects from web design to home staging, sports, mobile technology etc.

Blogs generally have some common aspects:

- A main content area with articles listed chronologically, newest on top. Often, the articles are organized into categories.
- An archive of older articles.
- A way or people to leave comments about the articles.
- A list of links to other related sites, sometimes called a “blog roll”.
- One or more “feeds” like RSS, A RDF files.

Blogging:

A person who owns or runs a blog or a person who maintains the blogs is called a blogger. He is responsible for posting articles or new posts, information, sharing the most up-to-date news, opinions and case studies etc. Such entries are known as blog posts.

Content is very important for any website. Retail sites feature a catalogue of products. University sites contain information about their campuses, curriculum, and faculty. News sites show the latest news stories. For a personal blog, you might have a bunch of observations, or reviews. Without some sort of update content, there is little reason to visit a website more than once.

Typically, blog authors compose their articles in web-based interfaces, built into the blogging system itself. Or they may use some software to allow them to write articles offline and upload them at a later time.

A blogger must:

1. Post regularly, but not if they have nothing worth posting about.
2. Stick with only a few specific genres to talk about.
3. Not put 'subscribe' and 'vote me' links all over the front page forcing visitors to ignore them.
4. Enjoy, blog for fun and comment on other people's blogs (as they normally visit back)

Types:

There are many different types of blogs, differing not only in the types of content, but also in the way that content is delivered or written. Personal blog is an ongoing diary or commentary written by an individual. Collaborative blogs or group's blogs allow posts to be written and published by more than one author around a single unifying theme. Microblogging is the practice of posting small pieces of digital content- on the Internet. A blog can be private, as in most cases, or it can be used for marketing, branding or organization may aggregate selected feeds on specific topic or product and provide combined view for its readers through aggregated blogs.

Blogs can be distinguished on the basis of genres like political blogs, health blogs, journalism blog, education blog, classic music blog, etc. or they may be distinguished on the basis of media type. For example, a blog comprising videos is called a vlog, one comprising links is called linklog, a site containing a portfolio of sketches is called sketchblog or one comprising photos is called photoblog. Blogs that are written on typewriters and then scanned are called typecast blogs. Blogs with shorter posts and mixed media types are called tumbleblogs. A rare type of blog hosted on the Gopher protocol is known as a phlog. A blog can also be defined by which type of device is used to compose it. A blog written by a mobile device like a mobile phone or PDA could be called a moblog. One early blog sousveillance was Wearable Wireless Webcam, an online shared diary of a person's personal life combining text, video, and pictures transmission live from a wearable computer and EyeTap device to a Website.

Features:

1. Most blogs allow visitors to leave comments. Sometimes visitors can do so even without visiting the blog through pingbacks or trackbacks that can inform bloggers whenever they cite an article from another site in their own articles.
2. A lot of blogs feature an archive based on dates (like a monthly and yearly archive). Archive helps to organize and present articles in a composed fashion.
3. Feed is a function of special software that allows "Feedreaders" to access a site automatically looking for new content and then post updates about that new content to another site. This provides a way for users to keep up with the latest and hottest information posted on different blogging sites.
4. A blog role is a list, sometimes categorized, of links to webpages the author of a blog finds worthwhile or interesting. It is often in a "sidebar" on the page or feature as a dedicated separate web page.

5. Comment Moderation is a feature which allows the web sites owner and author to monitor and control the comments on the different articles posts, and can help in tracking comments spam. It lets you moderate comments, & you can delete unwanted comments, approve cool comments and make other decisions about the comments.
6. Blogging tools are available to take care o site managements and to help overcome Comment Spam.

Advantages:

1. Blogging provides an opportunity to express oneself creatively on any topic of interest.
2. It can be a source of revenue through service such as blog designing, blog consultancy etc.
3. It does not require much technical knowledge and can be easily set up.
4. Posts can be upgraded from time to time keeping it relevant at all times.
5. People can leave comments on our blogs making it highly interactive.
6. Blogs offer a variety of choices for readers.

Disadvantages:

- a. It is possible for posts to be biased, inaccurate or retaliatory in nature which can adversely affect the blog writer.
- b. One can get excessively involved in blogs can so fails to remember other important details o their daily life.
- c. Readers can get addicted to the computer and blogs refusing to do other productive work which can adversely affect their health and social life. Besides, continuously writing or reading blogs may affect your eyes sight.
- d. A lot of time needs to be invested but reorganization may not come easily for blog writers. Readers to have to invest a lot of time in order to find a blog worthy o reading.

Moodle

Moodle is an E-learning tool. It is the acronym or modular object-oriented dynamic learning environment. It is free and open source platform that lets you build the perfect education solution or your needs. It is project that has a huge community of users which enables pedagogical engagements. It allows you to create customise and control your learning environment using community sourced plug.

Being software that helps in managing the process of learning, it is written in PHP. It is a valuable tool that can be advantageously used even in distance education by the learners. It is an instructional strategy that reverses the traditional learning environment by providing the content that they need to master online instead of being taught in the confines of the classroom. The students then just need to online and see online lessons at a time convenient or him. They can then work independently to develop expertise in the content. For this, they carried out research are take part in discussion online or use the guidance of the traditional teachers in the classroom. Thus homework may be done at school.

The original idea behind Moodle development was to enable like-minded educators to come together and create content that can be upgraded whenever a need is felt. Moodle was the brainchild of Martin Dougiamas, initially created in 2002. But now

Moodle HQ, an Australian company is at the helm of affairs. They are aided in this task by many open-source programmers. It has features such as calendar and Gradebook.

Moodle is modular system based on plugins, which are like lego blocks that you put together to build whatever you want. Not only do plugins offer variety in content but they permit collaborations at many different levels. It is said the process of teaching is incomplete without an evaluation tool. So, Moodle has the facility to offer peer assessment.

Moodle also offer many customise management features such as a personalised site name with your own custom domain and logo, allowing usage on mobile device, Moodle mobile app etc. Graphical themes for Moodle can be installed to change the look and functionality of Moodle site or of an individual course. Besides, Moodle Moots are possible which are nothing but conferences organised by universities or other large organisations using Moodle, Moodle partners, Moodle associations or Moodle HQ for Moodle community members. They enable learning about Moodle, sharing experiences of the learning platform, discussing research in related educational technologies and contributing ideas to future Moodle development. Moodle has been translated in over 100 languages, available for any site administrator to install. Certified Moodle partners provide other Moodle service, including hosting, training, customization and content development. Also, users can download and install Moodle easily on a Webserver.

Moodle has adopted many different e-learning standards like **Sharable content object reference model (SCORM)**, AICC/HACP standard, IMS Content package and learning Tools Interoperability (LTI). These help define communication between client side content and a server side learning management system and also enable proper integration of content or assessment package that have been authored by different individuals.

Moodle runs without modification on **unix, Linux, FreeBSD, Windows, OS X, NetWare** and any other systems that support PHP and a database, including webhost providers.

Moodle also has import feature for use with other specific system, such as importing quizzes or entries courses from Blackboard or WebCT. Besides, as compared to other learning platforms, Moodle has a write-back functionality which enables schools, colleges and universities to write data onto their MIS and back again.

Social Media

Social media are interactive platforms that allow people, companies and other organizations to create, co-create, distribute, discuss, share, or exchange Information, career interests, ideas, and picture/videos in virtual communities and network using a computer. Professors Andreas Kaplan and Michael Heinelein of the ESCP European Business School define social media as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content.” Users of social media tend to generate content through websites or social networking sites like forum, blogs and chat rooms. Different types of social media include social networks, weblogs, microblogging, content communities, podcasts and wikis.

Social media has successfully changed the ways in which business house or individuals communicate and these changes have given rise to an emerging field of techno self-studies.

We now find that social media is being widely used to together like-minded people and create a virtual community bound together through a common cause. One field that has been greatly impacted by social media is that of advertisement. This has

resulted in large scale marketing taking place online. Social media has also become the site to visit for entertainment and collaborating with friends and relatives.

Some of the features of social media are as follows:

- Social media are Web 2.0 Internet –based applications.
- Social media is a blend of technology and social interaction which helps in enhancing of value.
- Social media forums become sites where users create their own profiles for every website or app that they use, maintenance and redesigning of which is the responsibility of the social media organization.
- Social media provide a rich user experience and they are able to take advantage of various features that allow them to 'like', create and post images, and upload videos and texts which in turn can be shared with select groups.
- Content is generated by the users themselves through collective intelligence making them scalable and dynamic in nature.
- However, social media sites are susceptible to spamming and trolling in the hands of immature users.

Advantages of social media:

1. Social media connects the whole world through a network of friends and friends of friends
2. Social media enables singles to find romance and individuals who seek new jobs, a product or service referral, career advice or support from like-minded individuals.
3. Social media enables sharing of tips and ideas or finding solutions to complex problems.
4. It makes it possible to share information in real time through instant messaging feature. So, teachers can facilitate classroom discussions, managers can utilize it for conducting team meeting and organizers of events can remind guests or update them with the latest development.
5. It helps quick advertising about upcoming events or new products or service and is able to send it particularly to your target audience optimizing resources and minimising wastage.
6. It enhances the speed at which news spreads.

Disadvantages:

1. Offensive posts can be in bad taste.
2. Enables to cyber bullying which can have a terrible effect on the victims.
3. Children not under parental supervision may be exposed to adult materials which may hamper their normal growth.
4. A number of cases of fraud and identity theft are reported.
5. Social media may be addictive resulting in gross wastage of time.
6. There is a possibility of invasion of privacy.
7. Social media tends to infringe on the advantages of the personal touch. So it brings in more physical distance and reduces the number of close friends. It thus tends to make us less social in the real sense and thereby increases aggression.

Types of social media

FACEBOOK

Facebook is an online **social networking** services headquartered in Menlo Park, California. Its website was launched on February 4, 2004, by Mark Zuckerberg with his Harvard college roommates and fellow students Eduardo Saverin, Andrew McCollum, Dustin Moskovitz and Chris Hughes.

It is type of social media that is based on personal relationship network. The profile filed and by the user in Facebook becomes a source of information about user and therefore mandates registration with real names. It offers a point where all communications involving the user is stored-Walls, Timelines and private messages. It permits sharing of updates with one's entire networks in one click.

Features:

- Facebook has all the practical applications of social media.
- Many brands can reach their target audience online through a Facebook page.
- Facebook has amazing video and image-sharing capabilities although majority of the posts shared herein are in the form of texts.
- People often consider Facebook to be there living room where they catch up with their friends without compromising their privacy.

Advantages:

- Facebook provides free service to the users.
- It helps to connect with old friends.
- It is a very good platform for conducting business.
- In partnership with Skype, Facebook permits video chat.
- It provides high security to user accounts.
- Facebook is well designed website so it can keep users busy for long time.
- Facebook can be used as social bookmarking website to enable sharing of blogs, articles, video with millions of people.
- Facebook provides app store and free gaming facilities. Where we can use thousand s of Facebook application and play different games with your friend freely.
- Facebook like button keep in touch to user to every other website. With this single like button you can bring everything inside Facebook world.
- Now days most of the site now allows a user to login at their site by using Facebook Login ID. So I you have Facebook login id than you don't need to west your time for registering other website.
- You can use Facebook as news and information source. Thus Facebook have many advantages which make Facebook best.

Disadvantages:

- Many people use fake profile and ids.
- Facebook is addictive and time consuming.
- If privacy setting are not kept strong, your personal information can be misappropriated.
- Facebook list feature not used correctly by users.

TWITTER

Twitter was founded on March 21, 2006 in USA by Evan Williams, Noah Glass, Jack Dorsey and Biz Stone. It is an online micro-blogging and social networking Web site that used to provide information, commentary and descriptions of events and highlight certain audio formats, or the Web site hosting the micro-blog. Twitter is an online social networking service that enables users to send and read short 140-character message called "tweets". Registered users can read and post tweets, but those who are unregistered can only read them.

Features:

- In contrast to Facebook where you connect with our friends while deciding to keep away from strangers, Twitter allows you to talk to strangers and connect with personalities from all walks of life.
- Twitter is the only social network where brands and consumes have an even playing field and unrestricted lines of clear, concise communication. It is therefore the ideal social network for marketing.
- Twitter not only attracts a unique audience, but it helps us identify who we should engage with through the tweets, retweets, hashtags etc. that the individuals shared.
- Twitter also thrives on several factors that support and affect engagements like photos, hashtags, links, videos and numerals (i.e. tweets containing a sports score or an official stat)
- Finally, Twitter provides a user-friendly interface that's primed for engagement and 1:1 communication.

Advantages:

- Twitter provides free service to user.
- It is easy to use and joint.
- Twitter is widely used.
- It allows both researching the market and sharing information about the service provided by you.
- It provides high level security to users account.
- You can use twitter on your smartphones, and twitter apps are available on every smart phone.
- You can follow anyone on twitter and anyone can follow you.
- Twitter also provides you instant sms notification.
- You can use tweet into our twitter id to log in to other website and also post comments by using it.
- Tweets are very easy to create and by using lots of twitter apps you can do lots of interesting stuff also by using third-party application like hoot suite you can set your tweet to update automatically. Thus twitter has many advantages which make twitter best.

Disadvantages:

- Twitter has many inactive and fake users.
- Spam tweets create trouble for the receivers.
- It is addictive and time consuming.
- It is only permits tweeting of 140 characters.

- Not suitable for sharing photo and videos.

WHATSAPP

Whatsapp is free to download messenger app on smartphones. Whatsapp uses the internet to send message, images, audio or video. The service is very similar to text messaging service. However, since Whatsapp uses the internet to send message using only your mobile number, the cost of using Whatsapp is significantly less than texting. It is popular with teenagers because of features like group chatting, voice messages, and location sharing.

Whatsapp follows a 'store and forward' mechanism for exchanging messages between two users. When a user sends a message, it first travels to the whatsapp server where it is stored. Then the server repeatedly requests the receiver to acknowledge, the server drops the message; it is no longer available in the database of the server.

Whatsapp server keeps the message only for 30 days in its database when it is not delivered (when the receiver is not active on whatsapp for 30 days).

Technically speaking, whatsapp uses a customized version of the open standard **extensible messaging and presence protocol (XMPP)**. Whatsapp Inc. was founded in 2009 by Brian Acton and Jan Koum, both Veterans of **yahoo!** With 700 million users, as of January 2015, whatsapp is currently the biggest online messenger app on the market. Although it started as a small start-up, it swelled to 250,000 users in just a few months, growing so fast that they had to add a charge for using the service per year to slow the subscription rate down. In 2014 whatsapp was acquired by Facebook.

Advantages:

- They can also organize lists of contacts so that they can quickly send messages to lots of people in group chats through whatsapp.
- It allows sending of voice messages.
- It allows users to keep in touch with people living abroad, without incurring the international charges associated with text messages.
- Whatsapp events allow you to call people through the internet, free of cost.
- So far, it does not permit pop ups and advertisements to disturb the user.
- All tools provided by whatsapp are very easy to use.
- This app automatically imports the contacts from your phone and tells you how many of your friends are using whatsapp.
- Users can share their location, photos, status and event videos with their friends.
- It also allows you to send 100 messages a month to any of your friends not using whatsapp for free.

Disadvantages:

- You can chat to friends that only have smartphones supporting this application and to friends having their account on whatsapp. You can just send 100 messages in a month to friends not having whatsapp on their phones.
- You must have access to internet to send and receive messages for free and the messages are also not sent to phone inbox.
- Your profile picture is visible to every person having your contact number and using this app, whether known by you or not.

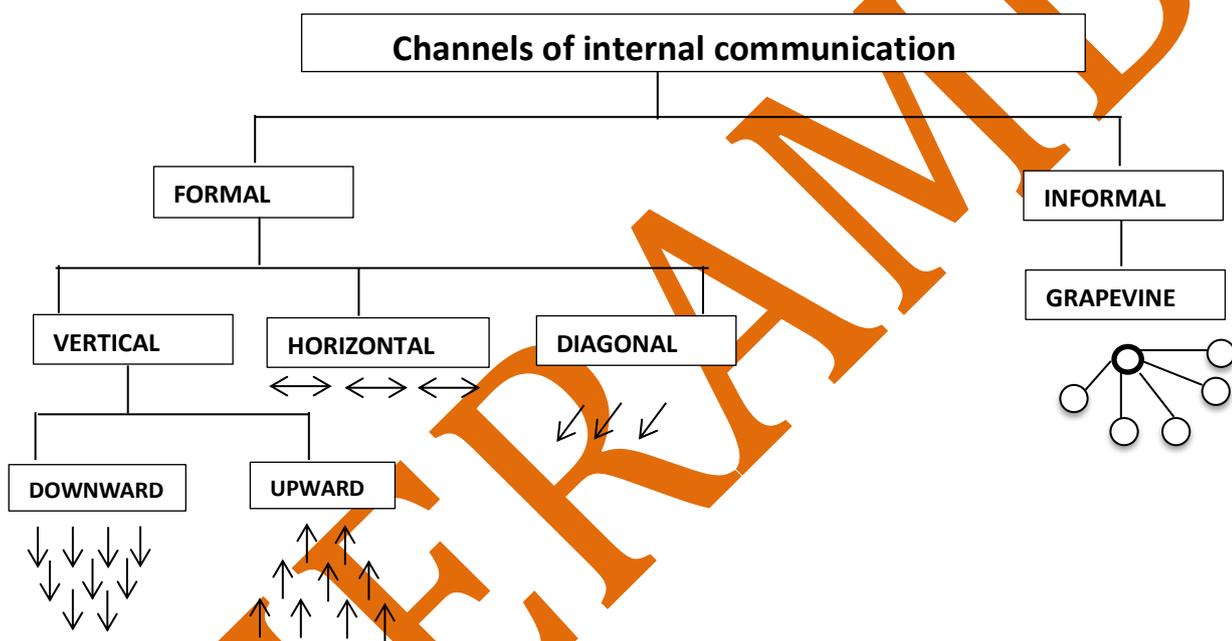
3. CHANNELS OF COMMUNICATION

Introduction

Every firm or organization has a formal set-up. It has an organizational pattern. To carry out its activities, it employs people who work at different levels with certain duties, authorities and power assigned to them. As per the needs of the organization and as per the ability and qualifications of the employees, they are appointed at suitable positions. They are 'placed' and this placements at different levels or leaders at which people work within an organization is known as '**line of authority**' or '**hierarchy**'.

TYPES OF CHANNELS: FORMAL AND INFORMAL

Internal communication may again be of two types: **Formal or official** and **informal or Grapevine**.



FORMAL COMMUNICATION

Formal communication takes place within the line of authority. It flows along a prescribed channel, observing all the norms the applicable to the hierarchy, and all the members on line of authority are obliged to follow this line of communication, e.g. If a clerk in a particular departments wants to apply for casual leave, he has to submit his application to his immediate senior and not to the manager or managing director. It has to be forwarded through paper channel.

VERTICAL COMMUNICATION

Vertical communication takes place among people working on different levels on the line of authority. The line authority becomes the line of communication. Vertical communication is essential in every organization. It flows up-and-down the ladder of organization. Vertical communication consists of communication up and down the organizations chain of command or hierarchy.

It is the communication where information or messages flows with in the top level of the organizational structure and bottom level of the organizational structure.

According to **Ricky W. Griffin**, vertical communication is the communication that flows both up and down the organization, along formal reporting lines.

Merits of Vertical Communication

1. Enables internal communication.
2. It enables the upper level management to convey their suggestions, complains and recommendations to the subordinates.
3. It enables superior to collect authentic and dependable information from subordinates easily.
4. There is systematic flow of information under this communication system, so a good relation can be developed between superior and subordinates.
5. Since duties and responsibilities are delegated among departments through vertical communication, decentralization becomes possible.
6. It facilitates job assignment and job evaluation o the employees.
7. It ensures maintenance of better discipline as it involves the usages of official channels.
8. Helps generate documentary evidence as a record for use in future.
9. It enables providing proper directions to subordinates regarding official policies and procedures so that proper implementation of official function can take place.
10. Since it ensures co-ordination among employees, it increases efficiency.

Demerits of Vertical Communication

In spite of having many advantages vertical communication, there are some disadvantages which are given below:

1. As it follows the official channels it is a time consuming process.
2. As it does not permit flexibility, it is unable to cope with the changed situation.
3. There is no scope for creativity in employees as they unction in a mechanical manner.
4. In repeated communication from one to the other, sometimes there is a loss or distortion of information.
5. In this communication, loss of information may also take place if superior neglect to send message to their subordinates.
6. Subordinates may lose respect for seniors due to the senior's inability to project any originality in dealing with demanding situations.

