MANAGERIAL SKILLS AND COMMUNICATION

PGDBA-104



BLOCK 1:
BASICS OF MANAGERIAL COMMUNICATION

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MANAGERIAL SKILLS AND COMMUNICATION

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ROLE OF SELF INSTRUCTIONAL MATERIAL IN DISTANCE LEARNING

The need to plan effective instruction is imperative for a successful distance teaching repertoire. This is due to the fact that the instructional designer, the tutor, the author (s) and the student are often separated by distance and may never meet in person. This is an increasingly common scenario in distance education instruction. As much as possible, teaching by distance should stimulate the student's intellectual involvement and contain all the necessary learning instructional activities that are capable of guiding the student through the course objectives. Therefore, the course / self-instructional material are completely equipped with everything that the syllabus prescribes.

To ensure effective instruction, a number of instructional design ideas are used and these help students to acquire knowledge, intellectual skills, motor skills and necessary attitudinal changes. In this respect, students' assessment and course evaluation are incorporated in the text.

The nature of instructional activities used in distance education self-instructional materials depends on the domain of learning that they reinforce in the text, that is, the cognitive, psychomotor and affective. These are further interpreted in the acquisition of knowledge, intellectual skills and motor skills. Students may be encouraged to gain, apply and communicate (orally or in writing) the knowledge acquired. Intellectual-skills objectives may be met by designing instructions that make use of students' prior knowledge and experiences in the discourse as the foundation on which newly acquired knowledge is built.

The provision of exercises in the form of assignments, projects and tutorial feedback is necessary. Instructional activities that teach motor skills need to be graphically demonstrated and the correct practices provided during tutorials. Instructional activities for inculcating change in attitude and behavior should create interest and demonstrate need and benefits gained by adopting the required change. Information on the adoption and procedures for practice of new attitudes may then be introduced.

Teaching and learning at a distance eliminates interactive communication cues, such as pauses, intonation and gestures, associated with the face-to-face method of teaching. This is particularly so with the exclusive use of print media. Instructional activities built into the instructional repertoire provide this missing interaction between the student and the teacher. Therefore, the use of instructional activities to affect better distance teaching is not optional, but mandatory.

Our team of successful writers and authors has tried to reduce this.

Divide and to bring this Self Instructional Material as the best teaching and communication tool. Instructional activities are varied in order to assess the different facets of the domains of learning.

Distance education teaching repertoire involves extensive use of self-instructional materials, be they print or otherwise. These materials are designed to achieve certain pre-determined learning outcomes, namely goals and objectives that are contained in an instructional plan. Since the teaching process is affected over a distance, there is need to ensure that students actively participate in their learning by performing specific tasks that help them to understand the relevant concepts. Therefore, a set of exercises is built into the teaching repertoire in order to link what students and tutors do in the framework of the course outline. These could be in the form of students' assignments, a research project or a science practical exercise. Examples of instructional activities in distance education are too numerous to list. Instructional activities, when used in this context, help to motivate students, guide and measure students' performance, continuous assessment.

PREFACE

We have put in lots of hard work to make this book as user-friendly as possible, but we have not sacrificed quality. Experts were involved in preparing the materials. However, concepts are explained in easy language for you. We have included many tables and examples for easy understanding.

We sincerely hope this book will help you in every way you expect.

All the best for your studies from our team!

MANAGERIAL SKILLS AND COMMUNICATION

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MANAGERIAL SKILLS AND COMMUNICATION

BLOCK 1: BASICS OF MANAGERIAL COMMUNICATION

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BLOCK 1: BASICS OF MANAGERIAL COMMUNICATION

Block Introduction

Communication adds meaning to human life. Communication skills are required in most occupations. Employers identify communication as one of the basic competencies every graduate should have, asserting that the ability to communicate is valuable for obtaining employment and maintaining successful job performance. These skills make you more competitive in personal and professional life in terms of personality development, increasing job opportunities but also help in stability and career growth.

In this block, you will study the meaning and nature of communication, communication as a process; it would be interesting to know what are the different types of mediums of communication available as per the needs. It is the intention or the purpose of communication which differentiates the levels. They are known as types of communication. The principles of communication will help you in confidence-building, bringing accuracy and concreteness in your speech. In addition, knowing the barriers of communication and the ways to overcome will make you competitive and an effective communicator.

It is very important to know 'how we say' rather than 'what we say'. It is the style of communication. The various diagrams, figures will help you to conceptualize the process and elements involved in communication. Developing basics of communication requires practice and consistent efforts. Find-and-apply pattern, linking with daily life, adding relevant examples will give you practical approach. Oral presentations, quiz, formal and informal discussions will develop the sense of professionalism which is possible through basics of managerial communication. A case study will give you research-based inputs for the same.

Block Objective

After learning this block, you will be able to understand:

- The scope of communication in today's age.
- The sense of professionalism at workplace.
- How to raise morale through constructive communication process.
- How to acquire the managerial skills like giving effective presentation skills; writing letters, emails, memos, agenda, minutes, reports, advertising; making speeches, etc.

Block Structure

Unit 1: Communication

Unit 2: Effective and Oral Communication

UNIT 1: COMMUNICATION

Unit Structure

1.0 Learning Objectives

1.1 Introduction

1.2 Communication: Meaning and Definitions.

1.3 Communication Process.

1.4 Medium of Communication.

1.5 Types of communication.

1.6 Let Us Sum Up

1.7 Answers for Check Your Progress

1.8 Glossary

1.9 Assignment

1.10 Activities

1.11 Case Study

1.12 Further Readings

1.0 Learning Objectives

After learning this unit, you will be able to understand:

- The Meaning of Communication.
- Communication as a Process.
- The various mediums of communication.

1.1 Introduction

It is very interesting to ask ourselves, "Why do we communicate?" The answers may vary. However it will develop the sense of recognizing the importance of communication. It is a social need for human being as we carry emotions every day. Emotions are to be shared. Generally, we learn the first language and we acquire the second language. In this unit, you will understand how to create positive mind-set to communicate in simple and clear manner. If you know what makes the process of communication more effectively, you will find it easy to follow the systematic method as shown in the figure1. Communication has long history even before the existence of a script. The channels of communication keep on changing in due course of time. You will also learn how the technology plays a major role as a medium of communication and the source of feedback for the receiver. This is crucial in all sectors of business at all positions right from front office executive to middle and top management. It increases the possibility of people acceptance and conviction.

1.2 Communication: Meaning and Definition

The word communication is derived from Latin term "communicare" which means to share or to impart. It is the communication which has made today's world a global village. Communication is necessary to facilitate meaningful interaction among human beings in order to initiate, execute, accomplish, or prevent certain actions. Communication is also a vital part of coordination. Communication is a dynamic process. Through this process, we convey our thoughts, feelings, emotions, ideas. The process of communication facilitates interaction among people; without which we would not be able to share our knowledge or experiences with anybody else.

Communication is a two-way process between two parties i.e. the sender and the receiver. It involves an exchange of and progression of thoughts, ideas, knowledge and information towards a mutually accepted goal or direction.

Definitions:

1) **Theo Haiemann** – "Communication is the process of passing information and understanding from one person to another. It is process of imparting ideas and making oneself understood by others."

2) **Behind Brown** – "Communication is the transmission and interchange of facts, ideas, feelings or course of action."

3) **American Management Association** – defines "Communication is any behaviour that results in an exchange of meaning."

4) **Peter Little** – defines, "Communication is the process by which information is transmitted between individuals and/or organizations so that an understanding responds result."

5) **American Society of Training Directors** – **"**Communication is the interchange of thought or information to bring about mutual understanding and confidence or global human relation."

Human beings are blessed with the gift of speech. Certainly, we cannot imagine the world without existence of communication.

Check your progress 1

1. Communication is a_____.

   a. Process c. None of the above

   b. Skill d. Both of the above.

2. Communication is the process of _____information.

   a. Passing c. Understanding

   b. Sharing d. All of the above.

3. A word 'communication' is derived from 'communicate'. It is _____term.

   a. Greek c. Latin

   b. German d. Chinese.

1.3 Communication Process

Communication is said to be two-way process as said earlier. It is incomplete without feedback. There are many communication process models and theories available for understanding the process involved in it.

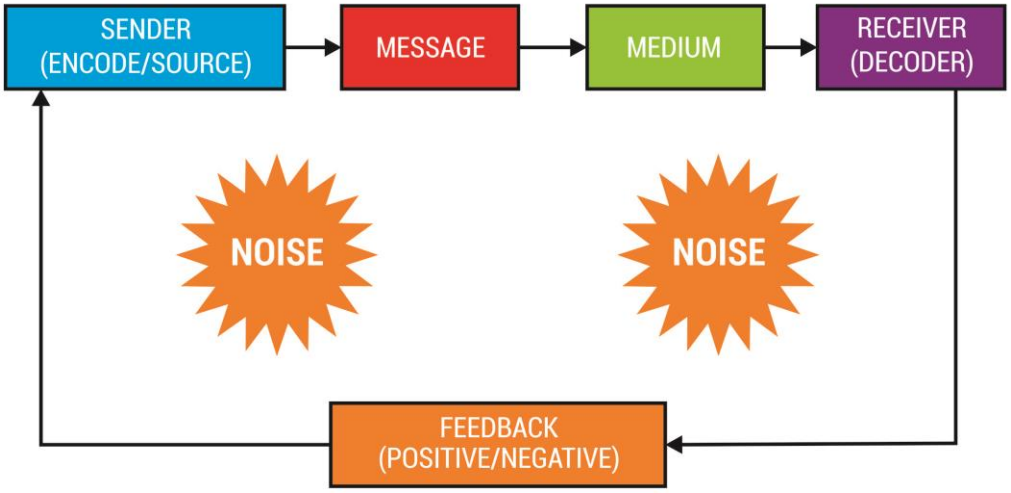


Fig 1.1 elements of communication process

Following are the elements of communication process:

1) **Sender -** The sender is a person who sends the message. He makes the use of symbols, images, pictures, words, gestures to convey the message and produce the required response. A sender may be an individual, a group or an organization too. It is the sender who encodes the message.

2) **Message -** A message is the key idea or content to be shared with the receiver. The message should be clear and concrete avoiding complexity. One should find it easy to read and understand.

3) **Medium -** Medium is the means used by sender to exchange the message. Email, telephone, fax, letter, etc. as the medium of communication the medium may vary based on the purpose of communication.

4) **Receiver -** Receiver is a person to whom the message is intended / targeted / aimed. It is he/she who decodes the message. Receiver should use the same medium in order to get the message as soon as possible.

5) **Feedback -** Feedback has pivotal importance in communication process. Communication is incomplete without feedback or response. It may be positive or negative; verbal or non-verbal too.

6) **Noise -** Noise is something that disturbs the process of communication. It causes the failure of communication. For example, a teacher is teaching in class, at the same time, loud sound of horn of the vehicles passing on the road disturbs the students while learning. Here, the horn of the vehicles is noise.

Check your progress 2

1. Communication cannot be completed without _____

   a. Noise c. Feedback

   b. Channel d. Sender.

2. _____ is the source of the message.

   a. Channel c. Receiver

   b. Sender d. Noise.

3. A 'like' to the post on social networking site is _____

   a. Feedback c. Channel

   b. Noise d. Favour to the sender.

4. The feedback may be _____

   a. Positive or Negative. c. Both of the above.

   b. Verbal or Non-verbal. d. None of the above.

1.4 Medium of Communication

Mediums are nothing but the channels through which the messages are transferred. The mediums of communication can be broadly categorized into two: physical mediums and mechanical mediums. Let's understand their roles in communication process.

a) **Physical Mediums:** In simple words, physical mediums can be seen, touched, and handled in personal manner. They are quite easy to operate as

compared to mechanical mediums. They are generally preferred by those speakers who are not comfortable in using mechanical channels. Most of the time, it is face-to-face communication. It includes:

- Meetings.
- Face-to-face conversation.
- Lectures.

b) **Mechanical Mediums:** The channels which are controlled and monitored mechanically are called as mechanical mediums. They are also known as electronic channels. Here, mechanical mediums are quicker, cheaper and more effective in terms of storage capacity as compared to physical or traditional media like newspaper. These channels can be used as archives for messages.



Fig 1.2 Medium of Communication

Apart from the above mentioned mediums, there are other mediums like notice-boards, advertisements, billboards, digital screens. The choice of medium of communication depends on the purpose of the sender mostly.

Check your progress 3

1. The _____mediums are preferred for the archival of the message.
   a. Physical
   c. Both
   b. Mechanical
   d. None of the above.
2. Generally, the choice of medium of communication depends on the _____of the sender.
   a. Principle
   c. Purpose
   b. Process
   d. Prejudice.
3. The mediums of communication are also known as _____.
   a. Channels
   c. Principles
   b. Noise
   d. Processes.

1.5 Types of Communication

The below diagram will help you to understand the various types of communication uses by various people for various reasons. Let's study one by one.

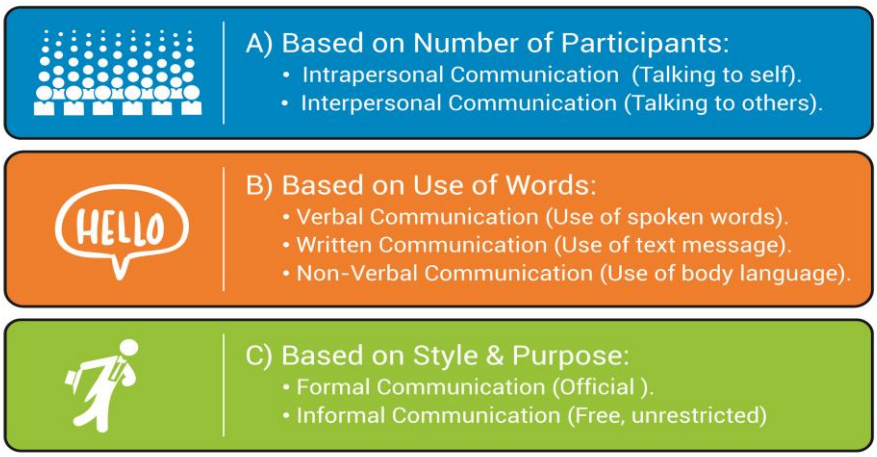


Fig 1.3 Types of Communication

Majority of the communication types are mentioned above. However, there are also other types of communication such as upward communication, downward communication, horizontal communication, mass communication, group communication etc. They are used in business and personal life as well. You will study them in detail in some of the next units.