DOWNWARD COMMUNICATION

Downward communication is also called as **Down Stream Communication**. It flows from the higher authorities to the lower levels in the organisation. The downward communication involves:

- Top-level managers communicating to the middle level managers and even lower level managers.
- The middle level managers communicating to the lower level managers and even to employees.
- The lower level managers communicating to their subordinates.

Downward Communication has been defined as "The low of information from higher level of managements to subordinate individuals working within an organization." Business managers often need to be very skilled at downward communication in order to properly motivate the staff working under them at their company.

Essentials of Downward Communication

1. The chain of communication must be kept as short as possible to avoid loss of information and distortion in communication. Short chain of communication also helps to avoid delay in communication.
2. Management should convey the right information to the subordinates at the right time so as to improve the working of the organisation. Employees should be kept informed of the latest change or plans and policies of organisation.
3. The management need not always follow strictly the chain of command, while communicating, especially in the case of urgent and important matters. The information can be directly passed on to the right person.
4. There should be a provision of feedback in order to make the communication more effective in the organisation.
5. Most of all, manager should learn or develop the skills of effective communication, which will help to communicate effectively the right information at the time to the right person.

Advantages

1. **Provide Directions:** Downward communication helps managers to give directions to the lower-level employees by sending the right message down through the formal channels. Proper directions help the employees to undertake their activities efficiently and effectively.
2. **Control of Activities:** The superior can also control the activities of their subordinates. Through a review of performance, the superiors can come to know of the shortfalls or deviations. With the help of downward communication, the management can take proper control measure to correct and control the deviations.
3. **Motivate Employees:** Downward communication can be used to motivate the employees to perform better. The superiors can take undertake performance appraisal of the employees, and help the employees to consolidate their strength through encouragement and praise. Weaknesses of employees can also be corrected through motivational talks with the employees.
4. **Clarifications:** At time, employees may seek clarifications on plans and policies of the organisation. Through effective downward communication, the management can clarify the plans and policies of the organisation.
5. **Labour-Management Relations:** Through effective downward communication, management can develop good relation with their employees. In hard times, management can explain the problems faced by the organisation to the employees. In good times, the management can share the organisation's success with the employees. Thus, timely and effective communication can help to develop good relations with the employees.
6. **Discipline:** With the help of downward communication, the management can inform the organisation of the rules and regulations of the organisation to the employees. This helps to bring about discipline in the organisation.

Limitation of Downward Communication

1. **Delay:** When downward communication flows through the line of command, there is a possibility of delay in reaching to the right person. To avoid this problem, certain firms provide information directly to the person concerned.
2. **Distortion:** When there is a long chain of communication, the communication gets lost and/or distorted. At times, a person in the chain of communication may not inform at all the next person in the chain, either deliberately or otherwise. There are also a number of cases, where the original communication is distorted, and the original communication conveys altogether a different meaning than what was intended by sender.
For instance in one firm, the top management issued instructions stating, “**The employee should strictly adhere to lunch timings.**” The final message that reached to the employees read, as “**Employees should eat to their full satisfaction.**”
3. **Filtering:** At times, managers may withhold sensitive or valuable information from the employees. In such a situation, the work of the organisation may get affected, and the relations between the management and employees may get strained.

UPWARD COMMUNICATION

Upward communication is also called as **Up Stream Communication**. Upward communication involves flows of information from lower positions or levels to upper positions. Upward communication is vital for any organisation to survive and succeed in this competitive business world. The Upward communication involves:

- Employees communicating to lower level managers and even top level managers.
- Lower level managers communicating to middle level managers and even top level managers.
- Middle level managers communicating to top level managers.

Through Upward communication, the executives depend on lower-level employees to provide them with accurate and timely reports on problems, performance, emerging trends, opportunities or suggestions for improvement, and grievances.

Advantages of Upward Communication

1. **Feedback:** The management can get feedback from the employees in respect of the plans and policies of the organisation. The management can also come to know whether the employees have understood and followed the directives or instructions issued to the employees. The employee can also provide reports on performance of the organisation.
2. **Complaints and Grievances:** Upward communication helps the employees to express their complaints and grievance to higher authorities. It helps the management to be aware of the organisation. Some problems may be solved immediately and other may be later one. However, employees feel satisfied that they have expressed their problems to the management, even when delayed solution is provided to their problems.
3. **Suggestions:** The employees are closer to the job and as such they know the job better than the superiors. Therefore, management must encourage suggestions

from the employees. Organisations like Toyota Corporation receive thousands of suggestions every year. The management implements most of such suggestions and rewards the employees accordingly. However, in India, suggestions rarely come, because of lack of proper environment to give suggestions.

4. **Schemes:** The managements can introduce various schemes like reorganization or restructuring, on the basis o suggestions given by the employees or at their own initiative. The employees may easily accept such schemes as the play an important role in the decision-making process. If they have any objection to such schemes, they can easily communicate the same to the management with the help of Upward communication.
5. **Harmony:** Upward communication brings harmony in the organisation. The management and the employees work as a team and work for the success of the organisation.

Limitations of Upward communication

1. **Distortion:** Employees may report only the good news. People are often afraid to admit their own mistakes or to report information that suggests their boss was wrong. Now-a-days, companies, try to guard against this rose-coloured-glasses syndrome by creating reporting system that requires employees to furnish vital information on a routine basis. In certain organizations, employees are encouraged to being an issue straight to the top without prior talking to their superior, if need arise.
2. **Affects Superior-Subordinate Relations:** Upward communication may affect the relations between the superior and subordinate, when the subordinate directly reports to higher ups. However, this problem can be solved through the so called "attitude shift" in the organization, where the superiors should learn to accept the fact that subordinate can have freedom to express their views to the top authorities, and that such an instance would benefit the organization as a whole.
3. **Reluctance on the part of Subordinates:** Quite often, the Subordinates are reluctant to complain or suggest to higher authorities, as they feel that such complaints may reflect the inefficiency o the higher ups. This problem can be solved by creating a favourable environment in the organisation for providing suggestions and complaints.
Certain European and American organizations have made an attempt to solve problems or complaints of subordinates with the help of "**Ombudsperson**". The ombudsperson investigates complaints and grievances of the employees and then mediates between the employees and the management to sort out such problems or complaints.
4. **Resistance from traditional managers:** Upward communication is resisted by tradition managers. They do not encourage upward communication in their organization. They do not like to be told by their subordinates. They do not like to accept complaints and suggestions. This problem also can be solved through the development of professional attitude or approach in the managers.

HORIZONTAL COMMUNICATION

Organizational communication between people on the same level in the managerial hierarchy of an organization may be termed horizontal or lateral communication. Horizontal communication forms a very important element in an organizational communication system. This communication is needed for greater coordination and co-operation among the different units. Lack of horizontal communication can lead complete chaos in an organization. Horizontal communication makes use of both oral and written methods of communication. Face-to-face or telephonic communication is much more effective, e.g. committee meeting is an important means of horizontal communication. In an organization, facilities such as lunch-room, recreation room, etc. encourage oral communication among people of the same track and status in the organization.

Advantages of horizontal channel of communication

1. Horizontal communication improves understanding and co-ordination among various people and consequently improves quality of team-work.
2. Horizontal communication eliminates misunderstandings, jealousies, ego-clashes etc. among people of equal status in organization.
3. Horizontal communication is time-saving device because people of equal status and authority meet, and sort out problems. Thus the day-to-day functioning of the organization becomes more effective and smooth.

Disadvantages of horizontal channel of communication

1. Sometimes there might be a conflict between horizontal and vertical communication because vertical communication tends to replace the horizontal or lateral variety.
2. Horizontal communication suffers if the relationship among people of equal status is strenuous; jealousy and rivalry being very common among people of the same rank.
3. Horizontal communication may make employees too friendly with each other and there is a possibility that they will waste their time in gossiping.

DIAGONAL COMMUNICATION

Diagonal communication is a channel of communication that encourages a combination of vertical communication and horizontal communication. It was conceived as a response to perceived need of support by various departments within large organizations.

It involves interdepartmental communication by people at different levels. It occurs between individuals who are at different levels of authority and who serve in different departments. For instance, consider a unit being built up or a planned programme of work from individuals working different grades and departments.

Advantages of Diagonal communication

Diagonal communication has the following advantages:

1. It enables building of cross departmental teams.
2. It enables selecting the right person for the transmission of information.
3. It is one of the fastest methods of communication.
4. It encourages friendliness and informality.
5. It involves a reduction in 'filters' and as a result ensures correct transmission of message.
6. It is most effective in critical situations.

Disadvantages of Diagonal Communication

The major disadvantages of Diagonal communication include the following:

1. It can destroy lines of authority and formal chains of command.
2. It can create ego hassles as it tends to leave immediate superiors uninformed of what their subordinates are doing.
3. It can lead to conflicting orders and hence to further confusion.
4. Being mostly verbal, often no one is accountable when things go wrong.

INFORMAL CHANNEL

Along with formal communication in an organization, there exists a secondary network of communication, which is referred as informal communication or grapevine. The informal communication is called Grapevine. Grapevine is a plant or creeper on which grapes grow. The grapevine may grow or move in any direction with the support of its tendrils. In the same way the support of informal communication can move in any direction with the support of informal groups.

The formal communication does not follow any direction. There is no line command for informal communication. It can be effectively used to spread rumours in the organization. Therefore, some people compare informal communication to a rumour mill.

GRAPEVINE CHAIN OF OPERATIONS

Keith Davis classifies grapevine into four basic types:

1. **Single Strand Chain:** In this case, the information passes from one person to another person to another person and then to another person and so on. For instance, Mr. A tells B, who in turn tells C, who in turn informs D, and so on.
2. **Gossip Chain:** In this chain, one person obtains information and then transmits to others in the organisation.
3. **Probability Chain:** In this case the information passed on random or selective basis. For instance, Mr. A may inform other person on random basis, who in turn may inform other person on random basis and so on.
4. **Cluster Chain:** In this chain one person informs to a few selected persons, who in turn may pass on the information to other selected persons. Most of the informal communication takes place through this chain.

Advantages:

1. **Quick transmission:** Informal communication such as rumours spread like wild fire. It moves faster than the formal communication. It does not take much time to spread informal messages.
2. **Feedback:** Management should not discourage informal communication. This is because; such communication provides vital feedback to the management regarding the functioning of the organisation, including leadership styles of managers.
3. **Supplement to formal channels:** Grapevine acts as a supplement to formal channels. When certain sensitive information cannot be transmitted through official channels, management may pass it on through the informal channels.
4. **Promotes team spirit:** Informal communication may promote team spirit among the members of the organisation. Through informal communication, people come together as a cohesive team, which can positively affect the organisation.

5. **Informal relation:** The grapevine developer's informal relations not only within a department but also among the various departments as people belonging to various departments get involved in the informal communication.

Limitations of Grapevine

1. **Distortion:** There is a great deal of distortion in informal communication. At times, there may not be single grain of truth in informal communication.
2. **Lacks credibility:** Informal communication lacks credibility. It cannot be relied upon by anyone in the organisation. This is because; one may not know the source of such information.
3. **Lacks responsibility:** Informal communication lacks responsible. It is difficult to hold someone responsible for rumours or such other information.
4. **Incomplete information:** The informal communication is usually incomplete in nature. Therefore, there is every possibility of being misunderstood or misinterpreted.

B) METHODS OF COMMUNICATION

INTRODUCTION

Communication is possible through a vast variety of media or methods. The communicator has to be very careful and judicious in the choice of media or methods which will depend on various factors like the urgency of the message, the time available, the expenditure involved and the intellectual and emotional level of the receivers.

The company executive, desirous of communicating with his subordinate, can summon him to his room, talk to him over the telephone, send him a message on computer desk-top terminals, or send him a memo. If the managing director wants to consult all the departmental heads, he would most probably convene a meeting. If certain information is to be transmitted to all the employees, a notice may be put on the notice board or it may be circulated in the circular form among them. A poster may be used to issue warnings or they may be announced over the public address system. The communication with external agencies is also conducted through these media, while the general public can be reached through mass media like newspapers, journals, radio, television etc.

All methods, verbal and non-verbal, visual and electronic have the necessary competence to carry messages. One medium is different from another medium and each possesses a strength in certain direction and also limitations in certain directions. It is necessary to understand its strength and weaknesses before choosing it for communication purpose. The choice of an appropriate medium of communication will certainly enhance the effectiveness of message.

VERBAL COMMUNICATION

Any form of communication in which words are used to convey a message is verbal communication. Oral and written communication is both verbal means of communication they both use language as a medium of communication. It is driven by an effort on the part of the sender to reach his/her communicative intention and to secure a particular effect. Verbal communication refers to the use of sounds and language to relay a message. It serves as a vehicle for expressing desires, ideas and concepts and is vital to the processes of learning and teaching.

Characteristics of verbal communication

Verbal communication has certain distinguishing features. The main features are as follows:

1. **Verbal communication involves using words and spoken language:** verbal communication implies the usage of a language, which is known to both the sender and the receiver to result in common understanding.
2. **It can take form of oral or written communication:** when words are made use of for talking, it is referred to as oral communication and when use for writing it is called written communication.
3. **It is a specific to the objective:** The objective of the message is given the utmost importance by both the speaker as well as the writer. The content of message it self is drafted on its basis. In other words the oral or written content is well understood only when the purpose is made clear.
4. **It is a specific to the need of receivers:** the size and composition of the receiving audience, their level of understanding and their needs are the basis on which any verbal communication is planned. thus, the probable reaction of receivers is considered very important.
5. **It emphasizes the key points and facts and figures:** the sender identifies the key points of the message provides an introduction and a conclusion to his message and enriches the message by providing relevant facts and figures.
6. **It permits arrangement of point and adoption of appropriate style:** the sender must arrange the key points logically. Each point should follow the other in logical sequence. This enable proper linkage of points and makes the message lucid and clear. Also the style of presentation can be varied on the basis of the preference of the receiver and the importance of the message.
7. **It can be either formal or informal in nature:** while oral communication permits a lots of informality, written communication is more formal in nature. This is because of oral communication is aided by shades of meanings conveyed by the change in tone, pitch and intensity of voice. also the target audience is often more familiar to the speaker.
8. **It enables fulfilment of different objective of communication:** different objective of communication like disseminating information, imparting advice or order, persuasion, motivation, raising morale and educating or warning can effectively be carried out through verbal communication.
9. **Its appreciates precision:** verbal communication being predetermined by goals are often more precise and accurate. Moreover, specificity automatically encourages brevity and precision and this discourages ambiguity and lack of clarity.
10. **It provides scope for feedback:** oral communication is able to receive immediate feedback due to the spontaneity of the listener. However, in written communication, although feedback is received, it is often delayed. As both oral and written communication or followed by feedback, verbal communication is more meaningful.

ORAL COMMUNICATION

Given a choice, people would rather talk to each other than write to each other. Talking takes less time and needs no composing, writing and rewriting, duplicating or distributing. More important, oral communication provides an opportunity for immediate feedback. In oral communication, one needs to be not only a good speaker, but also a good listener. Speeches, presentations, discussions are all forms o oral communication.

With advances in technology, new forms of oral communication continue to develop. Video phones and video conferences combine audio and video so that workers in distant locations can both see and speak with each other. Other modern forms of oral communication include products (audio clips that you can access on the Internet) and voice over internet protocol (VoIP) which allows callers to communicate over the internet and avoid telephone charges. Skype is an example of VoIP.

Forms of oral communication:

Oral communication takes place in the form of listening and speaking. In business, people spend more time (about 80 to 85%) in listening and speaking, rather than on writing and reading (about 15 to 20%).

- A meaningful conversation over lunch.
- A telephonic conversation.
- An informal gathering of staff members.
- A formal meeting.
- Instructions to subordinates.
- Training sessions.
- Seminars and workshops.
- Making a presentation to superiors or subordinates or to clients.
- Interviews.

ADVANTAGES OF ORAL COMMUNICATION

Oral communication has several advantages over written communication.

The main advantages are follows:

1. **Saves time:** oral communication is less time consuming in a number of cases' where quick action is required, oral communication is advisable. In one minute a person can speak about 125 to 150 words, but can write About 20 to 250 minute, and type about 30 to 40 words per minute. Words can be easily understood as soon as they are spoken, however, it takes time to read written messages.
2. **less expensive:** oral communication is less expensive as compared to written communication. Oral communication does not involve expenditure on stationery, and other equipment such as computer and printer. Also, I we accept the nation that time is money then oral communication saves money by saving time.
3. **Direct and Informal:** Oral communication is direct because the spoken words carry message directly to the receiver. The speaker can also convey various shades of meaning by changing the tone, pitch and intensity of his voice and also by the exact meaning. For example, while praising the subordinate, the superior may pat on the back his subordinate as a gesture of appreciation, which can give an informal touch to the communication.
4. **Instant feedback:** In face-to-face situation, the speaker can immediately get the feedback from the listener. The speaker can get instant response from the listener whether he has understood the message or not, or whether the message is creating a favourable impression on the receiver or not. Depending upon the feedback, the speaker can mould or adjust his message to suit the requirements of the receiver or audience.
5. **Persuasive in Nature:** Oral communication can be persuasive in nature. The speaker can judge the reactions or response of the audience, and accordingly can shift his arguments or may provide clarifications, so as to persuade and induce the recipient of the message to accept the message and act accordingly. Therefore, oral

communication can play an important role, when serious or important matters are involved.

6. **Develops Relations:** Oral communication is used to share ideas, views and opinions, and also to solve problems. It gives a personal touch which in turn helps to develop relations among the people in the organization. It helps to bring the superior and the subordinates closer.
7. **Motivates the Speaker:** Oral communication can motivate the speaker. When there is favourable reaction and response from the audience the speaker gets motivated, and he would be in better position to express his ideas and views more clearly and convincingly.
8. **Generates Ideas:** Oral communication can get generate better ideas. Due to interaction between the speaker and the receiver of the message, there can be development o better ideas. The receivers can give new dimension to the views and ideas expressed b the speaker through their lively participation and interaction.
9. **Confidential and Secrete Information:** The speaker can communicate confidential and secret information to the listener on one-to-one basis. The confidential and secret information may not be put in writing as other person such as secretary and others who get touch with written communication may come to know of such secret or confidential information.

Limitations of Oral Communication

1. **Problems of Retention:** Oral message cannot be retained for a long time. Even in the process of receiving the message, a certain proportion of the message may not be understood at all and what is understood may be retained only for a short period of time.
2. **Lacks Legal Validity:** Oral communication lacks legal validity. In the absence of a record, oral message do not have legal validity. However, message can be taped or recorded, but the authenticity of such taped messages is subject to scrutiny. There may be distortions in taped message.
3. **Lacks Accountability:** It is difficult to fix responsibility in case of oral communication. If something goes wrong with the oral communication, the speaker may deny the facts and figures, which he may have spoken. If it is in writing and that too with the signature of the sender, then the sender/writer can be held responsible or the information or message.
4. **Chances of Misunderstanding:** There are chances of misunderstanding in the case of oral messages. The audience may not pa proper attention to the speaker, and may misunderstand the message of the speaker. Again, the voice, and pronunciation may affect the quality of the message.
5. **Problem of Distance:** Oral communication may not be suitable for long distance through telephone or some other media. There may be distortion or defects in the telephonic lines or in the instrument itself.
6. **Not Suitable for Lengthy Official Message:** Oral communication is not suitable for lengthy official message, as the receiver may not pay attention to a part of the message, or the speaker may not be able to provide complete information.
7. **Lacks Planning:** Oral message often lacks of planning. A number of speakers do not plan the talks well in advance. However, in the case of written messages, one has a lot of planning and write well as it goes on record.
8. **Diversion of Subject Matter:** There are number of cases, where the original subject matter is side-tracked and irrelevant discussion take place between the

speaker and listener. This happens at times in the case of certain lectures or group discussions. However, in the case of written messages, the original subject matter does not get side-tracked.

FACE-TO-FACE COMMUNICATION

Face-to-face communication appears to be identical with oral communication. Face-to-face communication is, in most of the situations oral. It can be described as a total of 'verbal' and 'non-verbal' communication. Face-to-face communication can be defined as a communication that takes place when two or more persons meet personally to discuss certain issues or facts etc. e.g. interviews, meeting, conferences, teaching, counselling etc. In each of these situations, the sender and the receiver of the message are physically present and facing each other.