Check your progress 4

1. _____communication is nothing but talking to self.
   a. Interpersonal c. Formal
   b. Intrapersonal d. Informal.
2. Michael sends an email to the client. This is_____communication.
   a. Personal c. Mass
   b. Interpersonal d. Formal.
3. _____communication is completely free in terms of rules, time.
   a. Formal c. Official
   b. Informal d. Group.

1.6 Let Us Sum Up

Communication is a skill. It can be developed. You have studied the term, "communication" in detail. The origin and history makes you understand the scope of communication. The students are generally confused because they are not aware what problems exactly they face. However, studying the barriers has helped us know better and concentrate on key areas of improvement. Intrapersonal communication is for self-development whereas interpersonal skills make you social and an active team member. Written communication is pre-requisite for your career opportunity and growth. Knowing the context, background, use of technology and the style of conversation will give you cutting-edge advantage in whatever you do, be it a business activity or your personal goal to be accomplished.

1.7 Answers for Check Your Progress

Check your progress 1

Answers: (1-d), (2-d), (3-c)

Check your progress 2

Answers: (1-c), (2-b), (3-a), (4-c)

Check your progress 3

Answers: (1-b), (2-c), (3-a)

Check your progress 4

Answers: (1-b), (2-d), (3-b)

1.8 Glossary

1. **Source** - Sender of the Message.
2. **Encoding** - Putting an idea into words and symbols.
3. **Message** - The idea that is being communicated.
4. **Medium** - The channel used to carry the message.
5. **Decoding** - Receiving the message.
6. **Audience** - Intended receiver of the message.
7. **Feedback** - Communication from the audience.
8. **Noise** - Things that interfere with clear communication.
9. **Transmission** - Spread over, transfer.

1.9 Assignment

1. How do you define communication?
2. Discuss the elements of communication process.

3. Elaborate the mediums of communication with specific reference to teaching-learning process.

1.10 Activities

Identify the basic elements of the communication process by reading the following situation and considering the questions.

A boss is talking to staff said, "Well, you've made another error. I have already given you instructions on how to do this job. Can't you get it through your head?" The employee, with a shrug of his shoulders, turned and left the room.

Answer each question below.

1. Who is the Encoder?
2. What is the actual message?
3. What medium was used to convey the message?
4. Did the boss get any feedback? If yes, was it positive or negative?
5. Make a list of the elements present in the communication process.

1.11 Case Study

The Prime Minister of India Narendra Modi is considered as an effective communicator from the response given by the audience during his various public meetings. He, as a speaker understands the expectations from them. His style of speech delivery is approachable. He ensures that the process of communication with Indian citizens should be continued. To do this, he uses various mediums of communication. For example, when U.S. President Barack Obama was on India's visit, he communicated with Indians in the presence of Obama through Radio in the program "Mann Ki Baat." Secondly, after having fruitful discussion and signing the agreements with U.S. both the leaders addressed people through press conference. It is he who conveyed his message through an open letter published in the newspaper.

Answer the following questions:

1. Which are the mediums of communication used by P.M. Modi to connect with Indian people?
2. Are they suitable as per the context keeping in mind the number of people?
3. What would be the medium of receiving the feedback?
4. State the merits and demerits of mediums of communication mentioned above.

1.12 Further Readings

1. The Journal of the Association of Communication Administration. (Why Communication is important. A Rationale for the Centrality of the Study of Communication).

UNIT 2: EFFECTIVE AND ORAL COMMUNICATION

Unit Structure

2.0 Learning Objectives

2.1 Introduction

2.2 Oral Communication

2.2.1 Principles Of Effective Oral Communication

2.3 Presentation Skills

2.4 Written Communication

2.4.1 Principles Of Effective Written Communication

2.5 Barriers Of Communication

2.5.1 Ways To Overcome The Barriers Of Communication

2.6 Let Us Sum Up

2.7 Answers For Check Your Progress

2.8 Glossary

2.9 Assignment

2.10 Activities

2.11 Case Study

2.12 Further Readings

2.0 Learning Objectives

After learning this unit, you will be able to understand:

- The concept of oral communication.
- The Presentation skills.
- The Written Communication.
- Different kinds of barriers of communication and ways to overcome.

2.1 Introduction

Though Information and Communication Technology (ICT) has made a significant impact on day-to-day life, oral communication still exists. This is because technology has certain limits in terms of time and price, skill requirement up-gradation etc. Naturally, we really enjoy oral communication. It is also known as verbal communication. If you observe, we spent more than 70% time on talking to others. This highlights the importance of oral communication in our life. In this unit, you will learn how to speak effectively, how to present your ideas, opinions, views before audience. Like oral communication, written communication is also equally important particularly in business. You will get a chance to know what the barriers are and how are they causing failure in communication and how to get mastery over the barriers.

2.2 Oral Communication

Communication through spoken words is known as oral or verbal communication. It may be in the form of lectures, meetings, interviews, and group discussions, talks on the telephone, radio message or conference. Most of the time, oral communication is concerned with the ability to speak in a public context with confidence and clarity reflecting your own personality. You can prefer oral communication when a direct interaction is required.

Greater sense of understanding, flexibility, quick and spontaneous feedback, confidentiality can be stated as the advantages of oral communication. You should never interrupt the speaker during conversation. Reasonable speed, audibility, correct pronunciation of words, proper pauses, good listening skills, and right attitude will certainly make your oral communication more effective.

2.2.1 Principles of Effective Oral Communication

a) **Time-Oriented -** It takes only two or three minutes to state your bridging sentences or read the text or division statements and the rest of the time is development or support material. Lengthy conversation should be ignored as it generally makes the listener monotonous.

b) **Flexibility -** Oral communication is flexible enough to be accepted by people. It is flexible in understanding the attitude, intention of the speaker as well as receiving feedback from audience.

c) **Active Format Design -** Oral communication makes your speech alive and in motion when you interact with the audience. The audience can feel and sense the message in person. It helps in making the communication process dynamic, meaningful, powerful and ever changing.

d) **Reinforcement -** The audience remembers the main idea only because of the way you say it because they cannot see that bold or italic texts. Motivation factor primarily emphasizes to maintain consistency in the process of communication. It also increases the chances of future communication messages without any hesitations. It maintains the flow of information in an effective manner. Basically, most of the psychological barriers are overcome due to reinforcement.

e) **Timely Feedback -** This is with specific reference to electronic and oral communication. Generally, quick and timely feedback makes the communication process more active. It takes the communication process to the direction of completeness as quick as possible and don't leave it in the air.

f) **Use of Lucid Language -** Usage of very flowery language should be avoided so that the ideas are easily comprehendible. Grammatical errors and the errors of pronunciation should be avoided. If you mention some historical or biblical references in your speech do not forget to explain them assuming that the people will know about it. The accurate selection of words is very important to a speech. Therefore, it should be noted that the language should be kept simple and direct even if you repeat the main ideas.

g) **The Audience's Point of View -** The speaker should always remember that oral communication is successful only when the audience is satisfied in getting what is said. Here, imagination has greater scope i.e. thinking about probable challenges and preparing for the same.



Fig 2.1 Principles of Effective Oral Communication

Check your progress 1

1. ICT stands for _____
   a. Information and Communication Technology.
   b. Instructional & Computerized Technology.
   c. Informational Channels of Technology.
   d. Indo-Chinese Technology.
2. Oral communication is also considered as _____ communication.
   a. Verbal
   b. Non-verbal
   c. Written
   d. Mass.
3. Mock interview is an example of _____.
   a. Verbal
   b. Informal
   c. Written
   d. Mass.

2.3 Presentation Skills

Today's age is the age of marketing. You need to present and market your kills, abilities if you want to become successful in whatever you do. A presentation skill is an art, which must be mastered by students belonging to various fields related to oral communication. They are badly required right from placement opportunity to professional growth in any organization. Presentation skills are important for leadership development, managerial effectiveness, people and resource management, business expansion, promotion of sales, customer satisfaction etc.

It would be worth to mention the guidelines to get command over the presentation skills:

a) **Know Your Audience -** Knowing your audience is the first step in achieving relevance and getting to an effective presentation. The age group, level of understanding, number of audience, their interest, likes and dislikes, background, and attitude of audience help to boost the confidence of the speaker.

b) **Drafting Presentation -** You need to define a fix structure for your presentation. A typical structure for a briefing (or public speech) may consist of the three parts of introduction (objective, expectations from audience), body (Say It) and conclusion (Say what you have said). While presenting an argument, firstly your points should be in favour of and secondly against it.

c) **Proper Use of Body Language -** Eye contact, hand movements, use of space given to you, posture, gestures, facial expressions, pause for effect and emphasis are highly important aspects for presentation skills. It is expected that the speaker should have dressing sense, etiquettes in terms of punctuality, discipline, etc.

d) **Mastery of Technology -** Software such as Power Point, Freelance Graphics and Corel presentations help to create dynamic, colourful presentations with your PC. The output from these programs is generally shown on a PC monitor, a TV monitor, an LCD (liquid crystal display) panel or a screen. Also with a little expertise and advanced equipment, you can create a multimedia presentation that includes stereo sound, videos and hyperlinks.

e) **Sense of Humour -** encompasses any human communication which makes people laugh or feel happy. It is the ability or quality of people, objects or situations to summon feelings of amusement in other people. Which creates interest in the conversation.

f) **Understanding Nuances of Delivery -** Even a dull and drab topic will accrue interest if presented well, whereas an appealing topic may emerge dull owing to poor delivery. It is clear that just having something to say is not enough; you must also know how to say it. Superior delivery does not call attention to itself. It conveys your ideas coherently, interestingly and without distracting the audience. Most audiences prefer delivery that combines a certain degree of formality with the best attributes of good conversation-directness, spontaneity, animation, vocal and facial expressiveness and a lively sense of communication.

g) **Practice and Rehearsals -** It is said, "Practice makes a man perfect." Hence, more you practice, better you will be in presentation skills. You can practice before mirror, in the presence of family members, college friends, etc. It will help you in perception, building confidence and image. Use of technology can be made for practice purpose. For example, you can record your voice and check it for feedback purpose.

Apart from the above, positive thinking, right attitude, high level of energy, knowledge of current affairs on local, national and international level, rich content are the prerequisites for effective presentation skills.

Check your progress 2

1. Today's age is the age of _____.

   a. Selling.

   b. Marketing

   c. Speaking

   d. Sharing.

2. _____the first step in achieving relevance & getting to an effective presentation.

   a. Knowing Your Audience.

   b .Drafting Presentation.

   c. Mastery of Technology.

   d. Sense of Humour.

3. An effective use of non-verbal communication is _____ part of presentation skills.

   a. Proper Use of Body Language.

   b. Practice& Rehearsals.

   c. Mastery of Technology

   d. Sense of Humour.

2.4 Written Communication

Written communication is the development and expression of ideas in writing. Written communication involves learning to work in many genres and styles. It can involve working with many different writing technologies, and mixing texts, data, and images. Written communication is of immense consequence in today's business world. It gives you the exposure of creativity and imagination to showcase your potentials through formal way for business development. To communicate effectively you need to get your point across and relay information clearly. The reader will understand exactly what you mean. Written communication acquires a number of forms. It is the most formal of all

types of communication. Its manner and style may alter according to the characteristic manner of a company. After all, "The style is the man himself."

The Elements of written communication:

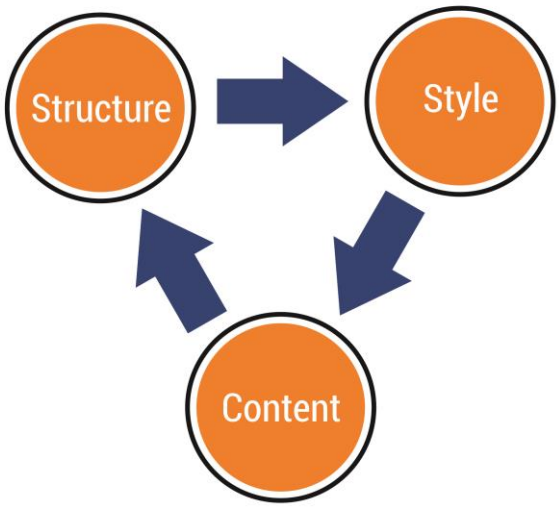


Fig 2.2 Elements of written communication

There are three main elements of written communication:

- **structure** (the way the content is laid out)
- **style** (the way it is written)
- **content** (what you are writing about)

If you try to guess the reasons of increasing the importance of written communication, you will observe that it has various implications like legality, durability and record-keeping etc. It is directly linked with the financial impact over the business.

2.4.1 Principles of Effective Written Communication

If you want to be smart and accurate in written communication, here is the treasure box waiting for you. Come on; see what is expected from you....

i. **Clarity** - "Clear writing starts with clear thinking." It is bad manners to give [readers] needless trouble. Therefore, clarity is to be achieved mainly by taking trouble and by writing to serve people rather than to impress them.

ii. **Brevity** - It is bad manners to waste [the reader's] time. Therefore, brevity is preferred all the time in writing.

iii. **Elegance and style -** "The style is the man himself." Great people never do different things. They do it differently. It is the style that arrests the mind of the readers. For example, J. K. Rowling, Chetan Bhagat.

iv. **Communication -** The social purpose of language is communication - to inform, misinform or otherwise influence our fellows. Communication is more difficult than we may think. Being a society, we share our joys and sorrows with each other on daily basis.

v. **Reading between the lines -** Any writer, before he/she writes, goes through the process of vast reading in order to understand the way the content should be developed. The written text has connotative and denotative meanings. It is essential to know both of them. One learns to write by reading books.

vi. **Simplicity -** The written communication should always be based on the principle of simplicity. The highly technical or complex terms lead the readers to the confusion. It should be in the same language for which it is written.

vii. **Concreteness -** The reader should certainly receive concrete information after reading the text. Facts, figures, data, research findings, use of charts, graphs and real-life examples support the statement and helps in better understanding for the readers too. Communication: The social purpose of language is communication i.e. to inform, instruct, influence, direct and also control sometimes.

Check your progress 3

1. _____ communication is the permanent means of communication.

   a. Written c. Non-Verbal

   b. Verbal d. All of the above.

2. The elements of written communication are_____.

   a. Structure c. Content

   b. Style d. All of the above.

3. _____helps to outline the message.

   a. Structure c. Content

   b. Style d. All of the above.

4. "_____ is the man."

a. Clarity c. Style

b. Structure d. Fashion

5. The Use of technical or complex terms violates the principle of _____

a. Clarity c. Simplicity

b. Brevity d. Concreteness

6. Rich quality content is an important aspect of _____

a. Concreteness c. Simplicity

b. Brevity d. Clarity

2.5 Barriers to Communication:

There are various interfering variables, which distort the effectiveness of communication. The personality factors of the source and receiver, the choice of medium, the domestic and social problems, physical and technical disturbances etc. are some of the prominent barriers to communication.

A) Physical Barriers:

- Noise background.
- Long distance.
- Misreading body language.

B) Mechanical Barriers:

- Poor sound system.
- Defective telephone.
- Poor printing quality.
- Electricity breakdown.
- Software problems of computer.

C) Psychological Barriers:

- Emotional states of mind.
- Prejudice.
- Poor retention power.
- Ego of a person.
- Premature evaluation.
- Low confidence.
- Personality limitations.

D) Linguistic Barriers:

Use of abstract words. Use of two different languages. Poor language skills. Inadequate vocabulary. Vague symbols. Incorrect pronunciation.

2.5.1 Ways to overcome the barriers of communication

These barriers can be overcome or reduced to a large extent, provided all the components of the communication process work effectively. Mutual understanding between the source and the receiver does increase the effectiveness of communication. Some of the solutions are:

- The use of proper channel.
- No ego.
- Working technology.
- Use of common language between the sender and receiver.
- Attentive listening.
- Balanced state of mind.

Check your progress 4

1. _____ are the interfering variables of communication.

   a. Barriers c. Styles

   b. Approaches d. Principles.

2. Spread ink in the newspaper is _____ barrier.

   a. Physical c. Linguistic

   b. Mechanical d. Psychological.

3. Lack of confidence is _____ barrier.

   a. Physical c. Linguistic

   b. Mechanical d. Psychological.

4. Incorrect spellings are _____ barriers.

   a. Psychological c. Mechanical

   b. Linguistic d. Physical.

2.6 Let Us Sum Up

Both oral and written communication is equally important in business environment. It is you who can choose the proper medium of communication based on the purpose of communication. For example, the sales order should be given through written communication in order to maintain the facts like quantity, price range, deadlines, billing information, received copy. Here choosing telephonic conversation may be expected in the primary stage but not final and original source of information. The principles like clarity, consistency, flexibility, concreteness are must in any form of communication. You take any successful business firm or company. It is successful only because of transparent communication. You have understood that communication is nothing but presenting ideas orally or in written words that add values to the life leaving remarkable impression.

2.7 Answers for Check Your Progress

Check your progress 1

Answers: (1-a), (2-a), (3-a)

Check your progress 2

Answers: (1-b), (2-a), (3-a)

Check your progress 3

Answers: (1-a), (2-d), (3-a), (4-c), (5-c), (6-a)

Check your progress 4

Answers: (1-a), (2-b), (3-d), (4-b)

2.8 Glossary

1. **Inductive** - Thinking from particular to general
2. **Deductive** - Thinking from general to particular.
3. **Connotative** - Deep, implied meaning.
4. **Denotative** - Surface, general meaning.
5. **Barrier** - Obstacle, hurdle.
6. **Spontaneity** - Naturalness.
7. **Reinforcement** - Fortification, strengthening.

2.9 Assignment

1. What is oral communication? State the significance of oral communication in daily life with examples.

2. "Presentation skills make us more competitive to survive in the market today." Do you agree? Illustrate your answer.

2.10 Activities

Work in pairs:

Form the pairs of two students each. Discuss the barriers of communication which you face while speaking English language with your teammate. Ask him/her to suggest the ways to overcome the barriers.

2.11 Case Study

Ravi is working in a multi-national company as a general manager. After completion of eight working hours, he plans to leave for a day. Meanwhile, he suddenly remembers that his boss Mr. Patil has asked to schedule a meeting with his team to update them on customer feedback of the products and services. Without spending much time, Ravi sends the text message to all his team members at 10:30 p.m. Nextday, he realizes that three team members haven't turned for the meeting. As a result, his boss, Mr. Patil decides to postpone the meeting and instructs Ravi to ensure 100% attendance of his team for the next meeting. Ravi feels guilty for his failure and makes his mind not to repeat such mistake in future.

Questions:

1) What is the main cause of failure of meeting?
2) Who do you think is responsible? Ravi, his boss or his team members?
3) What barriers of communication do you witness in the above example?
4) Suggest the ways to overcome the barriers to Ravi.

2.12 Further Readings

1. Read the magazine 'English Today' for value addition of English language learning.

Block Summary

It is clear that the combination of case studies, activities, developing the habits of supplementary reading is certainly using knowledge and skills that you have learned at the workplace. You have learned how to develop the sense of third point of view to know your audience well especially when you are a manager of a team. Setting expectations, clarifying doubts, aligning them to common team goal is possible through effective communication. Understanding both surface and implied meaning enable you the read the minds of audience, be it a customer or a team member. It is very much clear that if you follow the principles, you will overcome the barriers without any stress.

A person with excellent presentation skills can develop his career as an anchor in event management (like reality shows, TV programs, etc). It develops your leadership qualities as well. On the other hand, written communication can make you the content developer, instructional designer, corporate communicator, media, web designed, research analyst. Finally, a business professional with the combination of both written and oral skills is always in high demand having clarity of thought with optimum performance. After studying this block, you are now challenging yourself to dream big, by and large based on your potential.

Block Assignment

Short Answer Questions

1. Clarify the principles of communication by supporting your views.
2. Describe the elements of written communication.
3. State the relationship between oral and written communication in business environment.
4. "Choice of right channels of communication is most crucial in business communication to receive quicker and affordable feedback." Illuminate your answer with apt examples.

Long Answer Questions

1. What are the barriers of communication? Elaborate your answer from the context of Indian speakers with suitable examples.
2. "The principles of effective written communication will make you more employable at workplace." Do you agree? How?
3. Create a list of the scope of presentation skills in your domain to make you a successful business professional.

Enrolment No. ☐

1. How many hours did you need for studying the units?

Unit No	**1**	**2**	**3**	**4**
No. of Hrs				

2. Please give your reactions to the following items based on your reading of the block:

Items	Excellent	Very Good	Good	Poor	Give specific example if any
Presentation Quality	☐	☐	☐	☐	
Language and Style	☐	☐	☐	☐	
Illustration used (Diagram, tables etc)	☐	☐	☐	☐	
Conceptual Clarity	☐	☐	☐	☐	
Check your progress Quest	☐	☐	☐	☐	
Feed back to CYP Question	☐	☐	☐	☐	

3. Any Other Comments:

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……

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……

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……



Education is something which ought to be brought within the reach of every one.

- Dr. B. R. Ambedkar

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MANAGERIAL SKILLS AND COMMUNICATION

PGDBA-104



BLOCK 2:
TYPES OF COMMUNICATION

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MANAGERIAL SKILLS AND COMMUNICATION

Knowledge Management and
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The content is developed by taking reference of online and print publications that are mentioned in Bibliography. The content developed represents the breadth of research excellence in this multidisciplinary academic field. Some of the information, illustrations and examples are taken "as is" and as available in the references mentioned in Bibliography for academic purpose and better understanding by learner.'

ROLE OF SELF INSTRUCTIONAL MATERIAL IN DISTANCE LEARNING

The need to plan effective instruction is imperative for a successful distance teaching repertoire. This is due to the fact that the instructional designer, the tutor, the author (s) and the student are often separated by distance and may never meet in person. This is an increasingly common scenario in distance education instruction. As much as possible, teaching by distance should stimulate the student's intellectual involvement and contain all the necessary learning instructional activities that are capable of guiding the student through the course objectives. Therefore, the course / self-instructional material are completely equipped with everything that the syllabus prescribes.

To ensure effective instruction, a number of instructional design ideas are used and these help students to acquire knowledge, intellectual skills, motor skills and necessary attitudinal changes. In this respect, students' assessment and course evaluation are incorporated in the text.

The nature of instructional activities used in distance education self-instructional materials depends on the domain of learning that they reinforce in the text, that is, the cognitive, psychomotor and affective. These are further interpreted in the acquisition of knowledge, intellectual skills and motor skills. Students may be encouraged to gain, apply and communicate (orally or in writing) the knowledge acquired. Intellectual-skills objectives may be met by designing instructions that make use of students' prior knowledge and experiences in the discourse as the foundation on which newly acquired knowledge is built.

The provision of exercises in the form of assignments, projects and tutorial feedback is necessary. Instructional activities that teach motor skills need to be graphically demonstrated and the correct practices provided during tutorials. Instructional activities for inculcating change in attitude and behavior should create interest and demonstrate need and benefits gained by adopting the required change. Information on the adoption and procedures for practice of new attitudes may then be introduced.

Teaching and learning at a distance eliminates interactive communication cues, such as pauses, intonation and gestures, associated with the face-to-face method of teaching. This is particularly so with the exclusive use of print media. Instructional activities built into the instructional repertoire provide this missing interaction between the student and the teacher. Therefore, the use of instructional activities to affect better distance teaching is not optional, but mandatory.

Our team of successful writers and authors has tried to reduce this.

Divide and to bring this Self Instructional Material as the best teaching and communication tool. Instructional activities are varied in order to assess the different facets of the domains of learning.

Distance education teaching repertoire involves extensive use of self-instructional materials, be they print or otherwise. These materials are designed to achieve certain pre-determined learning outcomes, namely goals and objectives that are contained in an instructional plan. Since the teaching process is affected over a distance, there is need to ensure that students actively participate in their learning by performing specific tasks that help them to understand the relevant concepts. Therefore, a set of exercises is built into the teaching repertoire in order to link what students and tutors do in the framework of the course outline. These could be in the form of students' assignments, a research project or a science practical exercise. Examples of instructional activities in distance education are too numerous to list. Instructional activities, when used in this context, help to motivate students, guide and measure students' performance (continuous assessment)

PREFACE

We have put in lots of hard work to make this book as user-friendly as possible, but we have not sacrificed quality. Experts were involved in preparing the materials. However, concepts are explained in easy language for you. We have included many tables and examples for easy understanding.

We sincerely hope this book will help you in every way you expect.

All the best for your studies from our team!

MANAGERIAL SKILLS AND COMMUNICATION

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BLOCK 2: TYPES OF COMMUNICATION

UNIT 1 NON-VERBAL COMMUNICATION

Introduction, Characteristics of Non Verbal Communication, Relationship of Non-verbal Message with Verbal Message, Classification of Non Verbal Communication

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Introduction, Dyadic Communication: Salient Features, Need for Learning Oral Communication Skills, Useful Tips to make Dyadic Communication more Effective, Telephone as a Medium of Conversation, Tips for Effective Telephonic Conversation

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UNIT 2 BUSINESS LETTERS AND CLASSIFIED ADVERTISEMENTS

Introduction, Written Communication Collection Letter, Complaint Letter, Adjustment Letter, Claim Letter, Preparation of Classified Advertisements

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MANAGERIAL SKILLS AND COMMUNICATION

BLOCK 2: TYPES OF COMMUNICATION

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BLOCK 2: TYPES OF COMMUNICATION

Block Introduction

The most distinctive feature of communication is that it is linked with emotions and feeling. Communication builds strong human relationships. We are social animals. Naturally, we cannot survive without communication. It is considered as a basic need like food, clothing and shelter. Language is a science. A person who studies this science is known as a Lingusit. The core function of any language is to communicat. It has an active role in the development of culture, customs and religious tolerance, communal harmony and transplanting the seeds of virtue from one generation to another. In a developing country like India, you will witness 'Unity in Diversity'. It is also applicable to business as many team member belong to different backgrounds. Healthy communication is the prime source of team-building, customer satisfaction etc.

In this block, you will study the nature and scope of non-verbal communication. Surprisingly, you will also observe that there's certain relationship between verbal and non-verbal communication proved on the basis of examples. It will be interesting to know various sub-types of non-verbal communication. This block also emphasizes on the need and salient characteristics of oral communication in daily life. Today, the world has made remarkable and positive changes in Communication and Information Technology (ICT). In this sense, you will be given an opportunity to learn the interpersonal skills. You will be privileged to stress the importance of telephone as a medium of conversation for personal and professional usage.

The Prime Mininster of India, Hon'ble Narendra Modi has introduced 'Digital India' campaign. It will set revolutionary reforms in our country. The government is willing to use telephone as an effective medium to reach to the crores of Indian citizens. It has created many helplines by providing toll free no. PM Modi has also given preference to oral communication through his popular program on All India Radio known as "Man Ki Baat". Non-Verbal communication is acceptable everywhere. It has a huge scope to generate innovative ideas required for any business. Similarly, public speaking, business meetings, sales presentations, client updates, daily performance management is possible only after getting mastery over oral communication. Verbal, non-verbal, dyadic (interpersonal) communication will develop your emotional intelligence and life skills which are given first priority by the most of the employers.