ADVANTAGES

- 1. Facial expressions, gestures and tone of voice help to communicate better:** In Face-to-face communication, the message is reinforced with the help of tone, pitch and intensity of the speaker's voice. The message also achieves effectiveness by facial expressions, gestures and body language of the communicator, e.g., if the manager is not happy with the performance of his subordinate, he can show his unhappiness by facial expression emphatically while communicating his disapproval orally in face-to-face situation.
- 2. Particularly suitable for discussion:** In Face-to-face communication, it is possible to get immediate feedback. The sender of the message and the receiver of the message are in the presence of each other and so interaction is constant among them. The receiver of the message can respond to the message immediately, and his blank face suggests lack of understanding of the message while his eager face shows interest in what is communicated. The receiver can also ask questions and seek clarification.
- 3. The sender of the message gets instant feedback:** The sender of the message, after seeing the facial expression of the receiver, can instantly understand whether his message is getting across properly or not. A puzzled look, a twist of the lips, a frown on the face of the receiver gives an indicator to the sender of the message that his communication is not accepted by the receiver as it was intended to be, and so the sender can change the tone etc. to make it understandable and acceptable to the receiving party.

DISADVANTAGES

- 1. Difficult to practice in a large-sized organisation:** It is not possible to have face-to-face communication in a large-scale organization where there are many departments situated at different places and the number of employees is very large. Face-to-face encounter is extremely difficult in such organizations.
- 2. Not effective in a large gathering:** It is difficult to get a message across large gatherings. Even when speakers and listeners are facing each other, the personal touch is missing and so the effectiveness of communication is lost. The speech turns out to be a monologue, far from an interactive dialogue.
- 3. Ineffective if the listener is not attentive:** Sometimes, the listener may not be attentive. He may think of something else while the message is being given to him. As stated earlier, human beings can listen to and grasp a message faster than the speed at which they are delivered and so the listener's mind is diverted to guessing about what is not said or what has already been said or even to the physical appearance of the speaker. The mind of the listener wanders and gets away from the subject of communication.

WRITTEN COMMUNICATION

Written communication can be define as, “a medium or communication that entails the written word.” Written communication has great significance in today’s business world. It is a form of verbal communication. It is an innovative activity of the mind. Effective written communication is essential or preparing worthy promotional materials for business development.

The common forms of written communication are letters, memos, reports and proposals. Even though oral communication is the preferred medium, yet there are times when written communication is more effective and appropriate.

- A permanent record is required for future reference.
- The audience is large and geographically dispersed.
- The information is required from legal points of view.

CHARACTERISTICS OF WRITTEN COMMUNICATION

Written communication is different from oral communication. It has its own peculiar features. The following are the features of written communication:

1. **Creativity:** Written communication requires a good deal of imagination and creativity on the part of the writer. Deliberate efforts are required in the case of written communication. A good deal of planning and practice is required to come with good written communication.

Normally , oral communication is spontaneous in nature, while written communication requires conscious efforts on the part of the writer. Every word, and sentence should convey a definite meaning to the reader. One cannot just copy and draft messages. One has to be innovative in writing, i.e. one should come up with unique style of writing, which would make an impact on the reader.

2. **Time Factor:** Written communication may be slow and time consuming. This is because; it takes time to plan and formulate messages. In written communication, the writer makes a deliberate effort to come up with right words and sentences. Care is taken to see that every word and sentence is grammatically right. However, oral communication is quick and spontaneous, and as such it takes no time to front messages.

The reader may also take time to understand the message carefully. Since, immediate clarifications are not possible, the reader may take time to go through the written message carefully.

3. **Permanent Record:** Written communication becomes a permanent record of the organisation. It can be used for future reference, if need be. However, oral communication cannot be preserved for future reference, unless it is tape-recorded.
4. **Accurate and precise:** written communication is accurate and precise. Care is taken by the writer that all relevant points are included in the message. However, in the case of oral communication, the speaker may forget some points to communicate, and as such it may not be audience, relations of the speaker with the audience, and so on.
5. **Formal in nature:** written communication is more formal in nature, as compared to oral communication. Oral communication can be informal and in a friendly manner, depending upon the target audience, relations of the speaker with the audience, and so on.
6. **Clarity in understanding:** written message are less likely to be misunderstood, because they can be read and re-read by the receivers in case of doubts, but there is no such possibility in the case of oral messages.

7. **Problem of feedback:** in written communication, the feedback may be slow. The reader may not immediately respond to the message. In certain cases, he may not respond at all, even though the feedback is required. The writer may have to send reminders to get the feedback. However, in case of oral communication, the feedback is immediate.
8. **Wide circulation:** written communication can be widely circulated through circulars or in other forms with the help of printing and duplicating machines, if need be. However, oral communication has its limitation in this regard, though in some cases, audio aids can be used to reproduce some messages.

IMPORTANCE/ADVANTAGES

The written communication is important in certain cases. Therefore, the writer must take proper care to draft properly written communication, so as to make it more effective. The following are the advantages of written communication.

1. **Legal Evidence:** the written communication can be used as legal evidence in the court of law. When the written communication bears the signature of the sender/writer, then it can be used as legal evidence, if need be.
2. **Permanent Record:** written communication can be preserved as a permanent record of the organisation. If need be, it can be referred in future for decision-making.
3. **Accurate and Precise:** written communication is accurate and precise. This is because, the writer takes care to see to it that all relevant information is provided. The written communication is also precise in nature. In written communication, the writer or sender can provide clear and specific information.
4. **Wide Circulation:** It can be widely circulated throughout the organisation, or in all branches or divisions of the organisation, if need be.
5. **Fixing of Responsibility:** It is possible to fix responsibility in case of written communication. This is because; written communication comes in the form of a written record along with the signature of the sender/writer. The writer/ sender can be held responsible for the contents of the written communication.
6. **Less Chances of Misunderstanding:** In written communication, there are less chances of misunderstanding. This is because; care is taken by the writer to provide clear and correct information.
7. **Suitable for lengthy Messages:** written communication is suitable for lengthy and complex messages. It helps the reader to understand lengthy and complex messages. If need be, the reader may re-read the message to understand the content of the message.
8. **Corporate Image:** when written messages are written in a persuasive and innovative manner, it can improve the corporate image of the firm.

LIMITATIONS

There are certain limitations in the case of written communication. The main limitations are as follows: main limitations are as follows:

1. **Time consuming:** written communication is time consuming. It takes time:
 - For drafting the message on the part of the sender.
 - Or reaching to the recipients through post, courier or some other channel.
 - For reading and understanding on the part of the reader.
2. **Expensive:** it is not only time consuming, but also expensive. Stationery, and time of the writer involves money, and therefore, it is expensive.

3. **Problem of Feedback:** Instant feedback is not possible in case of written communication. At times, the receiver may not respond or he may delay to give a feedback. The sender may have to send reminders to get a feedback.
4. **Problem of Instant Clarification:** written communication cannot provide instant clarification on certain matters to the receiver of the message. However, in the case of oral communication, the listener can obtain immediate clarifications, if need arise.
5. **Problem of writers:** some writers are poor in communication. They may be poor in grammar and in the choice of words. Because of this problem, written communication may create a poor image of the organisation in the minds of the readers.
6. **Problem of Communicating Secret Information:** secret or sensitive information cannot be easily communicated through written communication. This is because; such information may go in the wrong hands.

NON-VERBAL COMMUNICATION

INTRODUCTION

Non-verbal communication is indirect, without words or without verbal messages. Non-verbal communication is expressed by our posture, gestures, facial expression, tone of voice, eye contact etc., in a face-to-face communication situation. conceptually, nonverbal communications is any means of conveying meanings without the use of verbal language. This ability to communicate with others, without words goes far beyond one's ability to write or speak well. Non-verbal communication constitutes 45 percent of the impact of a message in our oral communication. It takes place both at the sender's and receiver's end. Involuntary responses or signals to what is being said, or what is being heard, are as vital in the effective communication at individual and group level, as the other methods of communication. If your body language conflicts with your words and intonation, if your tone of voice differs from what is being said then communication will not get across. A scientific study developed on this method of communication is called KINESICS- a science of body language.

The major elements of non-verbal communication can be divided into (i) body language (KINESICS), (ii) vocal tone, (iii) space and proxemics, (iv) dress and grooming and (v) the senses and time.

CHARACTERISTICS OF NON-VERBAL COMMUNICATION

1. **Nonverbal communication involves usage of sign language, picture symbols and any other means that enables communicating in the absence of words.** Nonverbal communication makes adequate use of body language, sign language, proxemics, clothes, visuals and also some auditory methods of communicating. Both the sender and receiver share meanings through involuntary responses.
2. **Nonverbal communication is used to perform specific functions:** In certain situations for carrying out some functions, nonverbal communication is very effective. Some of these are : to express emotions, to express interpersonal attitudes, to accompany speech in managing the cues of interaction between speakers and listeners, for self-presentation of one's personality and for certain rituals or forms of greetings
3. **It is an inexpensive speedy means of informal communication used only in situations where the receiver is able to see the sender of the message:** it not only saves time but also does not cost much. This is principally because it involves experiencing or sharing something, which is not expressed in words either between

two individual facing each other, in an informal meet or two individual away from each other but where the receiver, at least, is able to see the sender of the message.

4. **Non-verbal codes are used to establish and maintain interpersonal relationships:** nonverbal communication helps in building healthy relationships between individuals. It is considered more polite or nicer to communicate attitude towards others non verbally rather than verbally, for instance in order to avoid embarrassing situations.
5. **It can aid in the building of corporate image by complimenting verbal communication:** when communicating, nonverbal messages can interact with verbal messages in six ways: repeating, conflicting, complimenting, substituting, regulating and accenting/moderating. All these go a long way in building the corporate image.
6. **It provides scope for feedback:** As nonverbal communication takes place in a face-to-face situation, feedback can be immediately transmitted by the receiver, verbally and nonverbally. This will thus enable the communication to be fruitful by providing instant clarification.
7. **Its affectivity depends on the attentiveness of the receiver and his capability of understanding the communication:** If the receiver is not attentive at a given moment, it is possible for him to miss out or fail to hear the nonverbal message which is never spelled out clearly. One must pay attention to be able to read meaning to something which is not even said.

FORMS OF NONVERBAL COMMUNICATION

Nonverbal communication takes on a few distinguished forms. Some of these are as follows:

It is well known that good communication is the function of any successful relationship. Be it personal or professional it's important to recognize, through that it's our non-verbal communication our facial.

Body Language

Whether we are aware of it or not, each of us spends a lot of time decoding body language or as it is also known 'KINESICS'. These body movements should be considered in relation to the message itself. Expressions, gestures, eye-contact, posture.

It is obvious that facial expression and use of gestures contribute much to communication. It is, also, posture which is equally important, though perhaps less easy to interpret and tone of voice that speak the loudest. The non-verbal messages of a speaker tend to reveal the degree of presence of sincerity, conviction, honesty, ability and knowledge. They reveal, also, a lot about the speakers and their attitude and feelings and about the message they are transmitting. Body language of the receivers also reveals a lot about them and their feelings. It frequently tells the speaker the extent to which his audience is accepting or not accepting the message. In other words, body language provides instant feedback to the speaker.

In recent years, more and more interest has been taken in body language, and researchers have tried to establish the exact nature of relationships between this kind of non-verbal communication and the effect it has on the receiver, since it is essential that anyone trying to improve his or her communication techniques

should be sensitive to these aspects of the communication process and the human elements often vividly revealed in body language. 'Body language can include any

non-reflexive or reflexive movement of a part, or all of the body, used by a person to communicate an emotional message to the outside world'.

Posture

We influence communication by the position or posture we adopt. The way we stand or sit, the position of the head and neck, can speak volumes. Movements of the head and neck are not really postures movements, but 'points' and a sequence of 'several such points'. Dr. Schefflen has labelled them 'position' or 'posture'. A position he says, consists of "a gross postural shift involving at least half body".

Each movement or position of the body has adaptive, expressive and defensive functions; some conscious and some unconscious. The way in which we sit, stand, or walk tells a lot about our emotions and attitudes etc. The way in which a person holds himself, shows something about his thoughts. It is an important non-verbal clue. If we adopt defensive position words being spoken, the attitude of the person can be observed.

People have different styles of walking, standing, sitting and so on, which may reflect a person's self-image, self-confidence or emotional state.

Experiments have shown that people who want to cooperate will tend to sit or stand side by side; whereas if they feel in oppositions, they will tend to position themselves head-on or opposite the other person. If you watch the behaviour of people at meetings, you will often see that people tend to argue far more with people across the table than those alongside them.

Gestures

Gesture seems likely to have been man's earliest communication system. Long preceding speech. Gestures in face-to-face communication always add and support oral communication. They supplement and intensify speech. They convey effectively what the speaker wants to convey by words. Sincerity, eagerness and friendliness are communicated by shaking the hand firmly.

The movements of parts of the body, hands, arms, even legs and feet are grouped under the heading of 'gestures'. It is perhaps the most commonly through of method of non-verbal communication. The understanding of gestures is very difficult when the various elements are separated from their context. However, when gestures are fitted together into their composite, a complete picture evolves. It is said that each gesture is like a word in a language. In order to be understood in a language, one must structure one's words 'into' units or 'sentences' that express complete thoughts. So are gestures, they are to be understood in harmony with one another.

Expressions

Facial expression communication mostly emotion and attitudes such as friendliness, affection, dislike, anger, contempt, anxiety etc. face is like a book in which you can read a lot. When one speaks, the meaning is conveyed not only by the words spoken but also by the expression the communicator wears on his face. It communicates much more information than his words.

Perhaps the main advantage that we derive from talking face-to-face is that we are able to reinforce our speech with facial expressions. For example. Meaning, when speaking, when speaking, can be modified or reinforced by facial expression. "Please be more careful", as it stands, is a reprimand. It becomes a very gentle reprimand or even no reproach at all, if said with a smile.

Unlike many other body language components, facial expressions and their meaning do not change much among different cultures. For example, the most powerful, best understood, the most international body language exists in exactly the same way in every culture on earth – that is the **smile**. And the message is always the same, friendship, welcome, goodwill, peace and kindness. Smiles make friends without saying a word. Of course, facial expression has to be interrupted not in isolation but in the context of total communication process.

Dress Grooming

Closely allied to body language is the way we clothe and decorate our bodies in order to send messages about ourselves to all we meet. For instance, on special occasions we dress to suit that occasion. At all time we dress to indicate the kind of person we wish to be thought by other and the sort of role we wish to play in life.

The attitude towards dress and grooming, poses special problems, because the message we are trying to send about ourselves, as private persons often differ considerably, from those we are expected to send in our business role. Since we cannot keep changing our clothes, hair style etc. during the working days, we have to decide which one takes priority, whether our private aims or our business role. If we decide to give priority to work then we will have to learn to dress and groom to suit the job.

When a knowledgeable person meets somebody for the first time in private life as well as in business, he or she tends to read off indicators from the other's appearance, which he or she decodes according to his/her previous experience and perhaps prejudices, to form an impression of the other's personality, attitudes etc. Thus in the most of the cases, the impression of the other is formed, largely based upon the other's dress and grooming.

Peter little recalls an incident while he was serving on a panel interviewing an applicant for a teaching post. The young man, who had hair down over his shoulders, was wearing jeans and was very casual in his appearance, did not get the job. In the case, the applicant wanted to secure an appointment by successful interview but he did not. That was because he did not observe the fundamental communication rule, that you should think of your receiver and not yourself. It is basic to communication that we communicate to produce a desired response. In this case he selected dress and grooming signals which were liable to be misinterpreted to his disadvantage by at least some of the panel members.

So it is essential that you try to make sure that your dress and grooming transmit the message about yourself that you want them to transmit.

Space and Proxemics

Just as posture and gesture speak, so does space. Not only does space affect the way we communicate, but we also use space to communicate.

First of all we must examine our attitude to the space in which our movement takes place, each of us has spaces that we feel are of our own. Many families have a particular chair which is 'Dad's chair' and woe betide anyone who dares to sit in it. Similarly it would be unthinkable for a subordinate, to walk into a boss's office and sit down in the boss's chair.

In offices space is usually directly related to status, the higher up the position in an organisation, more square feet of floor space they have in their offices. Even in open-plan offices, which are very common nowadays there may be subtle ways in which status or responsibility reveals itself.

There are cultural differences in the way we use space to say something about status particularly formal situations like offices. For example, Europeans are more likely to put their desks in the centre of the room, as authority is seen to flow outwards from the centre. Proximity to the centre is one way of saying that the person is important. Americans, on the other hand, tend to distribute their working space around the edges of a room, leaving the centre open for traffic and casual conversation.

Men and women have their favourite seats in the train, their favourite benches in the park, their favourite chairs at conferences and meetings, and so on. It is all a need or territory, for a place to call one's perhaps it is an inborn and universal need, through it is shaped by society and culture into a variety of forms.

Every man has his own territorial needs. Dr. Hall has broken these needs down in an attempt to standardize the science of proxemics and he has come up with four distinct zones in which most men operate: 1. Intimate distance 2. Personal distance 3. Social distance 4. Public distance.

Silence

When a speaker reaches the end of his talk and invites questions, there is total silence. It may be difficult for the speaker to interpret the silence correctly. What is the audience communication-boredom? Disagreement? Total rejection? Total satisfaction? The silence is ambiguous and the speaker is left to guess the meaning-perhaps wrongly.

Although holding one's tongue can sometimes be wise, it can also be an act of rejection. Silence builds walls and barriers to communication. On the other hand, by using silence carefully at strategic times. e.g. by being prepared to listen, we may encourage someone to carry on talking or reveal certain feelings and attitudes. Silence is a powerful tool of communication, but it must be used skillfully.

We do not communicate through words, signs and signals alone; we communicate through silence also. Silence is more eloquent than words. There are glowing tributes paid by great authors, to the significance of silence.

There are many subtleties in silence. In face-to-face communication, silence on the part of the speaker indicates many things-allowing oneself time to think, isolate oneself; communicate emotional responses etc. In a speech, pauses are very effective. They are useful in emphasizing words already spoken.

These pauses have the power to make the listener more alert. The most effective use of silence can be made by giving a slight pause before an important point creates suspense, it raises a sense of anticipation and the audience listens to the next point more attentively. A slight pause afterwards suggests that something very important has been said and the speaker desires his audience to assimilate it and realise its significance before he passes on to the next point.

Silence is not just a negation of speech, it has positive aspects. In a face-to-face situation, silence speaks several things. e.g. silence may indicate that the person is full of feelings and so he cannot speak. Silence can communicate a number of responses e.g. when the manager enters the office, the employees who have earlier been talking suddenly become silent; it shows respect or may be fear. Silence is also an effective mode of expressing one's dislike and refusal e.g., an employee requests his boss for a raise in his salary and the boss remains silent. This kind of silence signifies refusal. But on some occasions silence also communicates an affirmation. A young boy proposes to the girl he loves; she does not utter even a word but a faint blush appears on her face. Her message has been communicated by her silence, perhaps much better than her spoken words. Silence is an effective mode of expressing one's dislike, disapproval, anger, indifference or even appreciation.

Silence has also been classified into many types-warm, cold, natural, stony, embarrassing and 'dead'. A 'warm' silence arises when old friends meet after a long time. They are so choked by love and affection that words become irrelevant. But when enemies are forced to come face-to-face with each other, there is 'cold' silence a 'demanding' silence is generated when, for example, an employee has not finished the job assigned to him and the employer makes enquiries about it. And 'natural' silence occurs when strangers meet and there is no reason to start a conversation. Silence may indicate 'refusal'. Silence might imply 'assent' or 'consent'. It, also, sometimes imply 'disagreement' or 'indifference' etc.

Auditory Signals

Auditory signals are heard and the message is communicated instantly to the concerned receiver e.g. factory siren means 'reporting time' for workers of a particular shift and 'stop work and go home time' for those of another shift. Church bell indicates time or prayer. Similarly the school bell and traffic policeman's whistle make sense to the school children and traffic- rule breakers respectively.

Visuals

Visuals have the merit of conveying information in a form which is very easy to understand and is effective. It helps transmitting messages quickly and enables quicker comprehension. Signs and symbols communicate by means of accepted symbols. For example mathematicians who use mathematical symbols, secretaries who write in the shorthand, musicians, traffic signals use signs and symbols.

Posters are visuals that appeal to mass audience, and are often used in advertising. As they consist of pictures or photographs along with a slogan, they add the effect of verbal communication to a nonverbal one. They can be used in creating public awareness and also internally in an organization to educate illiterate workers. **Colours** can be used to give messages, for instance in traffic signals. They also represent psychological and emotional states of mind and different moods, e.g. black stands for death and sorrow and red for danger. They can be used powerfully as formal communication.