Block Objectives:

After learning this block, you will be able to understand:

- The concept of Non-Verbal Communication.
- How to develop telephone skills?
- How to identify various types of communication?
- How to improve interpersonal skills in communication process?

Block structure

Unit 1: Non-verbal Communication

Unit 2: Dyadic Communication and Telephonic Conversation.

UNIT 1: NON-VERBAL COMMUNICATION

Unit Structure

1.0 Learning Objectives

1.1 Introduction

1.2 Characteristics of Non Verbal Communication

1.3 Relationship of Non-verbal Message with Verbal Message

1.4 Classification of Non Verbal Communication

1.5 Let Us Sum Up

1.6 Answers for Check Your Progress

1.7 Glossary

1.8 Assignment

1.9 Activities

1.10 Case Study

1.11 Further Readings

1.0 Learning Objectives

After learning this unit, you will be able to understand:

- How to recognize the difference between Verbal and Non-Verbal Communication.
- The role of body language in communication.
- Various types of non-verbal cues.
- The significance of non-verbal communication from business point of view.

1.1 Introduction

In this lesson, you will learn where non-verbal communication comes from and why people display non-verbal cues. You will also see several examples of non-verbal communication that you will be able to spot in others. Non-verbal communication is a matter of practice. You can plan various kinds of role-plays suitable to business circumstances. Brainstorming sessions will help you to

identify the accurate use of body language as per the requirement. The debate can be planned to recognize the difference as mentioned in the table. You have great scope to apply it in your daily life. You must set the tone of a conversation, and can seriously undermine the message contained in your words if you are not careful to control it. For example, slouching and shrinking back in your chair during a business meeting can make you seem under-confident, which may lead people to doubt the strength of your verbal contributions. In contrast, leaning over an employee's desk and invading his or her personal space can turn a friendly chat into an aggressive confrontation that leaves the employee feeling victimized and undervalued. The factors like time, space, meaning, body movement, context are equally important in non-verbal communication.

1.2 Characteristics of Non-Verbal Communication

The characteristics of non-verbal communication can be explained as below:

1. **Strong interpersonal relations:** Non-verbal communication builds strong interpersonal relationships with each other. This is because it is more than script. It makes you social and increases the level of satisfaction that you have shared something.
2. **Emotional Intelligence:** This is the special feature of non-verbal communication. It actually helps you to connect with people. Research has proved that people don't share the facts but emotions. An advertisement is the best example of the same.
3. **Honest and timely feedback:** Many times, non-verbal communication proves to be the best medium of receiving the concrete, honest and timely feedback from the audience. Nodding head, eye-contacts and facial expressions let you know whether the listeners like what you say.
4. **Reflection of your thinking:** It works on the principle of thinking and acting. It is said that thought is the father of an action. Your behavior is the reflection of your thinking.
5. **Formal and informal nature:** Non-verbal communication may be formal and informal. Your open-mindedness is the primary key to successful communication. It sets your mood for any conversational style. Sometimes, it releases your stress or work pressure as well.

Check your progress 1

1. Non-verbal communication is an important means of communicating_____.
   a. Emotions c. Words
   b. Expressions d. Sarcasm.
2. Intelligence is the characteristic of non-verbal communication is_____.
   a. Social c. Artificial
   b. Emotional d. All of the above.
3. Communication generally conveys more information than _____communication.
   a. Nonverbal, verbal. c. Verbal, written.
   b. Verbal, non-verbal. d. Written, verbal.

1.3 Relationship of Non-verbal Message with Verbal Message

The relationship between verbal and non-verbal communication can be stated as below:

Sr. No.	Non-verbal Communication	Verbal Communication
1.	Action speaks louder than words.	Words are powerful medium of communication.
2.	Skilful use of body language (Head, eyes, hands etc.)	Body language has limited scope in verbal communication.
3.	The speaker can express his emotions, attitude actively before the audience.	Here, style, delivery of speech, tone, and speed are important factors.
4.	It is more believable.	It is generally less believable in comparison.
5.	It can be multi-channelled.	It has limited channels of communication.

However, they have some similarities too. One can observe that both non-verbal and verbal communication is symbolic. They follow certain rules in their own area of knowledge. They can be intentional or unintentional. Finally, they are also cultural-bound.

Check your progress 2

1. _____communication is more authentic and genuine.
   a. Verbal
   b. Non-verbal
   c. Written
   d. Interpersonal.
2. Body language is an important_____communication.
   a. Non-verbal
   b. Verbal
   c. Interpersonal
   d. Written.
3. _____communication has variety of channels.
   a. Verbal
   b. Non-verbal
   c. Both
   d. None of the above.

1.4 Classification of Non-verbal Communication

Non-verbal communication is mainly classified based on factors like distance, time, physical nature, use of body movements, use of touch, absence of words and presence of meaning, the context are some of the important factors which helps in making a variety of non-verbal communication. It would be worth to learn them one by one.

1. **Based on 'Space'** - Space which means distance between two objects, people. You can observe that space is linked with the social status and rank of the class. For example, theirs is enough space between junior and senior officer during a party. On the other hand, officers with the same rank may have closeness while talking each other. Space also indicates the sense of privacy. You should be very careful in maintaining the space at public place.

2. **Based on 'Time'** - Time indicates the power or authority. It depends who are you waiting for? People with impatient nature underestimate the importance of time. Naturally, "time is money' for rich and busy

professional. It is linked with the productivity and utilization of performance. Punctuality makes you well-cultured.

3. **Based on 'Physical Nature'** - Some of you are naturally blessed with physical fitness in terms of height, weight, fairness, hairstyle, etc. Of course, this is not in your hand. However, if you observe, you try to cover or maintain the physical status. For example, a short girl uses high-heel sandals or shoes to cover the height. It is the tendency of a person to make the judgments based on the personality. After all, everyone has right to improve or maintain his or her physical appearance.

4. **Based on the 'movements of body'** - Movement is the basic nature of human beings. None can sit idle for long time. One has to keep on making movements to be active. Or else, one will be bored. Sometimes, it is also the need of time. For example, a teacher uses his hand to point out something, to emphasize something or a musician uses his hands to maintain coordination among the artists. You should learn to make an effective use of body movements by raising your hand to ask a question, showing your palm to stop something, or even know your head to respond sometimes.

5. **Based on the sense of 'Touch'** - You might have attended so many parties. When you meet first, you are introduced by someone else, now is the time to shake the hands. Here, handshake is the best example of non-verbal communication based on touch. Professional, social, friendly are some of the types of handshakes. When you hug or kiss somebody, it also communicates some sort of message from one person to another.

6. **Based on 'implied meaning'** - It is also known as paralanguage. Many times, the meaning influences the intensity of words, emotions. Surprisingly, the pause between two sentences also has certain meaning. The silence is sometimes considered as the symbol of respect for the speaker to decipher the meaning.

7. **Based on the Artifacts** - The things which make you decorative or stylish are called as artifacts in simple words. They represent your concept of lifestyle. Accessories like wristwatch, goggles, belts, wallet, and rings represent your social status. It also includes your bike, car, clothing, etc.

8. **Based on 'the context'** - The social and cultural context of a person indicate the mood of conversational style. Non-verbal communication considers this as the environment of communication. It mainly consists of psychological and linguistic factor affecting the process of non-verbal communication. It is very important for any business. Accordingly, you will observe that rules and regulations are made by company to maintain healthy environment at workplace.

Check your progress 3

1. A mother kissing her baby indicates non-verbal communication based on
   a. Space. c. Time
   b. Touch. d. Physical appearance.
2. The environment is also known as _____.
   a. Social context. c. Both of the above.
   b. Cultural context. d. None of the above.
3. 'Silence' is non-verbal communication based on _____.
   a. Implied meaning. c. Both of the above.
   b. A sign of respect. d. None of the above.

1.5 Let Us Sum Up

By now, you must have understood that use of non-verbal communication has no limit. You have to have in-depth knowledge of using it skilfully. Knowing the relationship between verbal and non-verbal communication makes you a versatile personality. There's no doubt to say, "Our body speaks a lot!!" The tips of dyadic communication are beneficial to grow your people network like anything developing your friendly approach. It indicates your caring attitude and respect for others giving good results in future. You must agree that telephone is one of the powerful means of communication, as a revolutionary change in business environment. Many services can be available to the customers 24X7 through helpline. Communication is meaningful and result-oriented only when you apply the features religiously. It clears the misunderstanding and resolve internal and external conflicts as well.

1.6 Answers for Check Your Progress

Check your progress 1

Answers: (1-a), (2-b), (3-a)

Check your progress 2

Answers: (1-b), (2-a), (3-b)

Check your progress 3

Answers: (1-b), (2-c), (3-c)

1.7 Glossary

1. **Emotional Intelligence -** The ability to understand own as well as others' emotions and dealing with them smartly.
2. **Implied -** Hidden, deep.
3. **Context -** Reference, background.
4. **Appearance -** Look.
5. **Artifacts -** Things adding beauty.

1.8 Assignment

1. Explain the significance of body language in communication.
2. State the relationship between non-verbal and verbal communication with examples.

1.9 Activities

Form a group of 3-5 students each. Plan a movie for your class. Ask each group to observe non-verbal cues of space, touch, time and physical appearance and then finally present them before the class.

1.10 Case Study

Modi as a charismatic leader

Most of us would have witnessed the appearance of P.M. Narendra Modi on television. In today's digital world, we love watching event LIVE! Fortunately, such mediums are available. This is with specific reference to P.M. Modi's visit to United Stated of America (U.S.A.) He addresses to the thousands of Non-Residential Indians (NRIs) at Madison Square. His speech, style proved that he is a charismatic leader of the largest democracy in the world. His arrival on the stage fuelled energy among the audience and the rounds of applause continued till the end of speech. Thousands of people sitting in a huge auditorium were shouting "Modi, Modi" and cheering. Modi's gestures, postures, facial expressions, hand movements, tone, speed, style of greeting audience i.e. 'Namaste', his appearance had a great deal of contribution to become a charismatic leader. Here, he is the representative of India on an international level.

Questions:

1. What does influence the audience from your point of view?
2. What could be possible reasons behind audience cheering and giving continuous rounds of applause for Modi?
3. Make a list of non-verbal cues followed by P.M. Modi during his speech.
4. Who is your role-model? Compare and contrast Modi's body language with him / her.

1.11 Further Readings

1. Read the book on "Body Language" by Allan Pease.

UNIT 2: DYADIC COMMUNICATION AND TELEPHONIC CONVERSATION

Unit Structure

2.0 Learning Objectives

2.1 Introduction

2.2 Dyadic Communication: Salient Features

2.3 Need for Learning Oral Communication Skills

2.4 Useful Tips to Make Dyadic Communication More Effective

2.5 Telephone as a Medium of Conversation

2.6 Tips for Effective Telephonic Conversation

2.7 Let Us Sum Up

2.8 Answers for Check Your Progress

2.9 Glossary

2.10 Assignment

2.11 Activities

2.12 Case Study

2.13 Further Readings

2.0 Learning Objectives

After learning this unit, you will be able to understand:

- The Meaning, features of dyadic communication.
- How to make use of smart techniques tips in dyadic communication.
- The Telephone skills for effective telephone Conversation.

2.1 Introduction

In this unit, you will learn the term ‘dyadic communication’ the nature of dyadic communication and different strategies to improve it for your benefits. There is a set of qualities required when you think to work on dyadic form of communication. The oral communication is also linked with dyadic communication to the certain extent. The need of oral communication underlines the professionalism, business etiquettes and some other skill sets making you as a transformational, inspirational leader. Dyadic communication helps you in becoming the change agent with positive sentiments matching to workplace. You must know the fact that the business is run for people and not for the machine. Here, managing people is crucial as they have different perceptions towards the products and services including company brand. In this sense, dyadic or interpersonal communication had major role in creating brand image in the mind of customers. The need of oral communication provides some effective techniques for the same.

2.2 Dyadic Communication: Salient Features

Sociology defines dyad (from Greek dýo, "two" or Sanskrit "Dayadaha") as a group of two people, the smallest possible social group. As an adjective, "dyadic" describes their interaction. It is a person to person transaction and one of the most common forms of communication. The meaning exchanged between the sender and the receiver is marked by high fidelity. High fidelity means a high degree of faithfulness to the original. There is a frequent change of role of participants and body language acquires a greater significance. This is so because the minute reactions are mutually observable. The formal dyadic communication with which we are concerned demands artistry that can be acquired through practice.

The pair of individuals in a dyad can be linked via romantic interest, family relation, interests, work, partners in crime, and so. The relation can be based on equality, but may be based on an asymmetrical or hierarchical relationship (master-servant). According to Miller and Steinberg (Trenholm, S. 2011) dyadic communication is also known as interpersonal communication which means sharing of information between two or more people. Hence, interpersonal communication consists of exchange correspondence in all sorts of relationships, from functional to occasional to friendly.

Dyadic communication may take a number of forms such as:

- Face to face conversation.
- Telephone conversation.
- Interview Instruction Dictation

The features of Dyadic Communication can be explained as below:

1. **Attentive listening:** Dyadic communication is nothing but interpersonal communication between two or more people or a group of people. A speaker shares the emotions with the listener. Naturally, it helps to develop your listening skills.
2. **Interdependent nature:** The conversation between two people or groups increases the interdepend ability of each other. It makes positive perception about the message shared with the participants.
3. **Situational learning:** Man is a social animal. He lives in a society. Accordingly, he encounters many situations in his life. Dyadic communication gives you an exposure as to how to face the challenges by sharing the experiences.
4. **Caring attitude:** You share because you care for others. We all learn a lot from the history. You need to learn from the mistakes and share it with others so that your friends, relatives or whosoever may be will not repeat the mistakes.
5. **Reflective thinking:** It is also called as 'thinking aloud'. Dyadic communication enables you to reflect what you think. This is because 'thought is the father of action'. Your personality, character, values reflect through dyadic communication knowingly or unknowingly.

Check your progress 1

1. Attentive listening is listening with_____.

   a. Emotions
   c. Both of the above.
   b. Empathy
   d. None of the above.

2. Real life examples shared in dyadic communication indicates_____.

   a. Selfish learning.
   c. Spiritual learning.
   b. Situational learning.
   d. All of the above.

3. Your speech, use of words indicates your personality and character. Which feature of dyadic communication is followed here:

   a. Attentive listening
   b. Empathy.
   c. Reflective thinking.
   d. Caring attitude.

2.3 Need for Learning Oral Communication Skills

Oral or verbal communication had many advantages from personal and professional point of view. The reasons mentioned below throw light on its importance in our life:

1. Personality Development.
2. Increasing job opportunities.
3. Professional Growth.
4. Leadership Development.
5. Emotional Intelligence.
6. Managerial Effectiveness.
7. The Power of influencing others.
8. Motivation factor.
9. Confidence building.
10. Public Speaking.
11. Presentation skills.
12. Healthy human relationships.
13. Conflict Management.

The above discussion shows how oral communication is badly required for our growth. It makes you smart in knowing what to speak, when to speak and more important how to speak as per the context.

Check your progress 2

1. Oral communication is useful in_____life.

   a. Personal
   b. Professional
   c. Both
   d. None of the above.

2. Philip was promoted to Group Manager. Which of the following is applicable to him:

   a. Professional Growth.
   c. Motivation factor.
   b. Leadership Development.
   d. All of the above.

3. "Michael is a good team player." Which of the following abilities are indicated through the statement?

   a. Healthy Human Relationships.
   c. Effective Communication
   b. Professional Growth.
   d. A Job Opportunity.

2.4 Useful Tips to makes Dyadic Communication more Effective

It will be noteworthy to follow some interesting tips which will make you an effective dyadic communicator. They are mentioned as below:

a) Understand the non-verbal cues and respond accordingly.

b) Understand the purpose of communication.

c) Emotions are as important as facts, information.

d) Timely response is appreciated and it motivates the listener to continue the conversation.

e) Many times, informal mode of communication releases the stress of the participants.

f) Respect the speaker, his opinion even though you don't like it sometimes.

g) Avoid to interrupt. Wait for your turn.

h) Don't be aggressive. There might be a difference of opinion. All may not agree to what you say.

i) Be polite and cooperative.

j) It is important 'how you say it' rather than 'what you say it'.

Check your progress 3

1. Dyadic communication prefers_____.

   a. Timely response. c. Smiley response.

   b. Continuous response d. Only a and b.

2. Non-verbal cues are_____.

   a. Facial Expressions. c. Postures

   b. Hand movements d. All of the above.

3. It is important 'how you say it' rather than 'what you say it'. This statement indicates_____.

   a. Style c. Selfishness

   b. Tone d. a and b.

2.5 Telephone as a Medium of Conversation

Telephone is one of the most suitable means of communication. In today's age we witness the revolutionary progress in Information and Communication Technology (ICT). Naturally, cell phones have become part and parcel of our life. With the up-gradation in technology, today's generation is blessed with social media. They can communicate very easily, quickly and affordably. They have complete freedom in communication. Social websites like Facebook, Whatsapp, Twitter have brought the world together.

Telephonic conversation can be considered as a part of technical communication. This is because many of us take help of technology like android, IOS systems. No wonder, telephones are used as a medium of conversation for the following reasons:

1) Tele-Conferencing.

2) Customer Feedback.

3) Tele-Marketing.

4) Tele-Calling,

5) Daily Updates.

6) Personal Use (Greetings, Congratulating, etc.)

7) Instant Messaging (SMS alerts- Weather.)

8) Call Centers.

9) Business Voicemail, etc.

Check your progress 4

1. When a customer thanks you for timely activation of mobile network, it is-_____.

   a. Customer Feedback. c. Customer Complaint.

   b. Daily Update. d. Daily Update.

2. Telephonic conversation can be considered as_____a part of communication.

   a. Technical c. Commercial

   b. Non-technical d. Non-verbal.

3. SMS received for launching new products is an example of_____.

   a. Tele-Conferencing. c. Business Voicemail.

   b. Tele-Marketing. d. Personal Use of Telecommunication.

2.6 Tips for Effective Telephonic Conversation

Below are some useful necessary tips provided to be an effective speaker while using telephone/cell phone as a medium of conversation.

1) First of all, you must greet the person as soon as you call or receive a call.

2) Identify yourself, your company and the purpose of calling. (For Example, Hi, I am George, calling from XYZ Company).

3) Seek the permission with respect to time. (For example, Is this right time to talk to you? If not, ask the convenient time.)

4) Answer the call in first or second ring at your best.

5) Never keep somebody on hold without prior permission. If permitted, it shouldn't be more than a minute.

6) Act naturally while speaking.

7) Use soft voice, reasonable speed.

8) If you're handling any customer complaint, don't over-promise something you cannot manage.

9) Keep a pen and paper ready in case of sharing or receiving details.

10) Tone should be assertive.

11) Finally, thank the caller before you end the call.

Check your progress 5

1. Rakesh works as a telecaller. He calls Mrs. Maria. The first and foremost thing that he should do is_____.

   a. Greeting
   c. Seek permission
   b. Identification
   d. Thank.

2. When you identify for business purpose, you must disclose_____.

   a. Your name
   c. Purpose of calling
   b. Your Company Name
   d. All of the above.

3. Thanking a caller is the _____step of telephonic conversation.

   a. First
   c. Last
   b. Second
   d. Third.

4. One should seek a permission from a customer because _____.

   a. He/she may be busy in a meeting.
   b. It may not be the convenient time for calling.
   c. It is a part of professional ethics.
   d. All of the above.

2.7 Let Us Sum Up

Interpersonal communication and telephonic conversation are the prime facets of human life. Modern life is highly influenced by the technology-based telephonic conversation. It has overcome many barriers like long distance, improper time, storage limits. Now, you can speak to anybody sitting in any

corner of the world. Surprisingly, use of telephone is drastically increasing both in personal and business area than ever. It can work smoothly 24x7 hours in the absence of manpower. Naturally, it has made the modern life more comfortable. ATM alerts after withdrawal and depositing money, make you financial safe and prevents from any future loss. However, one should take care that it is not used excessively or else, it would have negative impact on health.

2.8 Answers for Check Your Progress

Check your progress 1

Answers: (1-c), (2-b), (3-c)

Check your progress 2

Answers: (1-c), (2-d), (3-a)

Check your progress 3

Answers: (1-d), (2-d), (3-d)

Check your progress 4

Answers: (1-a), (2-a), (3-b)

Check your progress 5

Answers: (1-a), (2-d), (3-c), (4-d)

2.9 Glossary

1. **Dyadic -** interactive.
2. **Coalition -** A relationship between two persons.
3. **Consciousness -** To be aware of.
4. **Appreciate -** Admire, praise somebody.
5. **Empathy -** Thinking from other's point of view.
6. **Sympathy -** Being kind, generous.

7. **Tele Conferencing -** Two or more people talking on the telephone at a time. This may be for personal or professional use.

2.10 Assignment

Compare and contrast the use of dyadic communication with other types of communication such as verbal and written communication.

2.11 Activities

Role Play - Imagine that you are a marketing manager of a mobile manufacturing company. Market your product with specific features to your customer (it may be your classmate). Observe if all tips you have studied are followed.

2.12 Case Study

Telephonic Conversation

In a developing country like India, reaching to crores of Indians is a challenging task. The central government has introduced many reforms and has taken initiatives for the welfare of the people. The government intends to spread the awareness of various policies, schemes designed for all strata of society. It is preferred to use telephonic communication. 'Kisan Call Centre' can be the best example for this. The Indian farmers are given daily updates through short messaging system (SMS) for weather reports and advices. Seoncdly, an appeal was made by P.M.'s Office to participate in Swachha Bharat Abhiyan to all Indians. In addition, Jan-Dhan Yojana was an initiative to promote interest to open the bank accounts to benefit various subsidies. One can incept Government's Health Insurance Policy by replying the message on mobile phones in the prescribed format. Many facilities are availed telephonic help lines which are free. Like government, the corporate world is also making use of mobile/telephonic conversation for various reasons like handling customer complaints, information of new products and services through IVR mode. Interactive voice response (IVR) is a technology that allows a computer to interact with humans through the use of voice and DTMF tones input via keypad. The above discussion shows that telecommunication is gaining momentum in the market.

Questions:

1. What strengths and weaknesses do you see in using telephone as a medium of communication for the masses?
2. Why does the Indian government prefer telephonic communication to oral communication?
3. Will the government succeed in the awareness program? Why?
4. Make a list of facilities available through IVR of a mobile network service provider company.

2.13 Further Readings

Visit any website of mobile manufacturing company like Samsung, Nokia, Micromax, Carbonn or of your choice. Download the Instructional Manual for the users and read it carefully.

Block Summary

This is the block which covers many aspects of communication. You have noticed that verbal and non-verbal communications are the two sides of the same coin. There's no water-tight compartment between the two. On the other hand, they are interlinked and supplementary to each other making the flow of information clear and transparent. A person with excellent communication skills is considered as well-educated and well-cultured gentleman. Facial expressions are nothing but your reflections of emotions carried in the mind. People believe more in non-verbal communication than verbal one when it comes to receiving genuine feedback.

You have learned that dyadic communication consists of the abilities like influencing others, motivation factor, understanding from others's point of view, code of conduct, timely response as a form of feedback leading to successful and complete process of communication cyle. Telephonic conversational tips have made you aware that tone and style of communication is challenging factor even though you are not talking to person face-to-face. Warm greeting sets the positive tone of conversation whereas effective end leads to decision-making process. It also gives you more opportunities to expand your business with repetitive talks with the customers. Building your positive image is also an advantage by improving interpersonal skills. People are friendlier to you. They listen; follow to you which are the need of time for team management. As a result, the trustworthiness increases among the team members working for common goal.

Block Assignment

Short Answer Questions

1. Explain the salient features of dyadic communication.
2. What are features of telemarketing?
3. Telephone as a medium of communication.
4. Tips for effective telephonic conversation.

Long Answer Questions

1. State the relationship between oral communication and telecommunication along with the examples.
2. What is dyadic communication? How important is it in our life?
3. Clarify the merits and demerits of telephones and cell phones from your point of view. Support your answer by adding examples.

Enrolment No. ☐

1. How many hours did you need for studying the units?

Unit No	**1**	**2**	**3**	**4**
Nos of Hrs				

2. Please give your reactions to the following items based on your reading of the block:

Items	Excellent	Very Good	Good	Poor	Give specific example if any
Presentation Quality	☐	☐	☐	☐	_____
Language and Style	☐	☐	☐	☐	_____
Illustration used (Diagram, tables etc)	☐	☐	☐	☐	_____
Conceptual Clarity	☐	☐	☐	☐	_____
Check your progress Quest	☐	☐	☐	☐	_____
Feed back to CYP Question	☐	☐	☐	☐	_____

3. Any Other Comments

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Education is something which ought to be brought within the reach of every one.

- Dr. B. R. Ambedkar

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MANAGERIAL SKILLS AND COMMUNICATION

PGDBA-104



BLOCK 3:
BUSINESS WRITING

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MANAGERIAL SKILLS AND COMMUNICATION

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ROLE OF SELF INSTRUCTIONAL MATERIAL IN DISTANCE LEARNING

The need to plan effective instruction is imperative for a successful distance teaching repertoire. This is due to the fact that the instructional designer, the tutor, the author (s) and the student are often separated by distance and may never meet in person. This is an increasingly common scenario in distance education instruction. As much as possible, teaching by distance should stimulate the student's intellectual involvement and contain all the necessary learning instructional activities that are capable of guiding the student through the course objectives. Therefore, the course / self-instructional material are completely equipped with everything that the syllabus prescribes.

To ensure effective instruction, a number of instructional design ideas are used and these help students to acquire knowledge, intellectual skills, motor skills and necessary attitudinal changes. In this respect, students' assessment and course evaluation are incorporated in the text.

The nature of instructional activities used in distance education self-instructional materials depends on the domain of learning that they reinforce in the text, that is, the cognitive, psychomotor and affective. These are further interpreted in the acquisition of knowledge, intellectual skills and motor skills. Students may be encouraged to gain, apply and communicate (orally or in writing) the knowledge acquired. Intellectual-skills objectives may be met by designing instructions that make use of students' prior knowledge and experiences in the discourse as the foundation on which newly acquired knowledge is built.

The provision of exercises in the form of assignments, projects and tutorial feedback is necessary. Instructional activities that teach motor skills need to be graphically demonstrated and the correct practices provided during tutorials. Instructional activities for inculcating change in attitude and behavior should create interest and demonstrate need and benefits gained by adopting the required change. Information on the adoption and procedures for practice of new attitudes may then be introduced.

Teaching and learning at a distance eliminates interactive communication cues, such as pauses, intonation and gestures, associated with the face-to-face method of teaching. This is particularly so with the exclusive use of print media. Instructional activities built into the instructional repertoire provide this missing interaction between the student and the teacher. Therefore, the use of instructional activities to affect better distance teaching is not optional, but mandatory.

Our team of successful writers and authors has tried to reduce this.

Divide and to bring this Self Instructional Material as the best teaching and communication tool. Instructional activities are varied in order to assess the different facets of the domains of learning.