For example workers wear black bands to express their protest against some injustice. Marketing research shows that particular colour on packaging of a product shows increase in the sale of a product.

Charts, maps and graphs are pictorial representations of statistical and other kinds of information. They provide accurate information that can be gathered at a glance. Pie-charts and other types of charts represent numeric and statistical information. Maps convey space relationship between places besides giving information about climate crops, animal life etc. graphs are familiar and easy to make tools useful in showing trends in continuous information over periods of time.

BUSINESS ETIQUETTE

In the business world, it is people that influence your success or failure. So business etiquette which chiefly involves building relationships with people is a must.

Business etiquette helps you to present yourself effectively so that you can develop better communication and mutual trust. Dressing appropriately, standing and sitting in the right place at the right times, good posture and looking physically presentable are all elements in making a good impression. Business etiquette teaches you how to suitably present yourself and what to avoid. In India, where a multitude of

religious cultures coexist, business etiquette takes the form of introducing yourself by your last name respecting elders and greeting them formally, wearing formal attire and very often, discussing business over lunch/dinner.

Business etiquette revolves around giving a thoughtful consideration to the he interests and feelings of others and minimizing of misunderstandings. It polishes your conduct. It promotes positive traits in you. Your manners and attitude will show your unselfish attitude and will speak volumes about your inner character. Business etiquette enables you to get a reputation for integrity and delivering.

Business etiquette varies from region to region and country to country. Understanding a particular country's business etiquette provides a framework in which you can work without fear of crossing boundaries in terms of agreements, promises and contracts. Just through learning another's business etiquette you demonstrate an open-mindedness which will earn respect. By avoiding misunderstandings and misinterpretations through business etiquette you lay foundations for a strong business relationship. Avoiding thoughtless words and actions protects you from negative consequences. Impulse often leads a business person astray. Business etiquette encourages the crateful thought of the interests of others by choosing acceptable forms of expression. Thus, it maximizes your business potential.

TYPES OF BUSINESS ETIQUETTES

- **Phone etiquettes**

- 1. For clarity in speech**

- (a) Speak directly into the phone holding it at two-finger width from your mouth with from your mouth with a smile in your voice, at a moderate rate and volume using simple straight forward language.
- (b) Be courteous and modulate your voice as per need. Voice should reflect sincerity, pleasantness, confidence, and interest.

- 2. for good listening**

- (a) Talk less and concentrate on listening for ideas.
- (b) Take notes if necessary.
- (c) Interject with words like "Yes", "I see", etc. to show that you are listening.

- 3. To begin impressively**

- (a) Answer the phone as fast as possible.
- (b) Greet in a friendly manner.
- (c) Ask the caller for his or her name

- 4. To put callers on hold**

- (a) Always ask for permission and
- (b) Thank the caller or holding.

- 5. To transfer a caller**

- (a) Limit the number of transfers.
- (b) Tell the caller who you are transferring them to.
- (c) Announce the caller to the person you are transferring.

- 6. To take a message well**

- (a) Caller's name and company name (if applicable)
- (b) Time and date of call
- (c) What the call is about
- (d) I a follow up or return call is needed and
- (e) Phone number (office or home) of the caller.

- 7. To leave a voice message**, caller should speak out the above details in a courteous manner.

8. To make a lasting impression, before ending the call:

- (a) Don't leave any of the caller's questions unanswered but reveal nothing personal other than your first name.
- (b) End on a professional note by apologizing for bothering them and graciously get off the phone.

9. Don't frown or mutter or ramble negatively in a shrill voice.**• Handshake etiquettes**

Handshakes are the physical greetings that go along with your words. The handshake developed from greetings in the middle ages. In order to be sure that the person you were meeting was a friend and not an enemy, you checked him for weapons. You held your hand open and so did he; then you shook hands to indicate that you were a friend. Today, we use this same greeting ritual to check whether a new person is open, confident sincere, and friendly.

Some etiquette to be followed while shaking hands are:

1. Shake hands when meeting someone, renewing an acquaintance and when you say goodbye.
2. The person in a higher position of authority or age should initiate the handshake.
3. Stand and look the other person in the eye before shaking hands and lean forward ever so slightly.
4. Your handshake should be from the elbow not the shoulder, firm yet, not crushing or limp.
5. Offer a greeting before and during the handshake.
6. The handshake should be approximately two to five seconds in duration.
7. Let your other hand be visible and unclenched rather than in your pocket.
8. Shake hands in an up-down motion.

• Cubical etiquettes

1. Do not conduct private conversation in cubicles as you are audible all sides of the cubicle.
2. Do not indulge in personal grooming in your cubical as these have short walls and no doors and people would unintentionally view you.
3. Respect other's time by sending E-mail regarding the work you want to discuss with them and avoid interruptions in your work by encouraging other to follow the same practice.
4. Keep your cubical neat and tidy.
5. Do not trespass in to other's cubicles or borrow their personal items without permission or read their office correspondence lying on their desk.
6. Be sensitive to other people's smell sensibilities and possible allergies and use fragrance sparingly.
7. Keep telephone conversations short and to the point.
8. Use headphones if you need to listen to music while working.

• Office Etiquettes

Office etiquette reflects your mannerisms as you work in your office. It will determine the personal accord shared with your colleagues. Following office etiquettes ensures bonhomie in surroundings where you spend the major part of your day.

Some of these are:

In your dealings with others,

1. Be honest and considerate about others feelings.
2. Don't use slangs or abbreviations in your e-mails or other office correspondence.
3. Speak clearly but do not shout.
4. Use the our magic words of good manners-thank you, sorry, please, and excuse me freely as and when required.
5. Avoid gossiping or criticizing others. Never pass sexist comments or personal remarks about anyone, whatever is the provocation.
6. Do not carry out personal business like selling articles in the office space.
7. Avoid waiting for others calls to end, in a conspicuous way. Instead leave a note and return later.
8. Don't chew gums or pop bubble gums in other's presence.
9. Knock before entering other's spaces and avoid interrupting their work as far as possible.
10. Do not argue with the boss.
11. Be respectful towards your elders even if they are junior to you.

While presenting yourself in office:

1. Wear appropriate office attire and foot wear
2. Be neat, clean and conservative as the business requires you to be Do not express due to the callings o fashion, or instance, to show off your tattoo or baby piercing.
3. Pay attention to personal hygiene but avoid using strong perfumes
4. Pay not brings smelly foods to office.
5. Do not use iPods during working hours.
6. Do not litter your office space and throw all trash in the dustbin.

During meetings:

1. Don't be late or meetings or excuse yourself from them.
2. Keep your phone on silent mode.
3. Don't interrupt our colleagues and allow them to express themselves.
4. Always speak with due permission rom the chairperson.
5. Pay attention to the proceedings quietly. Don't shuffle your papers.
6. Do not leave the meeting until it is closed by the chairperson

• Business meal etiquettes

Business meals are essentially oared to do business. Eating is secondary.

However certain etiquettes need to be followed:

While Planning the Business Lunch:

1. Ascertain your guest(s) likes or dislikes and accordingly choose a restaurant with a diverse menu which you yourself have visited a few times.
2. Invite at least a week in advance.
3. The timings for the lunch or dinner should be determined on the basis of local customs and preferences.
4. Make it clear that you are the host.
5. Tell your guest what to expect to allow your guest to prepare and bring an pertinent materials.
6. Confirm the time and place and repeat the details of the invitation later in the conversation.
7. Reserve a table ahead of time.
8. Reconfirm with your guest on the morning of a lunch or dinner or on the previous day.

While arriving for the meal:

1. Don't be late.

2. Dress appropriately.
3. Both the host and the invitee should wait for each other in the lobby. If some guests arrive late, arrange for a waiter to escort them in.

At the table:

1. Both the host and the invitees should be polite to restaurant staff members, even if you have reason to complain.
2. Let the host sit down first at the table.
3. When sitting down at the table, always place the napkin immediately on your lap.
4. When ordering food, it's a good idea to follow the lead of your host.
5. Don't start eating your meal until everyone at the table has their meals delivered.
6. Turn cell phones off unless you're expecting an emergency phone call.
7. Avoid consuming alcohol during a business lunch or dinner.
8. Place glasses on the right hand side, the fork on the left side and the spoons and knives on the right side of the plate.
9. If you've decided to order soup, always place the spoon on the plate when not being used. Don't leave the spoon in the bowl because you run the risk of bumping the spoon and sending soup flying across the table.
10. Do not add salt before tasting as it sends the message that you take decisions without evaluating facts.

At the end if the meal:

1. Place the napkin back on the table to the left side of the dinner plate.
2. Thank the host for the meal.
3. Wait for the host to pick up the bill and pay it.
4. Adequate tips should be left behind.

After the meal:

1. Send a thank-you note to the host for the enjoyable time spent, as well as a confirmation of any decisions that were made.
2. The host should also write, telling the guest how nice it was to dine with him or her and briefly recapping any business details.

• Business card-etiquettes

Business cards are very important for the success of the business. So, a lot of attention should be paid to the etiquette of exchanging cards. Here are some basic rules that ought to be followed:

1. Never leave your home or office without plenty of your cards.
2. Keep your cards in a business card case to protect them from wear and tear as a crumpled business card makes a poor first impression.
3. Know where your business cards are at all times, so that you don't have to hunt for them when someone asks for it.
4. Hand out just one or two cards.
5. Give and receive cards with your right hand- the hand of discretion
6. Give the card so that person who is receiving it can read it without having to turn it around.
7. Always make a comment about a card when you receive it. Note the logo, the business name or some other piece of information. This places value on the card.
8. Keep your business cards up to date, with your address and phone number.
9. Don't write notes to yourself on someone else's business card.

Wait to be asked for your business card. Else, ask the other person for a card so that he will reciprocate the gesture.

4. INTRODUCTION TO BUSINESS ETHICS

CONCEPT AND INTERPRETATION

The morning newspaper is full of news revealing cases of Hit and run, Bribes and scams, Killing of the female child/ foetus, honour killing etc. all these are real life situations. But the problem is we do not know what to do in certain situation . we attribute decision making to be a product of specific set of circumstances. By this logic, the same action seems right when it entails you as a victim and seems wrong when considered in an unbiased way. However, this standard of decision making is highly flawed. Man being a social animal, is bound to obey common laws framed for the society. These standards of behaviour are termed as ethics. But, aren't societies as a whole sometimes prone to do things unethical? For example, female infanticide is rampant in Indian society. So how should one decide what should be one's stance towards issues? Should one listen to the voice of one's conscience? Or should one follow religious tenets while deciding what to do? Or maybe one should do whatever the law of the land says. But, does the law have any place for feelings? So, what should one do when one's feelings deviate from what the law suggests? For instance, a mother in china may want to have her second child but law dissuades her. So, what does it mean to be ethical? Perhaps, it is applying all the knowledge that we have, be it religious, legal, social or moral, to define the choices we make.

When ethics is applied to the field of business, we may term it as business ethics. The definition for business ethics varies in every company. The challenge in defining the term lies in the fact that right and wrong are very relative.

But, one can be morally wrong and yet, there are very often no laws to punish them. Hence the onus lies with the individual or the company to take its own stand on what it feels is right and what is wrong.

Several factors aid the company in formulating its decision. These factors include: the culture within the company, the presence of a formal professional code of business ethics, the internal system of rewards and recognition, recruitment and human resources practices, the values system. The way management treats its employees, and the flow of the decision-making process.

There are two ways that companies can approach and implement the connect of business ethics: shareholder-focused and stakeholder-focused while the shareholder-focused stance prioritizes the interest of the owners, responsibility and on the interest of the stakeholders- the employees. The supply chain, the end consumers, relevant government and non-government organizations, and the community where the company operates.

A stakeholder focused approach is widely appreciated as communicating a socially responsible image compels end-consumers to support the company and its product because of the moral benefit that it gives them. To be sustainable, it is thus important for decision makers that set the standard for business ethics to expand their horizons beyond the quest for profit.

Managers have to remember that leading by example is the first step in fostering a culture of ethical behaviour in the companies as such type of behaviour is emulated by all those employees who fall below them in the company's hierarchy. This top to bottom percolation can be used to generate a favourable corporate culture by setting high standards and norms. Also attempts should be made at framing attitudes for acceptable behaviour. Making written code o ethics implacable at all levels rom top to bottom and

deciding the policies for recruiting, selecting, training, induction, promotion, monetary/non-monetary motivation, remuneration and retention of employees.

The ethical issues in business become significant in the ever-changing global scenario where many large corporations have come to co-exist with complex economic, social, political, legal and government regulations and global environment awareness. Hence, the company must constantly engage with prevalent issues and decide whether to adhere to ethical principles or to adjust to domestic standards and culture.

IMPORTANCE OF BUSINESS ETHICS IN BUSINESS

Social responsibility becomes an integral part of the wealth creation process which if managed properly should enhance the competitiveness of business and maximise the value of wealth creation to society. So the advantages of business ethics cannot be denied.

Some of the ways in which business ethics are important may be listed as follows:

- **Creates customer loyalty and maximize profit:** people often think that more profits can be made when they can remain totally away from emotions. But, they are not aware that ethical businesses tend to make much more profits than the others. The reason for this is that customers of businesses which follow ethics are loyal and satisfied with the services and product offerings of such businesses. Let us take an example. Suppose, there is an organization named ABC greatly believes in the importance of business ethics. When ABC advertises its cosmetics in the market, being an ethical organization, it will be very truthful and honest in its communication with the probable customers.

It will tell correctly about the kind of ingredients it has used while manufacturing the cosmetics. It will not lie or exaggerate about the benefits or uses of its products either. So the customers who buy its cosmetics, know precisely what they are buying and how useful that product is going to be for them. This way, the product will meet their expectations and thus, satisfy the customers are satisfied, they will become loyal to the company and come back again or re-purchasing. This will surely increase the profits of the organization. Thus, the importance of business ethics is that it creates loyalty in customers and maximizes the profits.

- **Efficient Utilization of Business Resources:** In an organization, people working at junior levels, often emulate the ethics of the ones working at the top. So, if the management or seniors of an Organization follow ethical business practices, i.e. they do not bribe to get their way or they do not cheat the customers, investors, suppliers, etc. the employees will follow suit. The employees too will refrain from using the office property or resources for personal benefits. This will result in better and efficient utilization of the business resources.

- **Creates goodwill in market:** For a company to grow, Reputation is one of the most important possessions a company should have in order to stand in the markets as well. An organization, which is well-known for its ethical practice, creates goodwill for itself in the market. Investors or venture capitalists are more willing to put their money in the businesses which they can trust. Shareholders too, remain satisfied with the practices of an ethical business. Thus, the importance of business ethics in creating goodwill and building long-term relationships, cannot be denied. Also, an ethical business puts greater value on its employees and thus, employees remain loyal to such an organization too.

- **Helps Enhance Productivity:** The ethics in an organization helps to bring out superior employee performance in terms of productivity and establishing cordial relationships amongst the employees of a company. Ethical education in an organization brings in for International regulatory developments, which provides for strong financial and legal incentives for bigger corporations to grow and develop their business.
- **Helps Promote High Standards:** The issue of business ethics is fundamental to corporate governance, of course, not least because corporate governance lies in the eyes of stakeholder groups define business ethics differently. The business ethics helps the investors and customer of the company to practice themselves the ethical values practised in the companies they partner with. Thus, high standards are promoted amidst them. It helps them achieve a common business goal.

PERSONAL INTEGRITY AT THE WORKPLACE

Integrity is not necessarily a natural act. John Maxwell writes, "Integrity is not a given factor in everyone's life. It is a result of self-discipline, inner trust, and a decision to be relentlessly honest in all situations. It could well be questioned, what value does integrity bring to an office? Simply put, companies that share a reputation of delivering reliable service to customer are run by an employee base that has its work ethics in place. Working with integrity creates a positive work environment by building trust among co-workers and away with insecurities and the need for micromanagement.

When can proposal integrity come in to the picture-is it in your capacity as a team member or as a leader who has people taking orders from you? In both instances, integrity makes its own statement. As a leader, if you display that you are both transparent and trustworthy in all that you do, it will mean that you are bold enough to stand up for what's right, even if you stand alone and your group members will know that taking the right moral ground is an element that constitutes your strong personal and professional character. Similarly, If you are a group member who asserts what you feel is right, you will succeed in inculcating respect in the eyes of other team members as well as your leader.

Here are some traits that define integrity at workplace:

- **Display honesty in all that you do:** Always work hard, on the task that you have taken up and see it through to its logical end. If you commit to a task, see that you utilize your office time judiciously for the purpose and not for personal work. Be a good team player. Let not just how much you work define your competency, but also how you accomplish the work. Be dependable in your work dealing and unfailing in deliverance to deadlines.
- **Commit mistakes, but do not evade responsibility for them:** It is said that failure is the stepping stone to success. So it is not necessary that any mistake made by you will spell doom for you. On the contrary, if you own up, you project a positive trait that you take responsibility for your work. Openly discussing problems that have arisen in a project that you are handling will enable you to learn new and better ways of tackling the issue from experienced peers and superiors.
- **Choose your words carefully:** Good communication skills include not just being able to convey what you have to say and leading a patient ear to others, it also refers to the ability to filter harmless office conversation from malicious gossip. Words are a powerful entity that can make or break work relationships. Remember, what you choose to say reflects a lot about the person that you are.
- **Lead by setting precedent of fairness:** If you have people who work under you, always remember to give credit where it is due, be air in delegating and assessing work,

and open minded to the views of your team members. Such leaders who set the right precedent are broadly appreciated.

BUSINESS ETHICS AND MEDIA

When one talk of media, there are several branches that one needs to consider. Some of the most relevant branches that need to practice business ethics are Journalism, entertainment media and social media.

Business Ethics and Journalistic Media

In democratic countries, a special relationship exists between media and government. Although the freedom of the media may be constitutionally enshrined and have precise legal definition and enforcement, the exercise of that freedom by individual journalists is a matter of personal choice and ethics. Modern democratic government subsists in representation of million by hundreds. For the representatives to be accountable and or the process of governance to be transparent, effective communication paths must exist in their constituents. Today these paths consist primarily of the mass media, to the extent that if press freedom disappeared, so would most political accountability. In this area, media ethics merges with issues of civil rights and politics.

The ethics of journalism is one of the most well-defined branches of media ethics. A journalist known that news can manipulate and be manipulated. Anybody with an agenda may attempt this. So he must be vigilant otherwise he may be manipulated for somebody's private ends. But, even the gospel truth may conflict with many other values. For instance revealing sensitive secret or news is not in public interest.

Similarly, disrespecting one's privacy and revealing the details of public figures is not justified. Sometimes, journalism ma mix fantasy and truth but it may result in ethical dilemmas. A journalist must be careful how far he risks shocking an audience's sensitivities in order to correctly and fully report the truth. There is also the question of the extent to which it is ethically acceptable to break the law in order to obtain news.

Business Ethics and the Entertainment Media

Ethical guidelines and legislation in this area are common and many media (e.g. film, computer games) are subject to ratings systems and supervision by agencies. The depiction of violence and sex, and the use of strong language should be guided by these guidelines. An increasingly common marketing tactic is the placement of products in entertainment media. The producers of such media may be paid high sums to display branched products. The practice is controversial and largely unregulated. Both advertising and entertainment media make heavy use of stereotypes but these may negatively affect people's perceptions of themselves or promote socially undesirable behaviour. The stereotypical portrayal of ethnic groups is undesirable.

Business Ethics and Social Media

Social media is an umbrella term used to describe social interaction through technology and/or internet based tools. This includes, but is not limited to, internet forums and networking sites such as Facebook, twitter, LinkedIn and Google plus, webcasts, and blogs.

Social media exhibits unique characteristics when compared to traditional media forms. Its speed and scope is immense. Once the content is published, it is available instantaneously, to a potentially global audience. Social media tools tends to be free or available at a very low cost relative to other forms of media and do not require users to

have much technical knowledge. This allows larger numbers of individuals to access and publish material than with traditional media forms. Social media is usually interactive in a way that traditional media is not, so users can comment on and edit published material, making it difficult to control content.

Social media blurs private/public boundaries when individuals' personal information and opinions enter the public domain. The boundaries between personal and work life also become blurred as companies make use of social media (originally designed for personal use) for business purpose, and likewise employees access personal sites while at work. Given this scenario, it is essential to write in the social media in a responsible manner. Else, it can be the case of rifts between individuals or groups.