Distance education teaching repertoire involves extensive use of self-instructional materials, be they print or otherwise. These materials are designed to achieve certain pre-determined learning outcomes, namely goals and objectives that are contained in an instructional plan. Since the teaching process is affected over a distance, there is need to ensure that students actively participate in their learning by performing specific tasks that help them to understand the relevant concepts. Therefore, a set of exercises is built into the teaching repertoire in order to link what students and tutors do in the framework of the course outline. These could be in the form of students' assignments, a research project or a science practical exercise. Examples of instructional activities in distance education are too numerous to list. Instructional activities, when used in this context, help to motivate students, guide and measure students' performance (continuous assessment)

PREFACE

We have put in lots of hard work to make this book as user-friendly as possible, but we have not sacrificed quality. Experts were involved in preparing the materials. However, concepts are explained in easy language for you. We have included many tables and examples for easy understanding.

We sincerely hope this book will help you in every way you expect.

All the best for your studies from our team!

MANAGERIAL SKILLS AND COMMUNICATION

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Introduction, Meaning of Communication, Communication Process, Medium of Communication, Types of communication

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BLOCK 3: BUSINESS WRITING

UNIT 1 MEETINGS, PROPOSALS AND FEEDBACK

Introduction, Meeting, Work Report, Business Proposal Writing, Effective Feedback Oral Communication: - Listening and Speaking- prepared Speeches and Extempore speeches. Meeting - Notice, Agenda and Minutes

UNIT 2 REPORT WRITING, PR AND EMAIL

Introduction, Report Writing, Business Report writing, Advertising and Public relation, E-mail

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UNIT 2 BUSINESS LETTERS AND CLASSIFIED ADVERTISEMENTS

Introduction, Written Communication Collection Letter, Complaint Letter, Adjustment Letter, Claim Letter, Preparation of Classified Advertisements

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MANAGERIAL SKILLS AND COMMUNICATION

BLOCK 3: BUSINESS WRITING

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BLOCK 3: BUSINESS WRITING

Block Introduction

Most of the business professionals spend their half of the office time in sharing information of various activities. If you observe, they prefer written communication to oral one. Hiring an employee with poor business writing skills may cause to thousands of dollars loss to the organization. Secondly, it is also loss from brand management point of view. It is a part of disaster management. On the other hand, accurate, specific details with logical order, including use of charts, tables, maps, flowcharts and diagrams along with suitable images make your writing effective and touchy arresting the mind of readers. Business writing covers a wide range of tasks like presentations, emails, notices, company policies, reports, market research updates, corporate communication etc. You must be expert in knowing and using written communication for business context.

This block primarily concentrates on some of the important aspects of business writing like planning and execution of business meetings like notice, agenda and minutes of meeting. You will study how to draft effective business proposals for growth of an organization. Preparing speech is an art to influence and inspire others. You need to learn the art of speaking in convincing style. In this age of competition, knowing your target audience is crucial factor to develop personal relations. You will get an exposure to understand how the advertisements enable to generate revenue and impact on the viewers. Email writing and etiquettes will give you competitive advantage.

It would be worth to understand the 'how' pattern of content. You can practice role plays of meeting. The practice of business proposals is possible through work templates and actual application. Brainstorming session will generate creative ideas. The structure of ad-mad shows inspire you to frame and present the rich content in the shortest possible time. You can assess the performance through 360 degree feedback. The case study and assignment will take you to the level of research and develop critical and analytical thinking. It is also important to know that problems are nothing but the opportunities in hidden form. To identify the areas of improvement. Technology-enabled learning is the best way for developing email writing and etiquettes. Google group can be formed for the same. The social media is also useful to grow your personal network. Informal discussions can be helpful in extempore speeches to boost the confidence.

Block Objective

After learning this block, you will be able to understand:

- The importance of written communication in business.
- How to compose the various types of business messages.
- The sensitivity from receiver's point of view.
- How to design business documents as per requirement.

Block Structure

Unit 1: Meetings, Proposals and Feedback

Unit 2: Report Writing, PR and Email.

UNIT 1: MEETING, PROPOSALS AND FEEDBACK

Unit Structure

1.0 Learning Objectives

1.1 Introduction

1.2 Meeting

1.3 Work Report

1.4 Business Proposal Writing

1.5 Effective Feedback

1.6 Oral Communication: Listening And Speaking

1.6.1 Prepared Speeches and Extempore Speeches.

1.7 Meeting: Notice, Agenda And Minutes

1.8 Let Us Sum Up

1.9 Answers For Check Your Progress

1.10 Glossary

1.11 Assignment

1.12 Activities

1.13 Case Study

1.14 Further Readings

1.0 Learning Objectives

After learning this unit, you will be able to understand:

- How to prepare various reports in business environment.
- How to develop effective listening & speaking skills.
- How to compose an email for business purpose.

1.1 Introduction

Many students have knowledge. However, they fail to express in an expected manner. This unit talks about oral communication covering listening and speaking as basic skills for managerial functions. The outline of a business proposal is possible through the standard templates and worksheets based on various situations. You are supposed to make excessive use of prepared and extempore series as a platform to develop oral communication in professional manner. Meanwhile, feedback can be shared by your faculty, classmates and friends to improve as quickly as possible. Group activities like role play (of a customer and service provider) will give you insightful experiences to understand customer perceptions and buying behaviour. Here, you will get an idea as to how to accept the feedback in positive manner.

1.2 Meeting

Meetings are the productive and effective means of communication for an enterprise. It is considered to be an internal communication. It is the part of performance management, resource management and other managerial functions to run the business competently without any setback of communication. The chief utility of meeting is coordination. Meetings can be conducted online or offline. Online meetings are planned through video conferencing whereas offline meetings are held in the office area. The three important facets of a meeting are notice, agenda of a meeting and minutes of the meeting. Pre-meeting, during meeting and post-meeting preparation involves various purposes. You will study the concept of meeting in detail in the last part of this unit.

Check your progress 1

1. Meetings can be_____

   a. Online
   c. None of the above
   b. Offline
   d. Both of the above.

2. The core function of meeting is_____

   a. Communication
   c. Business writing
   b. Coordination
   d. All of the above.

1.3 Work Report

Generally, reports are one of the best forms of formal communication. Reports describe, analyze, and investigate a situation for a particular audience. They have a formal structure and common sub-sections. A report is a logical presentation of facts, data and information. Business firms and institutions rely on the written word, employer's value employees who have effective writing skills. Research shows that practice improves writing skills. Writing a work report is a good opportunity for you to practice your writing. It is also a good chance to analyze a topic of interest or to recommend a change in a process. Writing a work report gives you an opportunity in researching a topic, organizing material, analyzing a problem, process, or situation and outlining etc. You will be recognized as a competitive employee if you can identify procedures, determine causes of problems, propose practical solutions, and create a report that summarizes this information.

Check your progress 2

1. A_____ is a logical presentation of facts, data and information.
   a. Report
   b. Business Proposal
   c. Letter
   d. Meeting.
2. _____describe, analyze, and investigate a situation for a particular audience.
   a. Reports
   b. Business Proposals
   c. Letters
   d. Meetings.
3. Report writing does NOT develop skills like_____.
   a. Research orientation.
   b. Logical thinking.
   c. Problem-creating.
   d. All of the above.

1.4 Business Proposal Writing

One of the best ways of business development is effective business proposal writing. It is a strategic plan to attract the potential customers by identifying the unique selling points (USP). It helps the customer to compare and contrast the products and services. It gives an opportunity to showcase your competitiveness from customer's point of view. The effective business proposal helps the customer for decision-making. Unique title, eye-catching opening, creative presentation and concrete message with specific details make an impression and help the sales executive to convince the prospective customer. The format of business proposal varies based on nature and requirement of client. Here, you need to think from his/her perspectives. In short, business proposal is a winning opportunity for you to expand your business in a creative and strategic manner.



Fig 1.1 Business Proposal writing

The various components of business proposal can be mentioned as below:

a) Title of Proposal.

b) Executive Summary.

c) Introduction.

d) Need Identification.

e) Proposal Description.

f) Company History.

g) Financial Provision.

h) Conclusion.

i) Appendix.

Check your progress 3

1. A_____ is a logical presentation of facts, data and information.

   a. Report c. Letter

   b. Business Proposal d. Meeting.

2. A business proposal is a written offer from_____ to a_____.

   a. Above Buyer, Seller. c. Both of them.

   b. Seller, Buyer. d. None of the above.

3. _____describe, analyze, and investigate a situation for a particular audience.

   a. Reports c. Letters

   b. Business Proposals d. Meetings.

1.5 Effective Feedback

In today's dynamic market situation, there's no tool like effective feedback. Feedback is the only way to understand the buying behaviour of customers. No business owner can afford to lose any single customer be it existing or prospective one. It is necessary tool for consistent improvement of an organization. In this sense, feedback is the window of customer satisfaction. It develops customer-centric approach. In philanthropy, there's no market. The statement is really thought-provoking, it highlights that the organizations should be open-minded in accepting real feedback. This is because it is a tool of continuous improvement. For example, a hotel owner should always ask for feedback of the food served to the customer in order to improve food quality and service so that the customer visits again and again.

Some of the characteristics of effective feedback are:

- It should be generally evaluative.
- It should be specific rather than general.
- It should be more constructive.
- It should check the degree of agreement from others.
- It should be time-bound.

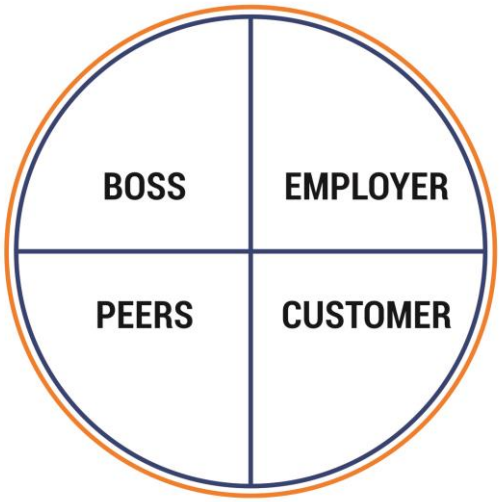


Fig 1.2 360^0 Feedback

Check your progress 4

1. A feedback is always measured in_____degree.
   a. 90^0 c. 270^0
   b. 80^0 d. 360^0
2. A feedback is a tool of_____improvement.
   a. Continuous c. Both
   b. Consistent d. None

3. A feedback is_____.

a. Evaluative
c. Time-Bound
b. Constructive
d. All

1.6 Oral Communication: Listening and Speaking

Human beings are blessed with the gift of 'mind'. The power of mind is incredible. We carry emotions all the time knowingly or unknowingly. Naturally, emotions are to be shared only then you feel relaxed. When you have emotions you share through speaking skills on the other hand, you are listener when the emotions are shared with you by somebody else. This is because social media has become popular and liked by most of you. It gives you an exposure simply without any pressure. This is also applicable to business. When you deal with the customers, you need to either listen them or speak in a successful manner. Here, you need to develop professional approach for listening and speaking skills.

Listening Skills:

Listening is the prime source of gaining knowledge. However, if you observe, many times there's no concentration. It is just the formality or compulsion made to you. For example, when you attend any lecture, try to remember what did you learn in the end. You will find it difficult to recall. Listening is an art which can be developed after practice. You must have great patience for the same. Lack of attentive listening may put you at loss. For example, you are in a business meeting, you couldn't listen the client updates properly. Naturally, you will follow the old rules and tend to make the mistakes. It will lead to customer complaints at the end. By this, you can understand its significance at workplace. Listening involves interpretation, retention of memory and adhering to what was said. Similarly, it makes you a distinct business professional bringing efficiency in the organization.

A good listener is never confused because he/she is very much prepared and updated on the current happenings. He takes quick and right decisions in right manner giving guarantee of results. Additionally, empathy is a must factor in listening. In short, it has become the need of time.

Speaking Skills:

It is the dream of every student to be the best speaker. No wonder, a person who speaks effectively, influences other easily. He or she is remembered by his style of speaking. Speaking abilities indicate your level of confidence and preparation. It is also an important aspect of your personality. It helps you in career stability, growth and winning the mind of customers too. Use of simple words, reasonable speed, soft tone, presence of mind, adding relevant examples enable a person or an employee to be a successful speaker. Such people are always in demand for any business assignment.

Here are some tips which will help you to develop your speaking skills:

1. Develop your vocabulary. (Learn minimum 3 new words every day).
2. Watch Daily news on English Channels.
3. Read English newspapers and discuss what you've read with your friends.
4. Listen attentively.
5. Develop a habit of loud reading.
6. Practice correct way of pronunciation.
7. Participate in various debates.
8. Be a part of anchoring in your school or college.

1.6.1 Prepared Speeches and Extempore Speeches

Prepared Speech:

Actually, every speaker is a role model for audience seating before him or her at least for the time being. Therefore, it is highly recommended that the speaker should never ignore to prepare his speech. The preparation of speech consists of outline of a speech, logical sequence, adding real life examples, putting facts, figures, possibility of questions asked by the audience, sense of humour, keeping resources ready and eye-catching opening, memorable conclusion and so on. Prepared speeches boost the confidence of the speaker as they have worked hard and practiced well expecting good results.

Extempore Speech:

This type of speech is considered as the best practice method to improve your speaking skills. It is a stepping stone in the improvement of your communication skills all together. The students who face 'the fear of failure', it is

blessing for them. The reason is very simple. You have to start speaking on your favourite topics, themes for very short time, may be 2-3 minutes. Here, you have two benefits. One, you have complete freedom of choosing the topic. Secondly, it is hardly for few minutes. It builds your confidence slowly and steadily. Body language, speed, quality of content, delivery style and tone are some basic parameters of evaluating extempore speeches. The main aim is to motivate the student to speak on the topic of his own choice.

Check your progress 5

1. A large portion of knowledge is managed by _____.

   a. Speaking c. Reading

   b. Listening d. Experimenting.

2. Attentive listening is an important part of_____.

   a. Empathy c. Both

   b. Sympathy d. None.

3. Command over a language is indicated through_____skills.

   a. Speaking c. Reading

   b. Listening d. None.

4. The extempore speech gives you freedom of choice of _____.

   a. Body language. c.Time

   b. Topic. d. All of the above.