Computer ethics

It is not very difficult to understand what formulates computer ethics and what does not. You need to do some sound thinking and ask yourself some questions when using computers and the internet.

- If everyone acted the same way you did, would society as a whole benefit?
- Would an impartial observer judge that your actions are fair to all parties involved?
- Would you be proud to tell your parents/significant other what you are doing?
- If you were in another person's place would you have to admit that what you are doing is fair?
- If you did this work would your employees/customers agree that you did the right thing?
- Would you mind reading about your actions on the front page of the newspaper?

The answer to those questions is sufficient to sound us on the importance of computer ethics.

Some commandments of computer ethics may be summed up as follows:

- Never use computer to harm other people as it is unethical to harm people by accessing and destroying their files.
- Don't abuse your access to resources like to storage space.
- Do not generate or consciously spread computer viruses as they may disrupt other people's computer work by destroying their files, taking huge amounts of computer time or memory or by simply displaying annoying messages.
- Protect your identity and also do not snoop around in other people's files as it infringes on their privacy.
- Do not use computer to break into the accounts of a company or a bank and transfer money.
- Do not use computers for false propaganda.
- Do not obtaining illegal copies of copyrighted software. Downloading and / or uploading music is a violation of copyright laws. Software piracy is a felony and shouldn't be taken lightly.
- Do not hack in to other people's computer resources without authorization.
- Do not plagiarise or appropriate other people's intellectual property and show respect for academic integrity.
- Always consider the social consequences of the program you write and do not generate any program that is harmful to society.
- Show consideration and respect to the people you are interacting with, while using computer communications systems.
- Don't abuse your access to resources like storage space.

Ethics Related to E-mail

- Check your e-mail as much as possible and respond quickly to messages you receive; your input may be critical to someone else.
- Never send anyone anything that you wouldn't want someone other than the recipient to read.
- Get good virus protection software and make sure it scans your incoming emails.
- Don't open an attachment in an email if:
 - I. You don't know the sender,
 - II. The subject line doesn't make sense or is suspicious in any way,
 - III. The attachment name is suspicious, or
 - IV. The attachment or message text doesn't make sense or you aren't expecting them.
- Don't type in all capital letters; it looks like you are screaming.
- Try not to use sarcasm or humour, doesn't always come across well.

CORPORATE SOCIAL RESPONSIBILITY

Corporate social responsibility is about building sustainable businesses, which need healthy economies, markets and communities. It involves operating a business in manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business. According to Johnson & Scholes, "The ethical stance is the extent to which an organisation will exceed its minimum obligation to stakeholders." The key drivers for CSR are:

- **Enlightened self-interest:** Creating a synergy of ethics, a cohesive society and a sustainable global economy where markets, labour and communities are able to function well together.
- **Social investment:** Contributing to physical infrastructure and social capital is increasingly seen as a necessary part of doing business.
- **Transparency and trust:** business has low ratings of trust in public perception. There is increasing expectation that companies will be more open, more accountable and be prepared to report publicly on their performance in social and environmental arenas.
- **Increased public expectations of business:** Globally companies are expected to do more than merely provide jobs and contribute to the economy through taxes and employment.

Internal Aspects:

- Taking interest in employee welfare by providing medical care, assistance with mortgages, extended sickness leave, assistance for dependants, etc.
- Creating conducive working conditions by enhancing the working surroundings aesthetically, creating social and sports clubs, taking steps for workers safety that are above minimum safety standards, etc.
- Designing jobs to the increased satisfaction of workers rather than for economic efficiency.

External Aspects:

- Taking responsibility for green issues by attempting to reduce pollution below legal standards even if competitors are not doing so.
- Taking steps towards energy conservation.
- Giving impetus to those products which will not endanger the environment in spite of indiscriminate use by consumers.

- Taking conscious decision to maintain ethical advertising standards and refusing to sell in markets where adverse effect of the product may be expected.
- Selecting suppliers who on 'fair' terms of trade while blacklisting those who don't.
- Generating employment, showing positive discrimination in favour of minorities and maintaining jobs.
- Including in community activity by sponsoring local events and supporting local good works.

SOME BURNING ISSUES

Surrogate Advertising

Surrogate advertising is a form of advertising which is used to promote banned products, like cigarettes and alcohol, in the disguise of another product.

This is done due to various reasons. Primary reason is to circumvent the ban on advertising for a particular type of product(s). For example advertising for alcoholic beverages and cigarettes are banned in India. However such brands advertise through other products like mineral water or music. Surrogate advertising may also use in cases, where the use of a product is linked to a service. In such cases, the service is advertised widely, and the service provider uses only the product in question. However, brand extension is an act of bypassing the advertisement ban.

The industry's point of view is that since a brand has equity, it should be allowed to advertise. These advertisements help them in brand building. So, the advertisement may take the form of sponsoring of events like a cricket match, distributing of free gifts like caps and T-shirts with the brand name and using glow-signs outside the retail outlets. However, as the TV was the most effective medium of advertising, surrogate advertising on TV became more popular.

According to the ASCI (Advertising standards council of India), surrogate advertisements are harmful. Till stronger central laws on surrogate advertising are in place, it is up to brands to self regulate and ASCI to see that no one evades it, but there may always be some who break the normal and take advantage of the loopholes.

Intellectual Property

Intellectual property (IP) refers to creations of mind, such as inventions; literary and artistic works; designs; and symbols, names and images used in commerce.

IP is protected in law by, for example, patents, copyrights and trademarks, which enable people to earn recognition or financially benefit from what they invent or create. By striking the right balance between the interests of innovators and the wider public interest, the IP system aims to foster an environment in which creativity and innovation can flourish.

Types of IP

Copyright is legal term used to describe rights that creators have over their literary and artistic works. Works covered by copyright range from books, music, paintings, sculpture and films, to computer programs, databases, advertisements, maps and technical drawings.

A patent is an exclusive right granted for an invention. Generally speaking, a patent provides the patent owner with the right to decide how- or whether- the invention can be used by others. In exchange for this right, the patent owner makes technical information about the invention publicly available in the published patent document.

A trademark is a sign capable of distinguishing the goods or services of one enterprise from those of other enterprises. Trademark date back to ancient times when craftsmen used to put their signature or “mark” on their products.

An industrial design constitutes the ornamental or aesthetic aspect of an article. A design may consist of three-dimensional features, such as the shape or surface of an article, or of two-dimensional features, such as patterns, lines or colour.

Geographical indications and appellations of origin are signs used on goods that have a specific geographical origin and possess qualities, a reputation or characteristics that are essentially attributable to that place of origin. Most commonly, a geographical indication includes the name of the place of origin of the goods.

(Source: <http://www.wipo.int/about-ip/en/>)

Dumping of Medical/ E-waste

Electronic waste or e-waste is the term used to describe old, end-of-life electronic appliances such as computers, laptops, TVs, DVD players, mobile phones, mp3 players, etc., which have been disposed by their original users.

E-waste has been categorized into three main categories, i.e., Large Household appliances, IT and Telecom and consumer Equipment. Refrigerator and washing machine represent large household appliances; PC, monitor, laptop represent IT and telecom, while TV represents Consumer Equipment.

Electronic waste affects nearly every system in the human body because they contain a plethora of toxic components including **Mercury, lead, Cadmium, Poly brominated Flame Retardants, Barium and Lithium**. Even the plastic casings of electronics products contain **Polyvinyl Chloride**. The health effects of these toxins on human include birth defects, brain, heart, liver, kidney, and skeletal system damage. They will also significantly affect the nervous and reproductive systems of the human body.

The average computer screen has five to eight pounds or more of lead. All these toxins are persistent, bio accumulative toxins (PBTs) that create environmental health risks when computers are incinerated, put in landfills or melted down. When computers monitors and other electronics are burned they create cancer-producing dioxins which are released in to the air we breathe. If electronics are thrown in landfills, these toxins may leach into groundwater and affect local resources.

Like E-waste, Bio-medical waste is another problem that needs to be taken seriously. It means “any solid and/ or liquid waste including its container and any intermediate product, which is generated during the diagnosis, treatment or immunization of human beings or animals.

Biomedical waste poses hazard due to two principal reasons – the first is infectivity and other toxicity. **Bio Medical waste consists of** human anatomical waste like tissues, organs and body parts, animal wastes generated during research from veterinary hospitals, microbiology and biotechnology wastes, waste sharp like hypodermic needles, syringes, scalpels and broken glass, discarded medicines and cytotoxic drugs, soiled waste such as dressing, bandages, plaster casts, material contaminated with blood, tubes and catheters, liquid waste from any of the infected areas and incineration ash and other chemical wastes.

Human Rights Violations and Discrimination on the Basis of Gender, Race, Caste, Religion, Appearance and Sexual Orientation at the Workplace

Human Rights Violations and Discrimination on the basis of gender, race, caste, religion, appearance and sexual orientation at the workplace. Different countries exhibit different traits of human rights violation and discrimination. This could consider any aspect such as gender, race, caste, religion, appearance and sexual orientation.

In neoclassical economics theory, labour market discrimination is defined as the different treatment of two equally qualified individuals on account of their gender, race, age, disability, religion etc. Discrimination is harmful since it affects the economic outcomes of equally productive workers directly and indirectly through feedback effects. Darity and Mason [1998] summarize that the standard approach used in identifying employment discrimination is to isolate group productivity differences (education, work experience). Differences in outcomes (such as earnings, job placement) that cannot be attributed to worker qualifications are attributed to discriminatory treatment.

In the non-neoclassical view, discrimination is the main source of inequality in the labour market and is seen in the persistent gender and racial earnings disparity in the U.S. Non-neoclassical economists define discrimination more broadly than neoclassical economists. For example, the feminist economist Deborah Figart [1997] defines labour market discrimination as "a multi-dimensional interaction of economic, social, political and cultural forces in both the workplace and the family resulting in different outcomes involving pay, employment, and status." That is discrimination is not only about measurable outcomes but also about unquantifiable consequences. It is important to note that the process is as important as the outcomes. Furthermore, gender norms are embedded in labour markets and shape employer preference as well worker preferences; therefore, it is not easy to separate discrimination from productivity - related inequality.

Piracy

Piracy is done in many ways like video piracy, cable piracy, and DVD/CD piracy. Video piracy takes place when a film is produced in the form of a videocassette without proper authorization from the right holder i.e. the producer. Often, film producers sell video rights to another party (generally after six weeks or more of release in theatres), which makes video cassettes for sale for home viewing only. But, those indulging in video piracy do the same much before this, without any permission. Cable piracy refers to unauthorised transmission of films through cable network. Very often, films, especially the new releases, are shown through cable without permission from the rights holder. Fortunately, piracy is a rare phenomenon in satellite channels because these are organised and generally do not show films without buying proper rights.

Music piracy refers to the unauthorised replication of music cassettes that flood the market as soon as the launch of a new release. Music companies revenues are hit hard by the deluge of pirated compact discs and cassettes, as these are available at substantially lower prices compared to those at stores.

DVD/VCD piracy of Indian films happens in the international markets. The prints sent for overseas screening of the film are pirated, very often, at some of the Middle East airports.

Insurance

Insurance policies, a contract between the policyholder and the insurance company, are of different types depending on the risk they mitigate. Broad categories include life, health, motor, travel, home, rural, commercial and business insurance.

Ethical responsibilities of the insurance agent

To the Insurer

- He should act in accordance with agency contract.
- He should not embezzle money.
- He should disclose pertinent information about underwriting and risk selection to the insure.
- He should ensure that the application is correctly and completely filled by the insurer.
- Finally, the insurance producer has a responsibility to deliver the insurance policy to the insured and collect any premium that might be due at the time of delivery.
- The insurance agent must be prepared to provide the insured with an explanation of some of the policy's principle benefits and provisions.

To insured /policy owner

- As a fiduciary, the insurance producer has an obligation to act in the best interest of the insured(policy owner).
- He must be able to explain the important features of these policies to the insured.
- He must recognized the importance of dealing with the general public's financial needs and problems and offer solutions to these problems through the purchase products.
- As a fiduciary, the insurance producer must collect and account for an premiums collected as part of the insurance transactions.
- He must not indulge in unfair marketing practices. For instance, he must not make a misrepresentation during a sales presentation in his over-enthusiasm of "selling" the policy. Similarly he must refrain from providing vague or elusive responses.
- He must not commit fraud by intentionally misrepresenting any information in an insurance transaction.
- He should never alter applications to get a more favourable premium rate, or to switch the type of coverage applied for, or to add additional zeroes to the amount of coverage applied or.
- He should not fail to turn over the premium money of the insured.
- He should not indulge in false or misleading advertising.
- He should not defame, coerce or intimidate any person into buying insurance.
- He should not resort to twisting, which is the act of inducing insurer to terminate an existing insurance product in order to sell another.

Besides the above, the insurance company must not resort to unfair claims practices as follows:

- Misrepresenting pertinent facts or insurance policy provisions relating to coverage at the time of issue.
- Failures to acknowledge and act reasonably and promptly upon communications with respect to claims arising under insurance policies.
- Failing to adopt and implement reasonable standards for the prompt investigation of claims arising under insurance policies.
- Refusing to pay claims without conducting a reasonable investigation bases upon all available information.
- Failing to affirm or deny coverage of claims within a reasonable time after proof of loss statements has been completed.
- Compelling insured to institute litigation to recover amounts due under an insurance policy by offering substantially less than the amounts ultimately recovered in actions brought by such insured.

- Attempting to settle a claim for less than the amount to which a reasonable person would have believed he or she was entitled by reference to written or principal advertising material accompanying or made part of the application.
- Making claims payments to insured or beneficiaries not accompanied by statements setting forth the coverage under which the payments are being made.
- Making known to insured or claimants or policy of appealing from arbitration awards in favour of insured or claimants for the purpose of compelling them to accept settlements or compromises less than the amount awarded in arbitration.
- Delaying the investigation or payment of claims by requiring an insured, claimant, or the physician of either, to submit a preliminary claim report and then requiring the subsequent submission of formal proof of loss forms, both of which submission contain substantially the same information.
- Failing to promptly settle claims where liability has become reasonably clear under one portion of the insurance policy coverage in order to influence settlement under other portions of the insurance policy coverage.
- Failing to promptly provide a reasonable explanation of the basis relied on in the insurance policy in relation to the facts or applicable law for denial of a claim or for the offer of a compromise settlement. Some states have added another provision, which makes it an unfair claim practice to offer a settlement or payment in any manner prohibited by law.

Child labour

Child labour refers to the employment of children in any work that deprives children of their childhood, interferes with their ability to attend regular school, and that is mentally, physically, socially or morally dangerous and harmful. This practice is considered exploitative by many international organisations. Legislation across the world prohibits child labour. These laws do not consider all work by children as child labour; exceptions include work by child artists, family duties, supervised training, certain categories of work such as those by Amish children, some forms of child work common among indigenous American children, and others.

While Wordsworth has called the child the 'father of man' we are well aware that they are the future citizens and valuable human assets of every nation. But, when the child is deprived of basic needs like food, shelter, clothing, education and training due to intense poverty, they are compelled to work. In such situations, children become sources of income and their family members value them as an economic asset and think of them no more as a child. They are considered as kind of insurance for their parent's old age or sickness. Hence, children also lose their innocence.

Child labour is one of the very pressing issues currently confronting India with many other South Asian countries. The types of child labour have changed in recent years due to enforcement of legislation, awareness amongst buyers about child exploitation, and international pressure.

Child labour is now more invisible because the location of the work has changed from the more formal setting of factories, to business owner's homes. There has also been an involvement of children in the home-based and informal sectors.

Children are engaged in manual work, in domestic work in family homes, in rural labour in the agriculture sector including cotton growing, at glass, match box and brass and lock-making factories, in embroidery, rag-picking, beedi-rolling, in the carpet-making industry, in mining and stone quarrying, brick kilns and tea gardens amongst others.

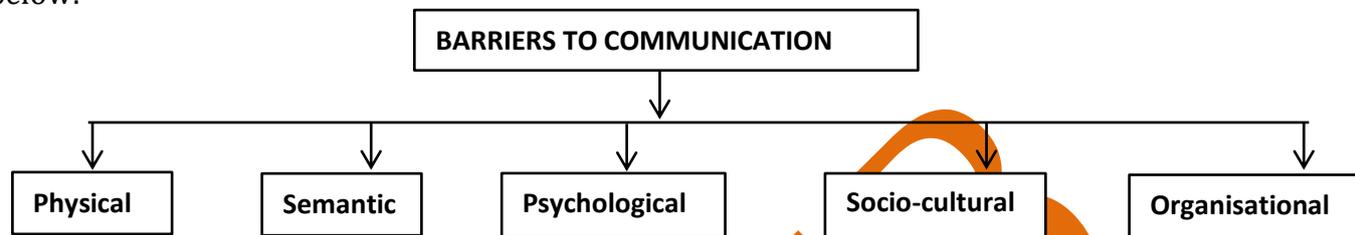
Work is often gender-specific, with girls performing more domestic and home-based work, while boys are more often employed in wage labour. In general, the worked and duration of the working hours increases as children grow older. Getting accurate, detailed information about children working in different sectors is a major challenge because in many cases, children work in informal sectors such as agriculture, and in urban settings restaurants, motor repair workshops and in home based industries.

Very often, these occupations prove to be hazardous as they bring the child worker into contact with harmful substances like chemicals, iron dust and fluff that damage the lungs. As the children working in such conditions are in process of growing, these occupations have an adverse effect on their physical development. Besides, the environment in which the children live performing unskilled jobs without any prospects of a better future. Even their social development is stunted as they do not learn to behave in accordance with social expectations. Children's attitudes toward people and social experiences depend on how well they connect with other people. It depends largely on their learning experiences during the early, formative years of life. But, these children who are separated from their peers at the minor age due to work fail to learn social behaviour at the time as their peers are learning. This is because they are unable to play with other children of their age believe that playing is a waste of time and that the time could be better spent on learning skills. They do not comprehend the importance of socialising with peers. They fail to understand that children learn to be socialised by constant interactions with their peers in school and on the playground, which is not possible in the workplace. Moreover, working children get very little opportunity to interact with their parents and other members of the family like brother and sisters owing to their parents and working hours. In such circumstance, an important part of growth and development is thus denied to them.

5. BARRIERS TO COMMUNICATION

One of the main problems in business organisation is the problems or barriers to communication. The barriers or problems may arise anytime during the communication process. The barriers may be due to any of the components of the communication process- the sender, the receiver, the medium and the environment.

The various barriers to communication are broadly divided into five group as listed below:



PHYSICAL BARRIERS

1. Noise: It is any factor that confuses, disturbs, diminishes or interferes with communication. The noise can originate with the sender, the transmission, or the receiver. For example:

- Encoding may be defective because of use of ambiguous words.
- Transmission may be interrupted by electrical discharge in the atmosphere that interferes with radio, TV or telephonic messages.
- Decoding may be defective because the wrong meaning may be attached to symbols or words.
- A disturbance or noise in the environment (such as noise of machines in a factory, traffic noise, etc.) may hinder the development of a clear thought or listening of the message, etc.

1. Defects in communication system: Communication gets affected if there is a defect the communication system. For example, there can be defect in the address system, which hinders the clarity of communication, or there can be failure of electricity because of which address system becomes inoperative.

2. Time and Distance: Time and distance act as a barrier to communication. For instance, there can be a communication gap between two persons working in two different shifts or at two different places. This is possible especially when proper media of communication such as telephone facility is not available to the two persons to communicate even when they desire to communicate.

3. Wrong selection of medium: There can be communication problems when there is a wrong selection of the medium by the sender.

The receiver of the message may not be familiar with the use of charts or maps, and as such they may not understand the communication conveyed through such visual aids, unless they are taught to do so.

SEMANTIC OR LANGUAGE BARRIERS

Semantic barriers occur due to differences in meaning attached to words or signs used in communication. The following are the semantic barriers:

1. Misinterpretation of words: It is possible that the receiver of the message may not attach the same meaning as intended by the sender. There are number of words that can be interpreted differently by different person. For instance, words like '**cheap**,

run, baby, sex, love, value, memo, taste, and so on can be interpreted with different times and at different places. The multiplicity of meaning may lead to miscommunication. Therefore, the sender must be in position to use simple and clear words that can have the intended meaning to the receiver.

2. **Difference in language:** Different languages may have different meaning to the same word. For instance, the **English word 'mom'** can have a different meaning in **Tamil language i.e., curd**. There are number of such instances when certain words or phrases when translated in another meaning give a different meaning altogether. For instance, the headline in an advertisement "**Come Alive With....Freshness** was translated in Japanese language, which brought out the meaning as '**come out of the Grave**'.
3. **Use of Jargon:** Jargon refers to specialized or technical language which is limited to a group of group of persons doing the same work or precession. The Jargon has a special meaning for the group but may have some other meaning to others. The use of jargon may confuse the receiver of the message if he/she is not familiar with such jargon. Therefore, jargon is used the sender must clarify it's meaning or may avoid using jargons.
4. **By-passed instructions:** By-passed instructions take place when a person or a group attribute different meaning to a word or a phrase used by some other person or group. For instance, a subordinate may attribute a different meaning to a particular word a sentence used by the superior, and as such there can be miscommunication between the two.

SOCIO-CULTURAL BARRIERS

The term 'culture' is difficult to define: research suggest that at least 164 definitions exist. Or our purpose, "**Culture refers to the behavioural characteristics typical of a group of people.**" This definition implies that communication, verbal and non-verbal, within a group also is typical of that group and is often unique.

Our country is one of the largest populated countries in the world, having so many diversities, such as languages spoken, religious beliefs, rituals and ceremonies performed, celebrations and different festivals observed, eating habits etc. In other words within our country many individuals belong to different ethnic groups. Though there are certain underlying principles, attitudes, ideals and values of our own culture, there exists diversity between people of different parts of the country. This cultural diversity also acts as one of the barriers to communication, as cultural generalization applicable to an entire nation is not possible.

There is another aspect of cultural barrier that exists in communication. Throughout the business world the term '**Globalization**' is well- known. **Globalization** means that for a company to survive, it must establish markets not only in its own country but also in many other countries. Thus, employees/ employers who are potential international communicators, must understand other cultures, in addition, to their own country's ethnic diversity, in order to communicate effectively. So there are:

- a) Individual culture variables and
- b) National cultural variables.

Individual Cultural Barriers

There are certain characteristics which exist as barriers to communication process both at intra national and international levels. There is also individual cultural diversity within national cultural environment. Individuals exhibit a unique lifestyle of personal habits and ethnic diversity. "Thus, within each culture, on the micro and more

personal level are differences in verbal and non-verbal cues expressed through varying concepts of time, individual speech, food, acceptable dress, manners at home and at work, decision-making patterns and other non-verbal variations.”

For instance, there are individual cultural traits seen in the following matters:

- 1. Time:** There are certain cultural perceptions of ‘time’. There is the ‘time-conscious’ culture and on the other hand there is culture which is less concerned with precision in time. Some people treat time more casually than some other people. In some cultures, arriving late is a socially accepted custom.
- 2. Food:** there is much more diversity in eating habits. Food and its style of preparation is different in every culture. How the food is observed or served and how it is eaten, whether with your own fingers or, with spoon and forks, or with chopsticks depend on different cultural traits.
- 3. Dress:** The dressing style differs with every culture and so there are norms of acceptability and non-acceptability about dressing style.
- 4. Decision making:** Some people quickly get to the issue, as American do very fast. While in Japan, decision time is held because, as group consensus moves towards a decision, much time is spent in reaching an answer. This delay in decision making might be frustrating to many and acts as a barrier to communication.

NATIONAL CULTURAL BARRIERS

In various ways, national environmental constraints such as education, languages, politics, religion and social norms affect a national culture. If the sender and the receiver of a communication come from different linguistic background, e.g., Tamilian and a Bengali, a strong barrier of language gets erected between them making it difficult to grasp the message. A Hindi-speaking person visiting Kerala where people speak Malayalam will repeatedly feel like a fish out of water.

Religious diversity and major differences in religious beliefs form a major cultural barrier among people. People belonging to different religions tend to conglomerate in certain areas which become their pockets or preserves. They tend to socialize mostly among people of their own religious fraternity, thereby creating a barrier not conducive to national integration.

There is diversity of non-verbal symbols that exist for every culture and even in subcultures and this acts sometimes as barriers to communication. For instance, a handshake is a traditional form of greeting in the West but Eskimos rub noses as a form of greeting. A kiss on the cheek signifies warm greetings in many western cultures but in Japan, public kissing is frowned on, an action reserved for one’s private life.

Facial expression vary across cultures; so is the meaning of gestures, e.g. “a thumbs up” is a positive sign in the United States, but in Greece it is negative. Thus, gesture are not accepted in the same manner throughout the world.

So individual cultural variables and national cultural variables exist as barriers in communication. When communicating with business people in a foreign country, one must realize the overall national and individual cultural differences. These macro or global constraints and variables, must be understood by the communicators while working with working foreign receivers of their messages.

PSYCHOLOGICAL BARRIERS

There are certain barriers that exist in the minds of the persons involved in the process of communication. The following are the socio-psychological barriers:

1. **Different perceptions:** people have different perceptions, which can act as a barrier in communication. For instance, a student may sit in the classroom in a relaxed manner, which may be perceived by the teacher differently. One teacher may feel that the student is not interested in the lecture, whereas, another teacher may think that the student is quite interested in the lecture. The different perceptions occur due to level of confidence, relations between the sender and receiver of the message, past experiences, etc.
2. **Close mind:** There are some people who think and believe that they know everything about a particular topic or subject and such will close their mind to the topic being discussed, even though some new facts may be discussed. Closed mind can be a great barrier in communication. To break this barrier, people must admit to themselves that there is always a room to learn new things and as such learn to listen attentively with an open mind.
3. **Poor retention:** poor retention on the part of the recipients of the message acts as a barrier to effective communication. Quite often, a good amount of oral instructions are not retained. Therefore, there is a need to have written communication, especially in the case of important and urgent matters.
4. **Emotions:** The emotions of a person whether sender or receiver of the message affects the communication process. For instance, if the sender is angry, worried or excited, then his thinking process will be affected and he will not be in a position to organize the message properly. Emotional disturbances also affect the receiver of the message and he may not pay proper attention to the message or he may not understand the message properly.
5. **Slanting:** slant means to distort in writing or telling. The receiver may distort the message, especially when he communicates the same to some other person. He may colour the message as per his own interpretation and prejudice. For example, in a firm, the top management informed the superiors to tell the workers that '**lunch breaks to be strictly adhered to**'. The message was slanted or distorted as '**workers should eat to their full satisfaction**'.
6. **Filtering:** In this case the sender of the message manipulates information in such a way that it appears more favourably to the receiver. Due to filtering, the receiver does not get objective or proper information. For instance, a subordinate when reporting to his superior may hold back some unfavourable information and convey only favourable information, which he thinks the boss may like to hear. As a result of this the superior may not get exact or correct information.
7. **Wrong assumptions:** the participants in the communication process may make wrong assumptions, which can create a barrier to effective communication. There are chances that the assumption made by the sender may be different from that of the receiver. For instance, a person may make an assumption of another to be lazy because he does not shave regularly. This may not be the right assumption.
8. **Impatience:** nowadays, people are impatient. They often communicate hastily or listen impatiently. The listener may react instantly even before the communication is completed. Impatience can occur on the part of the sender and/or the receiver of the message. To avoid this barrier, the only alternative is to have patience both with the sender as well as with the receiver of the message.
9. **Rambling:** It refers to talk or write aimlessly, without connection of ideas. If the message is not planned properly, then there can be rambling on the part of the sender. Rambling can occur in the receiver of the message when his mind gets distracted. He may be physically reading or listening but mentally his mind may switch off.

10. Unsolicited communication: unsolicited communication has to face greater barriers than solicited communication. For instance, a person may not pay attention to the advice given when not called for. However, advice is sought, then he may pay attention to what is being advised. This means people are unresponsive to communication if it is unsolicited.

To overcome physical barriers,

- Maintain all instruments communication like telephone, intercom systems, telex, typewriter, microphone etc. in good working condition.
- Ensure less noise during the conduct of meetings by providing soundproof rooms or calm, peaceful and pleasant surroundings.
- To overcome physical distractions, try to prepare well written documents which are clear, concise, and comprehensive. When preparing oral presentations try to find a setting which permits the audience to see and hear the speaker clearly.
- Plan your meetings keeping the time difference between difference countries in the world in mind.
- Choose the richest media for complex message and use multiple channels to communicate instead of relying on one channel to ensure understanding b one and all.

To overcome semantic barriers,

- Use concrete and specific language.
- Avoid use of jargons.
- Keeping the receivers in mind, use simple and short sentences.
- Pay attention to your pronunciations and accents.
- Ask or feedback so that you can clarify and improve your message, if necessary.

To overcome psychological barriers,

- Be aware of your own state of mind/emotions/attitude.
- Avoid making demands on a receiver who doesn't have the time to pay careful attention to your message.
- Set aside enough time for important messages that you receiver.

To overcome socio-cultural barriers,

- Avoid drawing conclusions about an entire cultural group based only on few examples or on the basis of your own culture or on the basis of your understanding of their mention of origin for one nation may have several distinct cultures.
- Provide adequate, relevant and truthful information to avoid communication breakdowns due to misunderstandings in culture. In your address, do not be exclusive to people of certain community or cultures and avoid using connotations that may be derogator to them.
- Managements should facilitate learning about other cultures through cross-cultural training sessions in order to sensitize employees to the cultural differences across the world.

To overcome various organizational barriers, the following safeguards ma be followed:

- Organizational policies, rules and regulations should be interpreted broadly to allow for individual perceptions and beliefs.
- To overcome status barriers, create a fair and just environment through your accessibility and honestly and by including employees in decision making.
- To overcome structural barriers, adopt techniques such as employee surveys, open door policies, newsletters, memos, and task group to encourage two-way communication and to generate an atmosphere of trust.
- Provide basic facilities in your organization.

- To overcome information overload, try to analyse the meaning of the information before passing it on and set priorities for dealing with the information flow.
- Conduct training in communication and multitasking and provide gender sensitization programs.
- To overcome barriers arising due to behavioural differences, deal with doers, influencers and connectors differently. While communicating with doers, talk to the point. When communicating with the influencers, present a cheerful and sympathetic front and allow them to cut off your sentence while continuing the conversation afterwards or pretend to be influenced by them while continuing the conversation afterwards or pretend to be influenced by them while conclusively making your point. When communicating with connector, avoid small talk but make sure to seek and praise their opinions.

HERAMB

6. LISTENING SKILLS

MEANING AND IMPORTANCE OF LISTENING SKILLS

Listening is an important aid to communication. Listening with understanding is not merely hearing with ears but really in the mind. It seems to be assumed that as long as we don't have a physical hearing deficiency we are automatically capable of 'listening' from the day we are born and do not therefore need to be taught. But hearing is a passive activity, one does not have to put efforts to hear; ears will do their job of hearing sounds unless they are closed or defective. It is a natural and effortless activity, whereas 'listening involves effort and attention. It is a conscious effort by the receiver to perceive and understand the message, give meaning to those sounds and words uttered. As **Keith Davis** says; "**listening is a conscious, positive act requiring will power.**"

Listening skills seems to be a sadly neglected area in school and colleges. You were probably taught to write, from the first day to the last; you were taught to read and speak at least up to a basic level of ability in the school, but most of us were left our own devices in acquiring and perhaps refining our listening skills. Listening, though sometimes considered as merely a passive skill, about which we can do very little, is crucial to good communication, as it is really the receiver – the listener – who communicates rather than the speaker. Unless somebody listens to the message and understand it, there is no communication; it is only a noise.

ADVANTAGES OF GOOD LISTENING

There are no two opinions that listening is an important aspect of communication. One study conducted by an American firm to find out on how its members spent their time communicating, reveals that-

- 4% of the time in reading.
- 11%-writing.
- 22%-speaking.
- 63%-listening.

There are several such studies conducted by various researches and organizations, which indicate that a good amount of time is utilized in listening. It is true that one bad listener can do more damage than all good listeners can compensate for. The advantages of good listening is as follows:

- 1. Helps to obtain information:** Listening helps to obtain information. For instance, when a manager listens to view point's of the subordinates, he can obtain valuable information in certain cases. The listener also can obtain new ideas after listening to the speaker.
The speaker may express the ideas, or they can be developed on the basis of information provided by the speaker.
- 2. Helps to solve the problems:** Listening helps to solve the problems in the organization. Problems can be solved when individuals and groups listening to each other. This does not mean that they must agree all the time with other's point of view. Proper listening helps to spot sensitive areas and find out solutions before they become explosive. Listening may also help the other person to view the problem more clearly and therefore work out possible solutions.
- 3. Develops better relations:** Listening helps to develop better relations among the people in the organisation. For instance employee may have certain grievances against the management. If the management listen to such grievances properly;

hostile feelings about management may diminish in the minds of the employees. Thus the relations between the management and employee improve significantly, which in turn can improve efficiency of the organisation.

- 4. Helps to know organisation:** listening carefully to other people in the organisation enables to know what other people in the organisation think about the company's policies, plans and activities. Listening, specially to the grapevine will enable to know what others in the organisation think and feel about the organisation. This will enable the management and others to know the organisation better.
- 5. Helps in framing plans and policies:** Proper listening to subordinate in the organisation helps the management to frame proper plans and policies. The management must invite suggestions or view points from the employees or subordinates in the organizations. After careful analysis of the suggestions or viewpoints, the management may be in a better position to frame proper plans and policies, which may be easily acceptable to the subordinates.
- 6. Helps to share experiences:** Listening helps to share experiences. For instance, in conferences, experts can share their experiences with the participants. In committees, the senior members o the committee-can share their experiences with the junior members. Such sharing of experiences can be a good learning experience to the listeners.
- 7. Helps in decision-making:** Listening helps in proper decision-making after careful listening to the subordinates as well as to the superiors, managers can make proper decisions relating to incentive schemes, marketing activities, and so on.
- 8. Provides encouragement:** Listening helps to provide encouragement to the speakers. When the listener listen with the interest and attention, it motives the speaker to put in his best performance in providing information or sharing ideas and experiences.

OBSTACLES TO EFFECTIVE LISTENING

There are several barriers to effective listening. Many of the barriers to communication (discuss in earlier chapter) are barriers to effective listening. In particular, the following are the obstacles to effective listening:

- 1. Marginal listening:** listening is faster than speaking. Studies indicate listening is three times faster than speaking. The difference between speaking speed and listening speed gives excess time to a listener. While the speaker speaks. This excess time results in diverting the attention from the message communicated, and thus listeners may not pay attention once they get distracted.
- 2. Language barrier:** The language can act as a barrier in listening. At times the speaker may not have a good command over the language. And as such the listeners may not pay attention to what the speaker speaks. The speaker may also speak in a language, which is not familiar to the listeners. For instance, the speaker may speak in English language whereas, the listeners may have difficulty in understanding the same.
- 3. Emotional problems:** The emotional problems on the part of the listener can act as a barrier to effective listening. The listener may be upset or angry with some matter or even with the topic under discussion. As such he may not pay attention to what is been discussed by the speaker. There are also cases, where the listeners is excited or very happy over some incident, as he may be engrossed in that happy incident.
- 4. Noise:** It can be one of the main obstacles to effective listening. There can be noise in the environment such as traffic noise that can disturb the listener. Again, the noise can be in the means used by the speaker such as sound system.

5. **Dislike of the speaker:** the listener may develop a dislike for the speaker. This be due to physical appearance of the speaker, his body language, his pronunciation, his views, etc. such dislike develops a negative attitude towards the speakers, and the listener may nit accept or pay attention to what the speaker says.
6. **Preconceived notions:** There may be preconceived notions about the subject or topic being discussed. The listener may consider the topic to be meaningless, or boring, or too difficult, or to easy. In such a case the listener may not pay attention to what the speaker speaks.
7. **Intellectual listening:** There are intellectual speakers who make mental notes most of the time. They keep their eyes shut while doing so. As such they miss many of the finer shades of meaning and sentiments that go with the speakers language – facial expression, gestures, etc.
8. **Fake listening:** There are some persons who are great pretenders. They make believe the speaker that they are very much interested in the talk, they may node approvingly, or may put up a satisfied expression on their face, but in fact they may not be paying any attention to what the speaker says.

TIPS FOR CULTIVATING GOOD

LITENING SKILLS

Listening is a skill that can be developed. The following are the guidelines for developing good listening skills:

1. **Be interested:** Show good interest and desire to listen. This will help you to avoid distractions, and pay proper attention to the speaker's address or message.
2. **Be prepared:** The listener must be well prepared for the talk or discussion. The listener must do a good homework, if need be. Arrive in time or the talk. Sit at a comfortable place and distance. Make proper arrangements to take down notes, if need be.
3. **Stop talking:** The most important guideline to effective listening is to stop talking with others near you. It not only distracts other listeners, but may also put the speaker in discomfort.
4. **Concentrate:** A good listener must exercise mental discipline over himself. Concentrate on what speaker says. Do not get distracted by the physical appearance of the speaker or some other disturbance. Only when you concentrate properly, you can listen well.
5. **Avoid distractions:** Do not create distractions such as fiddling with pen, notebook, tapping the floor, looking out of window, etc. do not crack jokes at the speaker, or participate in such cheap acts.
6. **Put the speaker at ease:** The listener should make the speaker comfortable. Through the use o body language such as positive nodding of head eye contact with the speaker, positive facial expression, or such other positive signs would put the speaker, at ease. This would enable the speaker to express his views, ideas, and opinions more clearly and convincingly.
7. **Be open-minded:** Be in a positive frame of mind. Avoid preconceived notions about the topic and of the speaker. Don't let our prejudices, beliefs, attitudes, ideas and values feel threatened and insulted, so that you close your mind to what the speaker has to say. Try to respect the viewpoint of those with whom you disagree. You have to keep in mind that you may be wrong.
8. **Avoid contradictions:** You should avoid contradictions of what the speaker has to say. Avoid saying words like **"this makes no sense"**. **"This is utterly rubbish"**, **"I**

think you are wrong". Such contradictions may put the speaker in discomfort and may discourage him from speaking effectively.

- 9. Avoid interruptions:** you should avoid unnecessary interruptions. You may interrupt only when it is really necessary. For instance, the speaker may go off the track, i.e., he may keep the main topic side-ways and divert to some other topic, or there may be too much emphasis on certain point, or there may be a need for an example for clarity, then the listener may interrupt the speaker.
- 10. Empathize with the speaker:** The listener should try to empathize with the speaker. The listener should place himself in the position of the speaker, and try to share, the emotions, feelings, and thoughts of the speaker. This would make the speaker to be more comfortable, and he would be in a better position to express his views and ideas.
- 11. Listen to the main points:** You should listen to the main points, You must discriminate between main points and supplementary points and also between an idea and an example. Do not think over too much over one point that has been made by the speaker, as this will prevent you from paying attention to the subsequent points or matter.
- 12. Take notes:** You may make brief notes of the important points or examples, especially when the message is essential to you. But avoid taking down too much of notes- i.e., anything and everything, which the speaker says, as you may not be able to pay attention to what the speaker tries to emphasize. Making notes has advantages as it helps you to concentrate and forces you to try to understand what is being said. The notes can also be used for reference. The speaker may be motivated as well.
- 13. Summarize and Evaluate:** The listener must summarize and evaluate the views expressed by the speaker. Such evaluation will help the speaker to check that he has understood the views or ideas expressed by the speaker, which in turn would enable to take proper decisions.
- 14. Provide feedback:** Provide feedback to the speaker. You may discuss an important point made by the speaker. However, do not over praise the speaker, as some speakers do not like over praising, and they may think it otherwise.

TYPES OF LISTENING

All listening is not of the same type. It depends upon the content, the purpose, the speaker and the listener. Different situations call for different listening skills. For instance, when the top management explain the overall plans of the organization, (as a marketing manager) you would listen attentively to those matters relating to the marketing department, and may not pay that much attention to matters relating to other departments. Again, you may evaluate the information relating to the plans for your department, which would enable you to make proper making decisions such as framing plans and policies for the marketing department or you may give feedback to the top management in the respect of those areas concerning your department.

In general, the following are the different types of listening:

- 1. Discriminative listening:** It is also referred as "content listening". The listener may pay attention to important parts of the speech/ talk of the speaker, and may not pay attention to what is so important. The important aspect may be retained by the listeners in his mind, whereas, the non-important aspect may not be retained. The listener may ask for clarifications, but basically the information flows from the speaker to the listener. The job of the listener is to identify the key points of the message. For instance, a manager, while listening to his subordinates may

discriminate between the important and not so important parts of their communication and accordingly make a decision.

- 2. Evaluative listening:** It is also referred as “**critical listening**”. A good listener must review and make mental summaries of what is being said or spoken by the speaker. A listener may or may not agree to what the speaker says. One may not totally agree to what the speaker says. Also, one should not jump to conclusions without analysing what is being said. Proper attention must be given to what the speaker communicates. There may be good interaction between the speaker and the listener.