5._____ speech is always preferred in order to motivate the new learners of any language.

   a. Extempore c. Both of the above.

   b. Prepared d. None of the above.

6. The major difference between Prepared Speech & Extempore Speech is_____.

   a. Content c. Preparation

   b. Speed d. Tone.

1.7 Meeting: Notice, Agenda and Minutes.

Everyone meets for various reasons. However, it has different perspectives when it comes to business environment. Meeting is one of the powerful ways of sharing valuable information. It is the best example of oral communication. Effective management of meeting requires proper planning, execution and coordination as well. The prime objective of planning a meeting is to move group actions forward. In this sense, it is a task-based activity. To organize a meeting in a successful manner, one needs to concentrate on the follow things. They are:

A) **Notice -** It is the first step of preparation. Notice is generally preferred in written form of communication. This is because of maintaining the records for official use. It is prepared by an officer with prior approval of the concerned authority and circulated to all those who are supposed to be a part of a meeting. Notice should be given well in advance. It should be at eleventh hour. It gives a brief idea of the purpose of planning a meeting. For example, a principal of the college.

B) **Agenda of a Meeting -** Any business activity needs to be planned and executed well. It is said, "If you fail to plan, you plan to fail." By this, you can simply understand the importance of planning. Business meetings are part and parcel of internal communication of any organization. They occur more frequently. An agenda includes the venue, list of topics to be discussed, roles and responsibilities to be assigned, keeping documents ready along with guidelines and target team members. It also gives you an idea about the nature of meeting. Meeting prevents any probable miscommunication or misunderstanding among the team members. An effective agenda of meeting expects concrete and timely results. It helps to track the progress of a task or activity. All the points to be discussed during meeting are prepared so that it gives proper direction and saves time of all team members. Agenda should be purely framed on the basis of purpose of a meeting. Identifying the responsibilities, review, modification, supporting documents like guidelines, worksheets are the basis requirements while preparing an agenda of a meeting.

C) **Minutes of the Meeting -** This is the last part of effective management of meeting. During a meeting, a leader should assign the role of noting the minutes of the meeting to somebody. It aims to record the key points. Well written, clear minutes, circulated in a timely manner are always well

received! It requires note-taking, transcription, distribution, storage for record sake.

Check your progress 6

1. A meeting is a_____activity for any business.
   a. Task-based c. Process-oriented.
   b. Goal-oriented d. All of the above.
2. _____is a post-meeting activity for maintenance of records.
   a. Notice c. Minutes
   b. Agenda d. All.
3. The plan of a meeting is communicated through_____.
   a. Minutes c. Notice
   b. Agenda d. None.

1.8 Let Us Sum Up

Business writing is essential to present your message in a lively, economical manner using simple, familiar wording, uncomplicated sentence structure, and short paragraphs. It is considered as the functional form of business communication. It is very important to create a clear content preview, gaining the readers' attention and establishing specific and personal benefits to them. Business writing has gained tremendous momentum in the corporate world as well as in other sector also. The demand and urge to learn the business writing skills is increasing like anything. It is the reflection of professional image of any organization or a company. It may be difficult to produce flawless business document consistently. In the unit, you will study, how to learn the art of creating business reports, agenda, minutes of meeting and prepare for various kinds of speeches. You have learned that a good meeting is planned with pre-prepared agendas, and all attendees have clear idea about the meeting objective and expected outcomes. The meeting is the primary source of company information for organizational communication. Many business decisions are based on topics discussed during a meeting. Proper coordination, communication, well-defined job roles, clarity of thoughts and documentations leads to handling effective meeting management. It is equally important to remember that feedback is a tool

for continuous improvement and maintaining quality standards of different products and services whereas listening and speaking makes you a responsible member of a team.

1.9 Answers for Check Your Progress

Check your progress 1

Answers: (1-d), (2-b), (3-a)

Check your progress 2

Answers: (1-d), (2-b), (3-a)

Check your progress 3

Answers: (1-a), (2-b), (3-b)

Check your progress 4

Answers: (1-b), (2-c), (3-a)

Check your progress 5

Answers: (1-b), (2-a), (3-a), (4-a), (5-c), (6-c)

Check your progress 6

Answers: (1-d), (2-c), (3-c)

1.10 Glossary

1. **Envision** - Imagine, Foresee, Predict.
2. **Economical** - Use of specific words for a given context.
3. **Flawless** - Without any fault, perfect.
4. **To rely on** - to depend upon.
5. **Approval** - Permission, authorization.
6. **Perspective** -Viewpoint.

7. **Execution -** Implementation.

8. **Modification -** Amendment, change, alteration.

1.11 Assignment

1. Explain the term 360^0 feedback based on the concept you have studied. Give suitable and real-life examples to emphasize your focal point.

2. Study online the concept of 'Gallup Survey' from Corporate World by visiting various websites.

1.12 Activities

Divide your class into four groups. Assign them various tasks of the meeting for planning an event – 'Foundation Day' of your college. Plan notice, agenda, actual meeting and minutes of meeting based on your study.

1.13 Case Study

ABC Company Pvt. Ltd. is a major giant company in United Kingdom in business process management sector. The company always aims to achieve excellent in whatever they do. The top management of a company has defined vision 2020. Naturally, the roadmap is in progressive stage. The company wants to know the current level of satisfaction of employees. This is because the core value of an organization is "Each one counts!" It signifies the contribution of each employee for the business. It believes that if an employee is empowered, motivated then he or she can do wonders in the business. To understand whether the employee satisfaction is high or need to modify the company policies as per current needs of time. The company has asked a third party to conduct 'GallupSurvey' that will have 360 degree transparent and authentic feedback. Also, the confidentiality of an employee giving details can be maintained.

Questions:

1. Do you believe the feedback is an important tool for continuous improvement? Why and How?

2. Many companies give the first priority to customers. Here, it is the employee. Is it logical and right? Or should they have equal importance in an organization?
3. Why does the company prefer to conduct a survey from a third party?
4. State the importance of feedback in the business environment.

1.14 Further Readings

1. Meyer, Carolyn. "Communicating for Results: A Canadian Student's Guide", 3rd Edition.

UNIT 2: REPORT WRITING, PR AND EMAIL

Unit Structure

2.0 Learning Objectives

2.1 Introduction

2.2 Report Writing

2.2.1 Business Report Writing

2.3 Advertising and Public Relation

2.4 E-Mail

2.5 Let Us Sum Up

2.6 Answers For Check Your Progress

2.7 Glossary

2.8 Assignment

2.9 Activities

2.10 Case Study

2.11 Further Readings

2.0 Learning Objectives

After learning this unit, you will be able to understand:

- The art of writing business reports.
- The advertising skills.
- How to maintain public relations from business point of view.
- How to compose an email.

2.1 Introduction

Business writing has various legal and financial implications. In this unit, you will understand that putting something in writing is not always a fool proof way to ensure accuracy and understanding. A written communication is only as accurate as the writer's knowledge of the subject and audience, and understanding depends on how well the writer captures the reader's attention. Report writing is essential for critical and analytical decision-making process. Reports give us third party viewpoints. They are data-driven inferences and authentic enough based on market research. For example, a company wants to launch a new product in the market. The first task would be to study existing products of various brands, pricing factor, and competitors, checking and comparing your products, conduct market survey on customer expectations. The final report based on data will be submitted to top management to decide the roadmap of launching the products with cross-verification. It also provides some effective techniques, learning from others' mistakes and making you more competitive in the market as a giant player. The stronger this continuity the greater the weight of the report will have in supporting the decision making process. When you choose a focus for a report, one of the first steps is to narrow the scope to a report length.

In this unit, you are privileged to know more about technical communication through email writing. Advertising strategies will give a unique exposure in terms of time and cost management tending to increase market share. If you aspire to grow as a manager, it is mandatory to comprehend the skills of report writing, you will learn how to build and maintain personal relations with the stakeholders in order to meet their expectations from time to time. Let's learn and be master of it for bright career prospect.

2.2 Report Writing

Data interpretation and presentation skills are primary important factors while writing a report. You must learn the art of writing a killer report that leaves strong and positive impression along with pros and cons of an activity. It is a great learning experience altogether. Numbering, appropriate font, clear titles, facts supported with examples, introduction and conclusion, references, well-designed layout are some of the significant factors you should keep in mind all the time. A report is based on the evidences. Therefore, a list of evidences must be enclosed to clarify the doubts. Before writing a report, you need to gather, evaluate and

analyse relevant information, develop the habit of reading every day in terms of preparation.



Fig 2.1 Report Writing

The Stages of Report Writing:

a) Understanding the report brief.

b) Gathering and selecting information.

c) Organize the material.

d) Analyze the material.

e) Writing the report (Introduce, Explain, Present, Comment and Conclude).

f) Review and Modification.

g) Presentation.

Apart from, acknowledgement, glossary of literary terms, bibliography is equally important. Therefore, it is an art which can be acquired after hard preparation and practice.

2.2.1 Business Report Writing

Formatting, streamlining and clarifying are the salient features of business report writing. Business Report writing is used for a wide variety of topics and objectives, and a report can vary greatly in length, content, and format. Examples include annual reports, monthly sales reports, reports requested by management exploring a specific issue, reports requested by the government showing a company's compliance with regulations, progress reports, and feasibility studies. Often, a Business Report is the product of an accepted Proposal. Other times, a Proposal will be written after the report in hopes of gaining approval for the recommendations.

- **Format of Business Report:**

1	Title Page
2	Letter of authorization
3	Letter of transmittal
4	Table of contents
5	Synopsis or summary
6	Introduction
7	Body of the report
8	Conclusions
9	Recommendations
10	Bibliography
11	Appendices.

The formats of business report may vary as per the need and intention. It is also notable to provide the guidelines at the end of the report in case any abbreviations are mentioned. You can have recommendations for the recipients. More accurate your report, better and quicker feedback it will give you.

Check your progress 1

1. The preparation of report involves_____.
   a. Collection of data and information.
   b. Evaluation of data and information.
   c. Analysis of data and information.
   d. All of the above.
2. The target audience of a business report may be_____.
   a. Customers
   b. Brokers
   c. Both of the above
   d. None of the above
3. In a report, acknowledgement is shown in the_____.
   a. Beginning
   b. Middle
   c. Ending
   d. Introduction.

2.3 Advertising and Public Relations

Today's age is the age of marketing. We all notice the influence of advertising through various channels of communication like television, radio, newspapers, email, social media, hoardings, etc. It is the art of calling public's attention to your business. An art of advertising is based on the psychological factors like customer needs, creativity and buying behaviour of customers and impact factor. It should appeal to the mind of customer giving them unique experience of your products or services. It is the activity of marketing the products or services. An advertising plan for one product might be very different than that for another product. Advertising is typically done with signs, brochures, commercials, direct mailings or e-mail messages, personal contact, etc.

Advertising Methods:

a) Direct advertising.

b) Indirect advertising.

c) Online advertising.

d) Print advertising.

e) Telephonic advertising.

Public Relations:

Public relations include on-going activities to ensure the company's overall public image is strong. Public relations activities include helping the public to understand the company and its products. The world of business is characterised by fierce competition and in order to win new customers and retain the existing ones, the firms have to distinguish themselves from the competition. But they also need to create and maintain a positive public image. A PR specialist or firm helps them both create and maintain a good reputation among both the media and the customers by communicating on their behalf and presenting their products, services and the overall operation in the best light possible. A positive public image helps create a strong relationship with the customers which in turn increase the sales. It is the way organisations, companies and individuals communicate with the public and media. A PR specialist communicates with the target audience directly or indirectly through media with an aim to create and maintain a positive image and create a strong relationship with the audience. Nowadays, you will observe that every corporate enterprise has appointed PRO/PRM i.e. Public Relationship Officer / Manager. It is his job to build strong rapport with the customer for long-term relationship, understand his concerns and channelize them to the right department in the organization.

Check your progress 2

1. Television is the _____medium of advertising products and services.
   a. Audio c. Audio-Visual
   b. Visual d. None.
2. Online advertisement is done through_____.
   a. Email c. SMS
   b. Telephone d. Hoarding.
3. Classified ads are the best examples of_____.
   a. Print Advertisement. c. Telephonic advertisement.
   b. Direct advertisement. d. Indirect advertisement.
4. P.R.O. stands for_____.
   a. Private Regional Officer c. Public Regional Officer.
   b. Personal Relations Officer d. Public Relations Officer.
5. A_____builds strong rapport with the customer for long-term relationship.
   a. Public Regional Officer. c. Public Relations Officer.
   b. Private Regional Officer. d. Personal Relations Officer.

2.4 Email

Email is an electronic mail. It is the most popular medium of communication. It is considered as a part of technical communication. If you are in a hurry to get a lot of things done, e-mail often offers the path of least resistance. Unlike a phone call, you know that you will get through to your client without spending more time. You won't face the prospect of talking to an assistant or having to leave a voice mail. You know that you can be very precise in what you say. E-mails convey no vocal tone and no facial expression. For this reason, they are inappropriate for providing negative feedback or anything that might be interpreted as critical, contradictory, or emotional. Your tone of voice is crucial at these times. E-mail cannot convey your inflection. E-mails can create an

expectation of immediate or rapid response. After reading an e-mail, wait a moment before replying. When you write your response, set aside the message whenever possible and review it later. Editing can result in an immense improvement in your communication. Use a good grammar-checker and spelling-checker as errors in e-mails are often hard to catch. E-mails are forever. Keep in mind that e-mails can be intercepting and can be retrieved from backup media years later. Think about the lifespan of your e-mail before you press "Send."

Email Etiquettes:

1) Always be courteous and positive in your message.
2) Greet people in the beginning of conversation.
3) Avoid spelling mistakes.
4) Never use SMS language as it is highly unprofessional.
5) Be specific and to the point.
6) Design email format suitable to your need. Reply email within 24 hours only.
7) End your conversation with "Thank you. Have a nice day!"