Proper evaluation of the speaker’s ideas would enable the listener to check that he has understood the ideas expressed by the speaker, and may accordingly make decisions on the basis of such ideas. For instance, when the sales manager makes sales projection for the next year, the production manager may evaluate the implications of the sales projection for the production department. If required, he may present his point of view.

- 3. Empathic listening:** It is also referred as “**active listening**”. Empathy refers to the ability to share in another’s emotions feeling or thoughts. The listener should put himself in the position of the speaker so as to share his thoughts, feelings and emotions. This would bring relief to the speaker. For instance, when a superior listen to his subordinates problems or grievances, he must empathize with them. This helps to understand the subordinates better, which in turn helps to develop relations with his subordinates.

- 4. Appreciative listening:** The listener should appreciate the speaker of his views, opinions, and ideas. Appreciation can be expressed through body language such as nodding of head, supportive facial expression, eye contact with the speaker, and so on. Such appreciative listening, would put the speaker at ease, and would boost his morale. This would motivate him to express his ideas, views and opinions more convincingly.

7. THEORY OF BUSINESS LETTER WRITING

Need and Importance of Correspondence

Correspondence refers to communication in writing. It is an exchange of ideas, information, views and opinions in respect of certain matter in a written form. Business communication can be the form of letters, invoices, circulars, bills, memos, reports, etc. Communication is often regarded as **silent salesman**, because it has to convince the addressee and induce him to act upon the message as expected by the sender.

Today, an organisation has to deal with a number of outside agencies. i.e., customers, suppliers, government agencies and others. Personal contact is neither possible nor feasible. Oral communication through telephone may not generate desired response. In such circumstances, written communication is a must and it is quick and economical.

PARTS OF A BUSINESS LETTER

The Various Parts of a Letter are as Follow:

- 1. Letterhead:** It refers to name, address, telephone number and such other details. It introduces the firm/sender to the reader. The letter head must be attractively designed.
- 2. Date:** It refers to date, month and the year. A date in the letter has legal significance. It also helps for filing and referencing. Generally, date is written on the right hand side below the letterhead, but nowadays some companies write on the left-hand side. The date may be preferably written like this: "**8th August, 2014.**"
- 3. Reference number:** It helps for filing and referencing ways of writing a reference number. It depends upon the requirement of the sender. For instance, a reference number of a letter regarding dues collection can be shown like this DC/MP/108/14. (DC= Dues Collection, MP= Manan Prakashan (party); 108/14= letter number sent in 2014)
- 4. Inside address:** It refers to name and address of the receiver/addressee. This is always written on the left hand side. Whenever required Shri, Smt, Mr, M/s, etc. Must be typed.
- 5. Salutation:** It refers to greeting to the addressee. It is written just below the inside address. Sir, Sirs, **Madam, madams**, dear sir (s), dear madam, **Dear Mr. Vaz, Dear Mr. Michael Vaz**, etc. To be used depending upon the relations with the receiver. For instance, if you are very familiar with, receiver then you can address him with a solution as '**Dear Mr. Vaz**'. If you are not familiar then you can use '**sir or Dear sir**'. To show mark of respect, one can use respected sir. It is to be noted that in business letters, it is advisable to address the party with his name in the solution. For example, dear Mr. M. Vaz or dear Mr. Michel Vaz. This gives a personal touch to the letter.
- 6. Subject line:** It is necessary to mention the subject to which the letter relates. The subject line helps to sort out the letters and immediately the receiver may come to know the purpose of the letter. For instance, a complaint letter may contain a subject line like this: "**complaint against defective goods....**"

7. Body of the letter: This contains the subject matter. It must be divided into paragraphs. Every separate idea or point must be presented in a separate paragraph so as to facilitate quick and easy understanding.

8. Complementary close: It refers to the regards or respect which the writer wants to convey to the reader. It must agree with the solution.

Salutation	Complementary close
Respected sir, Sir, Dear Sir	Yours faithfully
Dear Mr. Sam Nair	Yours faithfully

It is to be noted that some organisations use “yours truly” instead of “Yours faithfully”. In countries like Japan and Germany, “Yours Sincerely” is used even when the salutation is “Dear Sir”.

9. Signature: Every letter must contain the signature of the sender. It has legal significance. **It reveals the identity of the sender.** The signature must be always be hand written and do not rubber stamped, especially on important letters. Below the signature, the name and designation must be types. If a person is signing on behalf of boss or someone, then ‘for’ or ‘Per Pro’ should be typed before the signature.

10. Identification Mark: At the bottom of the letter, there may be initials of the clerk, who types the letter. This mark is put to hold the typist responsible for any grammatical or other errors, if any. However, the sender is overall responsible for the letter.

11. Postscript: If the writer wants to insert additional matter after the completion of the letter, then such matter is written by indicating a **P.S.** as far as possible, Post-Script must be avoided, as it shows carelessness of writer.

12. Enclosures: They are the documents sent along with the letter. If there are any enclosures, then they should be stated serially at the end of the letter.

A NOTE ON POST SCRIPT

The word post-script comes from the Latin phrase “**Post Scriptum**”. It means written afterwards. If the writer wants to insert additional matter after the completion of the letter, then such matter is written by indicating “**P.S.**” at the bottom of the letter. If the post-script is used, then it must be initialled by the writer.

There are cases when the post script is deliberately written. This is done by excluding some important matter or sentence from the body of the letter. It is written at the bottom of the letter to attract the attention of the receiver on that particular line. The moment post-script is initialled; it may result in more attention of the receiver. The receiver often remembers the contents of the post-script rather than the matter in the body of the letter.

There are some writers who write some important matter in the body of the letter and again write it for the second time, against the word P.S., at the bottom of the letter. This is done to highlight the important matter.

Although, some people may find it important to write post-script in the business letter, there are people who are of the opinion that the post-scripts should be avoided as far as possible. This is because; post-script shows carelessness on the part of the writer. Thus, it may create a bad impression of the reader in the mind of the receiver.

STRUCTURE OR LAYOUT OF A BUSINESS LETTER

The structure or layout refers to the arrangement of different parts of business letter. The layout is a plan or a blue print which shows which part of the letter should be

placed where, which part should be placed first or sideways, and so on. A good layout gives a pleasing look to the letter. As far as possible, the layout must be simple, pleasing, and appealing to the reader.

Different part of the letter must be so arranged that it gives a unified look. There must be proper margins on both the sides of the letter. Proper spacing must be kept between paragraphs. The layout should indicate short paragraphs rather than lengthy paragraphs. The proper margins, the spacing between the paragraphs and also between the different parts of the letter will give a pleasing look to the letter.

Types of Layout

There are mainly four types of layout of letter:

- a) Full block form of Layout
- b) Semi-Block Form
- c) Modified Block Form
- d) The Hanging Indented Form

Letter style- 1: FULL BLOCK FORM OF LAYOUT LETTERHEAD

7TH MAY 2017

**Mr.Sadasarvada Limaye
A-2 , Limaye cottage,
Netaji Subhash Road,
Mumbai-1.**

Dear Mr. Sadasarvda

This letter style has caught the fancy of today's businessmen. It is called "full block form" because the inside address, the salutation and the paragraphs of the letter are arranged in blocks without indention. Every part of the letter from the dateline to the complementary close beings from the left hand margin. They are separated from each other by double spacing. Even if the subject line is added, it too commences from the left hand margin.

The biggest advantage that this form offers is that it saves typing time because of the total absence of indentions and because of the alignment of most parts with the left margin. It is a very useful and business-like form. It is fast gaining popularity even in our country. But this form is criticised by some on the ground that it is "side heavy and unbalanced". Being heavily tilted to the left, it presents a lop-sided appearance. This form follows the "open punctuation" system.

**Yours faithfully,
Sd/-
Manager**

Letter style- 2: SEMI-BLOCK FORM**LETTERHEAD**22ND MAY 2017

General manger
Nirmal Textile mills,
27, D.B Joshi Marg,
Mumbai - 400012.

Dear Sir,

This form tries to combine the good features of the fully indented form and the full block form. The inside address is in block form (with or without open punctuation) while the body of the letter is in the indented form, with the paragraphs properly indented five spaces away from the margin. The complimentary close and the signature come at the right hand corner below the body of the letter.

Many business houses use this form because of its good appearance. The blocked inside address gives compactness to the letter. This form is liked by those who, though somewhat conservative, do not have the heart to dispense with attractive and time-saving block form.

Yours faithfully,
Sd/-

Sr. Administrative manager

SDM/MDK

Letter style-3: MODIFIED BLOCK FORM**LETTERHEAD**

December 25, 2017

Prof. Praful Bhatt
Director of sports,
University of Bangalore,
Jayanagar,
Bangalore – 25.

Dear Sir,

This is an example of the Modified Block Letter Style, from its very name it is clear that it is a “modified” version of the full block form. The main difference between this form and the full block form is the placement of the date; the complimentary close and the signature block which are aligned with the right hand margin. All other parts begin from the left hand margin and are fully in the block form. The inside address is in block form, with open or closed punctuation.

This form has the same advantage as the block form – that of saving the typist’s time as it does not contain a single indentation. It gains compactness from the unbroken left-hand margin. At the same time, it looks balanced because of the alignment of the dateline etc. with the right hand margin.

This form is widely used today because of its attractive appearance. However, some businessmen do not like this form because of the absence of familiar indentions.

Yours faithfully,
Sd/

Sales Manager

ASM/YMS

Letter style-4 :THE HANGING INDENTION FORM

2ND OCTOBER , 2017

Mrs. Madhur Vaidhya
Kamak Kunj,
Gokhale Road, Naupada,
Thane - 400602.

Madam,

This is the hanging Indention form. It is also known as Hanging Paragraph style. It is a very unusual and eye-catching style. It has the address in block form. The first line of each paragraph is typed directly from the left margin. All the subsequent lines of the paragraphs are typed in block style below the second line.

As the paragraphs look as if they are hanging from the first line, this letter style is called the “hanging” form. This style is commonly used in sales and advertising letters. Since the first line of each paragraph catches the eye of the reader, businessmen can use this form to good advantage by heading the salient facts about the product to be sold. This form is, however, very inconvenient to the typist. The frequent use of tabular stop because of the indented lines wastes typing time.

This style is very inconvenient for daily correspondence. It is therefore not used for routine business letters. The critics of this form say that it has a distracting effect because it focuses the reader’s attention on the style rather than on the substance of the letter.

Yours faithfully,
Sd/
manager

PRINCIPLES OF EFFECTIVE LETTER WRITING 7C'S OF COMMUNICATION

The seven C's of communication refers to seven very important features of effective communication. They are as follow:

1. COMPLETENESS

Every communication must be complete. It should convey all facts required by the audience. The sender of the message must take into consideration the receiver's mind set and convey the message accordingly. In order to do so, try to answer the questions like Who?, What?, When?, Where?, Why?, and How? This ensures that the message is complete in all respects.

A complete communication

- Builds reputation for the organization.
- Is cost effective.
- Answer all possible queries.
- Helps informed decision-making by the receivers of message.
- Is persuasive by itself.

2. CONCISENESS

Thus although you must provide complete information, you should only select relevant details. Moreover, this information should then be sent in as concise a manner as possible. This can be done by conveying the message by using few words and avoiding extraneous information. Remember that all businessmen have very short time. Hence a concise message from you saves the time and expenses for both the parties. For achieving conciseness, avoid wordy expression and refrain from unnecessary repetition.

Stick to the purpose of message Delete irrelevant words. Avoid long introduction, unnecessary explanation etc. Use of pronouns and initials can be useful in this respect. A concise communication:

- Is both time-saving and cost-saving.
- Highlights the main message.
- Uses limited words.
- Appeals to the receivers.

3. CONSIDERATION

Consideration means to keep in mind where the receiver's Interest lies. You must think like your client and provide information according to his view point, background, mind-set, education level, etc. Picture in your mind what he requires and modify your words in message to suit the audience's need while making your message complete. A considerate communication:

- Uses "you" approach.
- Keeps client's interest in mind.
- Uses positive connotations.

4. CONCRETENESS

Message should be specific instead of general. This concreteness in formulating messages strengthens the confidence. Concrete message:

- Are based on specific facts and figures.
- Use words that make the message clear.
- Are rarely ever misinterpreted.

5. CLARITY

Clarity implies emphasizing on a specific message or goal at a time, rather than trying to achieve too much at once. To achieve clarity, you should always choose precise words. Always choose familiar and easy words. Messages need to "Hang together." Ideas need to flow from one to the next smoothly. You can achieve this by outlining your messages, writing simple sentences and focusing each paragraph on one idea. You can also improve the coherence of your message through parallel structure, connecting words and phrases, and guide posts.

Clarity in communication:

- Allows conveying of accurate message.
- Makes understanding easier.
- Allows complete comprehension of thoughts and ideas packed in the message.
- Makes use of exact appropriate and concrete words.

6. COURTESY

In business communication, display courtesy is very important. you may want to deliver a message that is correct and you know that it is bound to be useful to the receiver, but it will not be well received unless it demonstrates professional courtesy. So while it is important to deliver positive message that build goodwill, it is more important to keep the feelings and perspective of the receiver in mind. You must never come across as rude or offensive. Be careful regarding usage of gender specific language and usage of proper titles for courtesy stems from a sincere you- attitude. It is not merely politeness with mechanical insertions of four magic words, but a reflection of your respect and concern for others. Courteous communication generates a special tone in their writing and speaking.

Courteous message:

- Gives due consideration to the receiver's viewpoint or feelings.
- Is positive in tenor.

- Displays sincerity tactfulness, thoughtfulness, appreciation and respect for the receiver.
- Is not discriminatory.

7. CORRECTNESS

Correctness in business writing involves usage of proper grammar punctuation and spelling. Apart from following the mechanics of writing, what is important is that the level of language should be adjusted according to the receivers and the type of writing – Formal or informal. Moreover, the facts and figures used should be accurate. Effective business communication ought to be free from errors. For help, you may use a dictionary or writer's guide for remember, mistakes reflect poorly on your professional image and contribute problems with interpretation.

Thus, correct communication:

- Sends out exact, correct and well-timed message.
- Boosts up the confidence level.
- Positively impacts the readers.
- Presents precise and accurate facts and figures in the message.
- Makes use appropriate and correct language in the message.

USE OF YOU ATTITUDE

The 'you attitude' in business letters is one of the most important facts you attitude does not mean using the word 'you' repeatedly in the business letter. It means writing a business letter with a positive attitude towards the receiver of the letter. The writer should consider receiver's viewpoint. The writer should visualise the reader.

He should visualise his problems, and possible reactions to the letter. Visualising the reader's reactions to the letter is the most important aspect of 'You Attitude' factor in business correspondence. The writer reaction or unfavourable reaction or no reaction.

The 'You Attitude' factor is very much important in the case of letters such as reminder to pay dues. The 'You Attitude' may help the writer to write the letter in a decent manner. In no way, the letter should upset, irritate or insult the receiver. The letter should be so worded that the receiver himself realises his mistake o not paying the dues on time.

The following sentences reflect the 'You Attitude' in business letters:

"This product is built to suit your needs".

"we are sure you'll understand our problem" (dues collection letter)

"Please write for any clarification you want "

"we'll be happy to receive our early reply"

Importance of you attitude:

1. The writer will refrain himself from using harsh words in certain letters, such as dues collection letter.
2. The writer can get a favourable feedback or response from the receiver.
3. It helps to establish good relations between both the parties.
4. The writer develops a positive attitude towards the receiver and the receiver in turn develops a good attitude towards the writer.
5. In indicates a sense of concern for the receiver.
6. It reflects the writer's respect for the receiver.

AVOIDANCE OF JARGON

In business letters we come across certain words and phrases, stereo-typed and selected clichés, the use of which does seem to be accidental. These letters contain stock expressions like 'beg to state', 'beg to remain', thanking you in anticipation, 'enclosed please find' and so on. Having read a number of letters contain such pompous and meaning less phrases, the writer uses them himself at a random. He seems to develop a habit of using this **artificial style** which is often labelled as "**commercialese**" or "**business jargon**".

The principal objection to the use o business jargon is that it gives letters an insincere tone. These strange and trite expressions are so wrongly and mechanically used that communication becomes ineffective and the words themselves either lose their meanings or are taken for granted. It is difficult to estimate the loss in terms of money and energy because of incoherent communication. Orders are often lost; executive directives are not carried out properly. As **R.L. Shurter** puts it, "**business executives at the end of busy days find themselves drawing over memoranda express themselves with a dull ponderousness that can be found only in business communication.**"

This highly decorative style of writing business letters, which originated in England and which initially proved attractive due to its novelty, received a systematic following in our country as well. Gradually, a vague feeling that business letter-writing was a special art requiring unusual means for communication developed. All this resulted in the growth of a **rubberstamped style** where the same **hackneyed, conventional** expressions began to be automatically used without any thought whatsoever. This approach has now changed. The American influence on the English language and the growth of competition have made businessmen conscious of the damage being done by commercial jargon. The jargon, being distant, formal and impersonal, rarely succeeds in winning the readers' attention and goodwill. Hence, those who are friendly, sincere and genial, always avoid it in order to make their message appear fresh, personal and natural.

8. PERSONNEL CORRESPONDENCE

CHALLENGES IN APPLYING TO HIGHER EDUCATION INSTITUTES

In modern times, higher education institutes have acquired a very important status. The number of aspirants has increased by leaps and bounds. Not only is higher education valued for its educative worth but also because it is considered as a passport to a better life. In this scenario, it is focused in his goal and possesses the minimal competency level required for the course that he has applied for.

One such practise adopted by most Universities and colleges outside India for graduate studies, postgraduate studies, and doctoral courses is the requirement of a statement of Purpose (SOP) from the candidate. This letter, usually 2-3 pages in length, can make or break an applicant's future. Regardless of the grade point average, work experience, test scores, or undergraduate mastery over the potential future area of study, the Statement of purpose is very influential at most institutions when determining candidacy for admission committee to see whether the candidate will make the transition to a more unstructured and self-directed form of learning in graduate school. They look for evidence of this by seeing how a candidate describes his past research experiences and his future plans. The key is to see whether he has a realistic and well-informed sense of what a graduate student would be expected to do in a degree. But academic excellence is not the only criterion for judging as they look forward to having classrooms with individuals possessing diverse interests.

Some universities expect the candidate to write an essay/ paragraph on some topic. This gives them an opportunity to see how well he express himself, what are his strengths and weaknesses and gives the admission glimpse of the personality of the applicant.

Another requirement of these institutes is the production of one more letters of recommendation. Basically these recommendations are meant to provide a third-person perspective on the candidate as an individual. While his grade/ score is supposed to represent his intellectual capabilities and his essay allows him the opportunity of presenting his point of view, recommendations by those who know him give the university an independent assessment of his skills and qualities.

For admission to foreign universities, apart from the two above pre-requisites, students have to fill up admission form correctly, submit their translated and authenticated documents, take language assessment test required in that country and keep their finance and visas in readiness. Foreign universities take about a years' time to complete all admission procedures and aspirants desirous of seeking admissions to them have to being the process well in advance to avoid being disappointed.

STATEMENT OF PURPOSE

The statement of purpose is often a prerequisite while applying in certain universities here and most higher education institute abroad. You have to submit it along with your application. It reveals the person you are, your past choice and decisions with respect to your career, your professional interests and your future plans. As it is such an important document and well within your control, due care must be taken to make it a successful one. The SoP provides you with an opportunity to talk with the admission committee and impress your worth upon them. You should invest adequate time for writing the SoP. A good SoP will certainly our chance of getting admission to the institution of your choice, and even compensate for weaker, portions

of your application such as less-than-perfect grades. A bad SoP, on the other hand, has the potential to drag down an otherwise strong application.

Writing a reasonably good statement of purpose is challenging exercise requiring care, attention and patience. Self-editing is very important in polishing the essay. You may have to write several rough drafts before zeroing in on the SoP which reflects the real 'You'.

Expectations of SoP is different for the graduation course than for a doctorate seeker. One basis difference is that a doctorate seeker provides details on research interest areas and desired research guide.

Points to be covered in an SoP:

- The course applied for.
- The reason for pursuing the course: your motivation/ drive
- The reason for desiring to join that particular institute.
- Your true experiences that reveals your personality
- Your self-knowledge.
- Your desire to learn.

Sample SoP 1

Amey chandekar

Graduation Program

I desire to pursue a graduate program in xxx university because it offers the flexibility desire for a thorough understanding of the vast and rapidly changing field of education.

My under-graduate syllabi at St.Rodrigues College, a reputed institution in Mumbai, India, exposed me to a Subject entitled "Changing trends in Education and provided me with a good grounding in some of the dynamic changes taking place in the field of Education like new teaching methods, revolutionary models to teaching, changing approaches of Educational Sociology, new technology to aid teaching and also research methodology. Moreover, I have had the opportunity to present papers in national level student seminars on teaching methodology. This has kindled my desire towards innovation and has motivated me to be involved in search activities.

In my final year I worked on a project titled "Tribal Education". The Project was selected as the best project in the category 'Information and communication technology for the development of community'. It aimed at providing basic education to tribals in selected villages in Santhal Garganna in west Bengal. We proposed a novel scheme of educating the women where in each group who were taught by volunteers in turn taught another group and later on testing both groups, they were found to have made equal progress. This project has given me a profound understanding of the various problems faced by educationists at the grass root level: resistance, superstition, male high-handedness, marginalization of women, and child dependency on the mother and how they can be effectively dealt with. I was also exposed to the practical teaching aspect where we experimented and adopted the most effective teaching practices.

Currently I'm working with xxxx educational institution. My work has helped me to gain knowledge about how content in local languages can be exploited to dissuade second language learners from dropping out and how public can be used to bring in more pupils in the classroom. In addition, it has introduced me to the challenges of training the pupils to work in technology enabled areas for the change management process. The direct dealing with human minds thrills me and is one of the major reasons for my interest in the fields of Educational sociology and development of teaching material.

I enjoyed doing innovative work, especially when it leads to practical applications that will benefit impressionable human minds. My idea vision of a career has always been a job that involves creativity, innovation and flexibility. I am confident that higher education would give me the desired push towards a career in research and an opportunity to do well In my chosen field to interest.

I am eager to work under the guidance of the distinguished faculty members of the xxxx university. I am convinced that the facilities in the department of education in your university will be very useful for dedicated involvement in research projects. I believe that a graduate program, in Education in xxxxx University will help me reach my goals.

Sample SoP 2

Sonali Bhavsar

MBA program

I, Sonali Gupta, graduated in commerce from Indian Institute of Foreign Trade in the year 2005. In the Final Year, many of my courses and research activities were in the field of Taxation and Finance with a strong focus on sales tax. I am presently Working in XXX, a firm that is involved in the area of finance. I am applying for admission and financial aid to the MBA program at XXX university. Detailed information about my academic record and my research and other experience is attached to this statement.

In the globalization era, there has been as unprecedented explosion o free trade and exchange worldwide. The world has opened up in the field of finance management. There is much scope for developing new tools. Instruments and methodologies in this field. Given my interest in this area, I eel that a great challenge lies ahead in solving problems of finance. Thus, I aim for a career in international finance with an opportunity for research.

However, to this end, it is essential for me to know all the current developments and techniques related to the finance industry. A post-graduation degree will further strengthen my theoretical grasp while introducing me to the managerial skills. This will also hone my research skills and enable me to develop an expertise in the core areas of financial strategies and global corporate financial operations. I would like to probe specific problem areas such as the application of quantitative analysis to understanding various issues in global finance and improving decision making and studying the effect of increase in global communications on international finance decisions. My research interest are foreign exchange markets, hedging foreign exchange risk, international capital budgeting, corporate financial strategy including mergers and acquisitions.

I possess strong quantitative skills, and am updated on computer applications. My project on the VAT regime in India during my college days helped me to understand rationalization of taxes, input tax credit schemes and its effect on cascading of taxes and the experience itself proved to be beneficial in developing my analytical abilities and have given me the confidence to tackle advanced problems on a macro level. Moreover, being a keep student of commerce, while working on my present job, I have learnt quite a bit of marketing strategy. I am familiar with Russian language and enjoy excellent rapport with my friends and clients. I believe that these abilities will stand me in good stead while doing my MBA.

I have preferred to opt for xxxx university to do my MBA because it offers excellent research facilities and a number of renowned faculty in my area of interest. It also provides a learning environment. Which permits collaborations with other universities both here and abroad. I hope to become a part of this dynamic culture which will enable me to work effectively in all my future assignments.

Types of job applications

Letters of application are of two types, solicited and unsolicited:

Solicited letters: when a letter of application is written in reply to an advertisement by the employer in a newspaper or periodical, it is called a solicited letter of application. The principal advantage in responding to such advertisements is that the letter-writer has definite and authentic information regarding the existence of an opening or a vacancy. The advertisement has also informed him about the qualifications etc., required for the post. However, since the solicited application is one of the numerous applications received by the employer in response to the advertisement, it has to face a tough competition.

Unsolicited letters: when the job-seeker gets information of a vacancy through an indirect source i.e. when he comes to know from a reliable person of an opening existing in a firm, the letter of application written by him is called an unsolicited letter. Sometimes, the job-seeker on his own seeks a few firms where his services could be needed and writes to them hoping that he might be invited for an interview. The main disadvantage in such a situation is that may not be any job available.

SPECIMEN LETTERS OF APPLICATION**A SOLICITED LETTER OF APPLICATION SENT IN RESPONSE TO AN****ADVERTISEMENT****Single letter from (semi-block layout)**

7, Prem cottage,
K.M. Munshi Road,
Pant Nagar,
Ghatkopar,
Mumbai-400075.
25th January 2017
The advertiser,
Box No. RCT-222-A,
The Times of India,
Mumbai- 400001.
Sir,

Re: Post of Assistant Manager in Your Organisation

In response to your advertisement in the Times of India dated 22nd January, 2017, I hereby apply for the post of Assistant Manager and request you to consider me for this position.

I am 27 years old, having good physique and sound health. I passed my B.A. with high second class from the University of Mumbai in 2001. My special subject at the degree course was Economics but I also had the opportunity of studying some useful subjects like business communication, Labour Welfare, and industrial Psychology, in the first and the second year of the integrated degree course. After Graduation, I secured the L.L.B. degree in 2008 and the Diploma in Management Studies in 2010 from the same university.

I worked as personal assistant to the manager in a medium size business establishment in Thane for the next two years and in 2012 I was selected for a similar position by my present employers, M/s. Star Electricals who are among the leading manufacturers of electrical goods in our country today.

My experience of the last four years has stood me in good stead in the performance of my studies, and the position I worked in has enabled me to study closely managerial techniques of taking decisions.

I was a good sportsman during my school and college days. I was adjudged the best athlete of my college for two successive years, from 1999 to 2001. I was awarded the Fr.Fell trophy for being the fastest athlete of the University in the year 2000-2005.

I am enclosing, with this application, copies of certificates of my academic and other attainments. I am also enclosing copies of testimonials issued to me by principals of the institutions where I studied.

I hope that my qualifications and experience will merit your consideration and that I shall be called for an interview when I would have the opportunity to demonstrate my usefulness to your esteemed organisation.

Your faithfully

Sunil Ankola

Encl.: Copies of 5 certificates

And 4 testimonials.

AN UNSOLICITED LETTER OF APPLICATION WRITTEN BY A JOB SEEKER ON HIS OWN INITIATIVE

Single letter from (Modified Block Layout)

3, Santa Monica,
Sunder Lane Orlem,
Malad (west)
Mumbai – 400064.
29th may 2017
The Chief Personnel Manager,
Mata consultancy Services,
16, V.Thackersey marg,
Mumbai- 400020.

Dear Sir,

Dr. Rajdeep Sardesai of the Indian Institute of technology, Mumbai, has informed me that you are looking for a young and energetic graduate, preferably female, to work as stenographer in you highly esteemed organisation. My qualifications and experience meet your requirements admirably.

I am a B.Com of the University of Mumbai, having graduated from the Nurse Monji College of Commerce in 2010 with Business Management as my special subject. In 2012, I successfully completed my Company secretarial Course from Davar's College of commerce. I have to my credit government diplomas in typing and shorthand. My speed in typing is 60 words per minute and in shorthand it is 100 wpm. Moreover, I have an excellent command over the English Language and have the ability to correspond independently.

I have been working as a stenographer in Emco Engineering Pvt. Ltd., Mumbai for the last two years. I have been managing the correspondence single-handedly for the past one year to the entire satisfaction of the company manager. But although I enjoy the work. I am doing, and I am doing it enthusiastically and whole heartedly, the

Smallness of the firm does not afford any opportunity for advancement in the near future.

Prof. DHarmendra Deol of N.M.College and Mr. Sohan Patel, managing Director of India Extrusion Pvt. Ltd., Andheri, have agreed to be my referees.

I shall be delighted if you grant me an interview as soon as it is convenient to you.

Yours truly,

Hilda Gonsalves

Encl.: 1. Copies of certificates and testimonials (6)

2. Passport size photograph.

A Sample Chronological Curriculum Vitae / Resume /Bio-Data

CURRICULUM VITAE

Name : Ajay p. Kothari
 Address : 15, sandeep towers, Mahatma Gandhi Road, Vile-parle, Mumbai – 400057
 Telephone : 8147138
 Date of birth : 17th June, 1997
 Nationality : Indian
 Marital status : Single
 Education : St. Paul's High School, Belgaum, 1981-1991
 Nav Hind College, Mumbai, 1991-93
 S. Poddar College, Mumbai, 1993-97
 N.M. Institute of Management Studies, Mumbai, 1997-2000
 Qualifications : B.com (1st class), Mumbai 'Varsity June 97
 M.M.S/ (1st class), Mumbai 'Varsity June 99
 Dip. In Marketing Management, Mumbai 'Varsity June 2000
 Specialist areas: Computer studies and marketing
 Work Experience : 1999-2000
 Management Trainee : Baron Business system
 2000-2002
 Marketing Assistant: Baron Business systems
 2002-
 Marketing Executive (Sr): Birla software PLC, Mumbai
 Interest : Music, Football, Badminton, Languages
 Referees : Dr. M.S. Deshpande, Principal S. Poddar College, Khar, Mumbai-400051.
 Mr.T.T. Krishnakant, Gen. Manager, Birla Software PLC. Worli, Mumbai-400018

Sumita motors

Plot No 256, Rustam Nagar, Angela Street, Garimapur, Mumbai-400099

Email: sumitamotors.org.in

- Phone: 9898778890,9898776578

Dear Ms. Iyer,

On behalf of the management team, I wish to put on record your untiring efforts and dedication in ensuring the timely completion of project 'X'. The success of the project has set in motion a new collaboration that is hugely desirable in this organization. I thank you for your positive attitude and enthusiasm. I was personally impressed with the way you kept your staff motivated and focused, even in the face of several obstacles. Thank you for putting in your best efforts for this organization. May you be as successful in all that you undertake!

**Yours sincerely,
Rohit Bharadwaj,
HR manager**

RESIGNATION LETTER

Resigning from job is also a part of business life. There are a number of reasons for resigning one's job. Some of these are:

- For better prospects
- Discontentment commuting distance
- To reduce commuting distance
- Shift of residence
- Transfer of husband/wife

In general, the resignation letter should offer

- The date of discontinuing work
- The reason for leaving
- Appreciation for help received during the transition.
- Extension of help during the transition.

However, if you are discontented, your letter should indicate the cause for it, but should not be full of bitterness.

A sample resignation letter

Rohini gupta
54, robin street.
Bhandup, Mumbai-78
June 15, 2017
The Personnel manager
HR Department
Nassey internationals
Dear Sir,

I wish to resign from my position as quality Assurance Personnel at Nassey Internationals with effect from September 15, 2017. I shall be joining Goodshow Corporation where I have been offered the position of personnel manager. I am sure you will agree that this position is a good advancement from quality assurance personnel. Thank you for the opportunities and experience that have been provided to me during my two years of service for Nassey Internationals

Please inform me if I can be of any assistance to you, now or in the future. You may call on me anytime.

Sincerely,
Ms. Rohini Gupta

HERAMB

9. PARAGRAPH WRITING

INTRODUCTION

A paragraph is a group of related sentences that elaborate, analyse and illustrate a short subject and essentially deals with one idea. It is defined as “a distinct division of written or printed matter that begins on a new, usually indented line, consists of one more sentences, and typically deals with a single thought or topic or quotes one speaker’s continuous words.

A key quality of an effective paragraph is unity. A unified paragraph sticks to one topic from start to finish, with every sentence contributing to the central purpose and main idea of that paragraph.

A paragraph, however, is “a group of sentences or a single sentence that forms a unit.” Length or appearance is not a factor in determining whether a section in a paper is a paragraph. In fact, it is not the number of sentence that construct a paragraph, but the unity and coherence of ideas among those sentences. For instance, in some styles of writing, particularly journalistic styles, a paragraph can be one sentence. Ultimately, strong paragraph contain a sentence or sentences unified a round one central controlling ideas.

But a strong paragraph is more than just a collection of loose sentences. Those sentences need to be clearly connected so that readers can follow along; recognizing how one detail leads to the next. A paragraph with clearly connected sentences is said to be coherent and cohesive.

Each paragraph deals with a distinct point of subject of the opening sentence should indicate what this is. The controlling idea functions like a seed through which the paragraph will grow. The decision about what to put into your paragraph, ultimately beings with the germination of a seed of ideas, which is often called brainstorming.

Building paragraph can be just as involved as building a major skyscraper: there must be a careful foundation supports each paragraph just as there must be careful foundation that supports each building. Any cracks, inconsistencies or other corruptions of the foundation can cause the whole write-up to crumble.

PURPOSE OF A PARAGRAPH

A paragraph is a series of sentences that are organized and coherent, and are all related to a single topic. Almost every piece of writing you do that is longer than a few sentences should be organized into paragraphs. This is because paragraphs show a reader where the subdivision of an essay begins and end, and thus help the reader see the organization of the essay and grasp its main points.

The purpose of any paragraph is to express an idea. It enables one to rework the ideas in various ways. Some of these ways are enlisted below:

- To explain what is in an idea,
- To group ideas in to specific categories
- To express what a person, place, or thing is like or where a place is located,
- To write about the similarities and differences between two or more persons, place, things, or ideas.
- To describe a series of events or a process in some sort a order,
- To make a choice regarding which object, idea, or action is preferred,
- To explain how or why something happen,
- To make judgements about peoples, ideas and possible actions.

CHARACTERISTICS OF PARAGRAPH

A paragraph is no doubt a composition by individuals. Yet, it manifests certain common characteristics may be depicted follow:

- **Unity:** all of the sentences in a single paragraph should be related to a single main idea which is often expressed in the topic sentence of the paragraph.
- **Clear relation to the central idea:** The sentences should all refer to the central idea, or thesis, of the paper.
- **Coherence:** the sentences should be arranged in a logical manner and should follow a definite plan for development.
- **Well-developed:** every idea discuss in the paragraph should be adequately explain and supported through evidence and detailed let work together to explain the paragraphs controlling ideas.
- **Variety:** this is another important characteristic of a good paragraph. The sentence patterns used in the paragraph must be varied. There should be long and short sentence, simple and complex, direct and involved, strait forward and inverted.

EXAMPLES OF PARAGRAPH WRITING

SHORT COMPOSITIONS

Example 1:

ENGLISH IN INDIA

Though, it is more than half a century after British Raj, Indians unfortunately still can't stop grovelling. So most official correspondence we find still has sentences like "I beg to remain your obedient servant" or "begging the favour of your esteem perusal" (consideration).

No wonder then, that five years ago, our English skills left even a renowned language expert baffled. He went through some of our tongue-twisting bank and insurance documents and was thoroughly puzzled. He had, also, never heard of words such as 'a preponed appointment' or 'a preplanned move'. He tried telling several professionals and executives that language is or communicating and is not meant for pleading or impressing. At the end, he concluded that Indians had a puzzling reverence (respect) to heavy style. So he conducted workshop just to make participants exercise their language skills to rewrite wills and contracts without the heavy style.

But two centuries of British colonial rule. And its brush with 15 Indian language and several thousand dialects has given English an identity crisis in the country. It has become a cook-tail of Victorian vocabulary, American slang and desi expressions. So a Mumbai executive 'Kholed' (opened) a file. While another, who is checking spellings on his personal computer is puzzled as to whether it is favour or favor, realising or realizing.

Coming back to Indian English, one can't deny the impact of Indian words on the English language. Some of them have found acceptance everywhere. One such example is that of 'Chamcha', which is a recent addition to the growing list of Indian words in common usage. According to the dictionary, the word meant spoon in 20th century language usage but it now refers to a 'boot-licker and flatterer'. Similarly, the word 'juggernaut' has been taken from jagannath. The reason is based on a story that frantic devotees allowed themselves to be crushed by the wheel of the chariot carrying the idol of Lord Jagannath as it was being moved in a procession. Thus the word 'juggernaut' has come to mean 'an irresistible ruthless force that destroys everything in its path'.

Example 2:

RACIAL AND RELIGIOUS PROFILING OF TERRORISM

The human civilization today is beset with many problems but one problem which has created a lot of tension in recent times is that of terrorism. This has resulted in a total break-down of tolerance and in some ways has also brought about an interference with human rights.

Different nations have perceived terrorism differently and have responded in different ways to terrorism threat. Countries in the west have reacted with a rising paranoia (abnormal tendency to mistrust others) and hysteria. They have resorted to deeply offensive measures that reflect racial and religious profiling. This means the practice of a law enforcement officer targeting an individual on the basis of race, accent, nation of origin or ethnicity or religion for investigation. In contrast to this, countries like India, who have long been grappling with these problems, had until the recent past mainly resorted to blame-games with the neighbours.

However, lately in most nations, similar tendencies as the west seems to be creeping in. This, no doubt, is a matter of great concern. This is so because racial and religious profiling are counter-productive and potentially tragic in its consequences. The west has sought to rationalise such profiling on the grounds that "these are extraordinary times". But this sort of profiling may not be efficient. In fact, they alienate entire communities. An obsession with appearances or with a specific ethnic religious group has often diverted attention from real criminals who did not conform to the investigators' prejudices. Studies have demonstrated that when police use race or ethnic appearance as a factor in law enforcement, their accuracy in catching criminals diminishes.

It is useful to remember that one should not criminalise a section of humanity due to the actions of a few among them. Counter-terrorism demands the use of force, but it must be focused with the fixed purpose of stopping further damage. It should punish the guilty severely but never seek to harm the innocent.

We are in the middle of a decisive clash between civilisation and barbarism within each community and further, within each nation. We need to train our guns against bias because the lines between stereotyping, prejudice and bias have now been blurred. There is an urgent need to retain our trust in humanity. One must staunchly refuse to go back to pre-civilisation doctrine of an eye for an eye. For surely, we are civilized today, or are we?

- a) Differentiate between hearing and listening. How does one cultivate effective listening skills?
- b) What is corporate social responsibility? How is it relevant in the business world today?
- c) Explain in detail any five psychological barriers to communication. What are the various means to overcome them?

4. Draft an application letter in response to the following advertisement: 10

“Wanted experienced computer programmers for a company based in Mumbai. The applicant should be a graduate with adequate knowledge in computer programming. Apply, with Bio-data, to Box no.56, The Times of India, Mumbai- 400001”.

5. Draft the following letters: (any Four) 20

- a) You are applying for the Master’s programme in business management at National University of Singapore. Draft the statement of purpose.
- b) Draft a recommendation letter for your marketing assistant who has given your name as referee in his application for the post of marketing manager in another company.
- c) Rakesh verma has been offered the post of Accounts manager in western India Electronics Ltd. Draft a letter of acceptance on his behalf.
- d) Rahul P. has changed his residence from Mumbai to Pune. He has secured a post of sales executive at Tata Chemicals Ltd. Draft his letter of resignation from the post of sales executive at Hindustan Chemicals Ltd.
- e) Mr. Hitarth of your marketing department has worked hard and proved his skills in marketing by contributing for the increase in the profit of your company. Write the letter of appreciation to him.

6. a) Write a paragraph in about 150 word: (any one) 5

- I. Say no to plastic
- II. College life

b) Read the following situation carefully and answer the questions given below:

The Regional manager of Tata Tea, Mr. Joe Broad found that his instructions were not carried out properly by the employees. He thought that the employees were not qualified enough to follow his instructions. So, he tried hiring highly qualified employees. But, the problem occurred again. Soon, Joe Broad realised that the employees were unable to understand his distinctly American accent. He took care to speak slowly using short sentences and simple language, besides repeating a couple of times.

- 1) Identify the barrier. What are the problems faced by the Joe Broad due to the barrier?

3

- 2) What are the steps taken by Joe Broad to overcome the barrier?

2