Check your progress 3

1. E-Mail stands for _____mail.
   a. Automatic
   b. Systematic
   c. Electronic
   d. Electrical.
2. Emails are considered to be a part of_____communication.
   a. Technical
   b. Technological
   c. Verbal
   d. Non-verbal.

3. Which of the following is NOT applicable to E-Mail:
   a. Email creates immediate response.
   b. We can use positive language.
   c. Always begin with 'Thank you.'
   d. Reply within 24 hours only.

2.5 Let Us Sum Up

Business Report writing is used for a wide variety of topics and objectives, and a report can vary greatly in length, content, and format. Examples include annual reports, monthly sales reports, reports requested by management exploring a specific issue, reports requested by the government showing a company's compliance with regulations, progress reports, and feasibility studies. The above discussion shows that the significance of business writing is increasing day-by-day. It is the need of time for you as a student to be well-versed with various types of business document required in an organization. You have learned that creativity, innovation and out-of-the-box thinking is essential for an advertisement. It is the most effective way of reaching to the public in short time. Email etiquettes have made you smarter than ever respecting the value of customers' opinion. It helps to bring more business opportunities in future. You are fully aware that drafting different reports as per the need is an art. It has to be in customized format matching individual requirements.

Digital marketing is the key factor in database management. Today, data is considered as an important asset for a company. Email writing and public relations help you to collect information of customer details to increase your profit margin and market share. It is also necessary to make skilful use of technology like social networking sites to advertise your products and services in less time with maximum number of people. The activities like CSR will enable you to strengthen public relations based on positive sentiment and brand positioning level.

2.6 Answers for Check Your Progress

Check your progress 1

Answers: (1-d), (2-c), (3-a)

Check your progress 2

Answers: (1-c), (2-a), (3-a), (4-d), (5-c)

Check your progress 3

Answers: (1-c), (2-a), (3-c)

2.7 Glossary

1. **Implication** - Connotations.
2. **Streamline** - Reorganize, modernize in a systematic manner.
3. **Feasibility** - Probability, practicability.
4. **Fierce** - Severe.
5. **Distinguish** - Differentiate, Make a distinction.
6. **Intercept** - Capture.
7. **Inflection** - Variety of tone.
8. **Rapid** - Fast, speedy.
9. **CSR** - Corporate Social Responsibility. The Government of India has made it compulsory to the corporate companies to spend 2% amount of their net profit for the welfare of society. The basic amenities like drinking water, public health, education, waste management can be availed by them to the needy and poor students or citizens.

2.8 Assignment

"Advertising is the prime source of revenue generation." Do you agree with the statement? Explain with the points you have studied.

2.9 Activities

Plan a presentation on the 'business writing and email etiquettes' and present it before the class with examples.

2.10 Case Study

Personal Relations

Samuel D'Souza is working as a Head of Operations department in an insurance company. As the Indian government has passed the Insurance Bill, many new companies have entered the market. Naturally, there will be more competitors than ever. In this situation, client retention is a major challenge before Samuel. The Board of Directors of the company asks him to plan a strategy to increase rapport with the customers and ensure that the utmost care is taken of them. As a result, he compiles the data and asks every manager to talk personally to their respective clients and check whether they face any challenge, to clarify all their doubts and increase level of satisfaction. Post to this exercise, he will collect random feedback directly from the customers. This would certainly bridge the gap of uncertainty, build personal relations and bring smiles on the face of every customer. It will also pave the way to incept more insurance policies as per new needs of customer in the most competitive premiums like family insurance, health insurance and unit linked insurance policies (ULIPs).

Questions:

1. Do you believe that the government reforms have direct or indirect impact on the business? How?
2. What challenges Samuel D'Souza has to face as a Head of Operations department?
3. Why do you think 'client retention' is the first priority to the Board of Directors of the company?
4. Will the strategy of Mr. D'Souza work effectively? Why?
5. Suggest some suitable methods of communication to build strong personal relations with the customers.

2.11 Further Readings

1. Visit various websites of the manufacturing companies to read the advertisements of various products.

Block Summary

By now, you are in a position to make use of various business proposals. You have learned Dos and Don'ts of business proposals. Feedback has various forms. Sometimes oral, written and non-verbal like facial expressions, involvement of participants, question-answers etc. You should be open to answer the questions raised by the audience. It indicates that they are interested and willing to learn. Oral communication has made you confident in managing various meeting and being an orator during public speech giving clear message. The case study of Samuel D'Souza has created workplace challenge and given you possibilities of failure in communication process. It makes you alert all the time. Online websites are the best ways to recognize your potential in the field of advertisement. When you reply to your email within 24 hours, it makes you punctual and prevents from any future loss as well.

Research-oriented presentation, customer expectations, accurate and effective layout design, business policy and strategic planning is very much successful by studying the concept of 'business writing'. It will take you to think on the line of business sustainability and expansion too. Healthy competition will make you perfect in what you do on daily basis. Oral and written communication is always the need of time. As a manager, you are a link between the top management and employees of the organization. You should be known for accurate planning and leading expected results in timely manner. Public relations minimize customer complaints giving higher chance to generate revenue. In short, business is nothing but serving the best for your clients as you promise.

Block Assignment

Short Answer Questions

1. What are the advantages and disadvantages of advertising?
2. What is the role of a Public Relations Officer in an organization?
3. State the useful tips for email writing.

Long Answer Questions

1. "Advertising requires innovation, creativity, novelty and out of the box thinking." Elaborate you answer in your own language.
2. Explain the various methods of advertisement with the examples.
3. Compare and contrast the online and offline advertising sector-wise from audience point of view.

Enrolment No. ☐

1. How many hours did you need for studying the units?

Unit No	**1**	**2**	**3**	**4**
Nos of Hrs				

2. Please give your reactions to the following items based on your reading of the block:

Items	Excellent	Very Good	Good	Poor	Give specific example if any
Presentation Quality	☐	☐	☐	☐	_____
Language and Style	☐	☐	☐	☐	_____
Illustration used (Diagram, tables etc)	☐	☐	☐	☐	_____
Conceptual Clarity	☐	☐	☐	☐	_____
Check your progress Quest	☐	☐	☐	☐	_____
Feed back to CYP Question	☐	☐	☐	☐	_____

3. Any Other Comments

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Education is something which ought to be brought within the reach of every one.

- Dr. B. R. Ambedkar

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MANAGERIAL SKILLS AND COMMUNICATION

PGDBA-104



BLOCK 4:
BUSINESS ETIQUETTES

Dr. Babasaheb Ambedkar Open University
Ahmedabad

MANAGERIAL SKILLS AND COMMUNICATION

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ROLE OF SELF INSTRUCTIONAL MATERIAL IN DISTANCE LEARNING

The need to plan effective instruction is imperative for a successful distance teaching repertoire. This is due to the fact that the instructional designer, the tutor, the author (s) and the student are often separated by distance and may never meet in person. This is an increasingly common scenario in distance education instruction. As much as possible, teaching by distance should stimulate the student's intellectual involvement and contain all the necessary learning instructional activities that are capable of guiding the student through the course objectives. Therefore, the course / self-instructional material are completely equipped with everything that the syllabus prescribes.

To ensure effective instruction, a number of instructional design ideas are used and these help students to acquire knowledge, intellectual skills, motor skills and necessary attitudinal changes. In this respect, students' assessment and course evaluation are incorporated in the text.

The nature of instructional activities used in distance education self-instructional materials depends on the domain of learning that they reinforce in the text, that is, the cognitive, psychomotor and affective. These are further interpreted in the acquisition of knowledge, intellectual skills and motor skills. Students may be encouraged to gain, apply and communicate (orally or in writing) the knowledge acquired. Intellectual-skills objectives may be met by designing instructions that make use of students' prior knowledge and experiences in the discourse as the foundation on which newly acquired knowledge is built.

The provision of exercises in the form of assignments, projects and tutorial feedback is necessary. Instructional activities that teach motor skills need to be graphically demonstrated and the correct practices provided during tutorials. Instructional activities for inculcating change in attitude and behavior should create interest and demonstrate need and benefits gained by adopting the required change. Information on the adoption and procedures for practice of new attitudes may then be introduced.

Teaching and learning at a distance eliminates interactive communication cues, such as pauses, intonation and gestures, associated with the face-to-face method of teaching. This is particularly so with the exclusive use of print media. Instructional activities built into the instructional repertoire provide this missing interaction between the student and the teacher. Therefore, the use of instructional activities to affect better distance teaching is not optional, but mandatory.

Our team of successful writers and authors has tried to reduce this.

Divide and to bring this Self Instructional Material as the best teaching and communication tool. Instructional activities are varied in order to assess the different facets of the domains of learning.

Distance education teaching repertoire involves extensive use of self-instructional materials, be they print or otherwise. These materials are designed to achieve certain pre-determined learning outcomes, namely goals and objectives that are contained in an instructional plan. Since the teaching process is affected over a distance, there is need to ensure that students actively participate in their learning by performing specific tasks that help them to understand the relevant concepts. Therefore, a set of exercises is built into the teaching repertoire in order to link what students and tutors do in the framework of the course outline. These could be in the form of students' assignments, a research project or a science practical exercise. Examples of instructional activities in distance education are too numerous to list. Instructional activities, when used in this context, help to motivate students, guide and measure students' performance (continuous assessment)

PREFACE

We have put in lots of hard work to make this book as user-friendly as possible, but we have not sacrificed quality. Experts were involved in preparing the materials. However, concepts are explained in easy language for you. We have included many tables and examples for easy understanding.

We sincerely hope this book will help you in every way you expect.

All the best for your studies from our team!

MANAGERIAL SKILLS AND COMMUNICATION

Contents

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Introduction, Business Correspondence, Business Letter, Purchase Letter, Sales Letter, Credit Letter

UNIT 2 BUSINESS LETTERS AND CLASSIFIED ADVERTISEMENTS

Introduction, Written Communication Collection Letter, Complaint Letter, Adjustment Letter, Claim Letter, Preparation of Classified Advertisements

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MANAGERIAL SKILLS AND COMMUNICATION

BLOCK 4: BUSINESS ETIQUETTES

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BLOCK 4: BUSINESS ETIQUETTES

Block Introduction

In the words of Emily Post, "Nothing is less important than which fork you use. Etiquette is the science of living. It embraces everything. It is ethics. It is honor." The above lines underline the significance of etiquettes in personal and professional life. Well-cultured, well-mannered people are always welcome for anybody. They are the centre of attraction at public place. Such people are in high demand at workplace, as they know how to treat their clients, colleagues in healthy manner resulting high level of satisfaction. Following the code of conduct is very much appreciated. Etiquettes are associated with productive and timeless relationship with the clients. They leave remarkable and awesome impressions for the observer. Business etiquettes have a great deal of contribution in the developed countries like U.S.A., United Kingdom, Australia and New Zealand. On the other hand, country like India has ancient cultural heritage in terms of indoctrination. The concept of 'Vasudev Kutumbakam' by Saint Tukaram (Maharashtra) had base of treating everyone with respect without any disturbance.

In this block, you will have keen interest to know about business correspondence. You might have studied letter writing. However, it was limited to academics as such. Here, you will go through the phase of drafting letter based on the purpose of communication. The business letters vary from each other as they have different requirement from client perspectives. You are expected to learn purchase letter, sales letter and credit letter as a part of business correspondence. The different formats of these letters will give you concrete idea as to how to be specific while communicating to others.

Business etiquettes cannot be taught by rules. They need to be practiced on daily basis. Surprisingly they reflect in business correspondence in written form. The format of any business letter has to be aligned with company values, culture indicating politeness and cooperation. The useful tips will help you in creating excellent piece of communication pertaining to business mind. The proposed activities are logically designed to create the chain of business values representing your organization. The assignment is a kind of feedback of how well you are in terms of business correspondence. Here, one should note that online resources will prove powerful storage of information for advertisement to foster the culture of creativity.

Block Objective

Learning this block will help you to understand:

- The term ‘business etiquettes’.
- Correlation between business etiquettes and business correspondence.
- Advertisement as a part of strategic planning.
- Need-based, customer-focused business letter-writing.

Block Structure

Unit 1: Business Correspondence

Unit 2: Business Letters and Classified Advertisements

UNIT 1: BUSINESS CORRESPONDENCE

Unit Structure

1.0 Learning Objectives

1.1 Introduction

1.2 Business Correspondence

1.2.1 Business Letter

1.2.2 Purchase Letter

1.2.3 Sales Letter

1.2.4 Credit Letter

1.3 Let Us Sum Up

1.4 Answers for Check Your Progress

1.5 Glossary

1.6 Assignment

1.7 Activities

1.8 Case Study

1.9 Further Readings

1.0 Learning Objectives

After learning this unit, you will be able to understand:

- The meaning of business correspondence.
- Writing various business letters.
- The qualities of business letters.
- Use of business etiquettes at workplace.

1.1 Introduction

This unit has the potential to develop your ideas on outlining the different types of business letters. The accurate plan of purchase or sales letter will help you to make the exact difference between the two. The examples shared in this

unit are the tools to analyze the situation from managerial point of view. It links to fundamental principles of management. You have an opportunity to conceptualize the role of business letter for decision-making purpose. One common rule for business correspondence is to draft it on the company letter-head. It makes your communication authentic and shows that you are serious about business rather than just formality. The various elements of credit letter give you the sense of understanding minimum expectations of such type of correspondence. Many group activities can be planned taking different types of sales, credit, purchase departmental initiatives and presenting them before the faculty, experts. This will ensure to explore in the area of lateral thinking.

1.2 Business Correspondence

Business correspondence is based on key aspect known as "empathy". It can tell people a lot about you. It is also a part of image management. Anything that you mail out is a reflection of your company, so make sure that you correspond professionally. Selecting appropriate stationery, crafting a business letter correctly, and remembering to send thank-you notes not only makes you look good, but also shows that you care about the impression you make for your company. It simply answers the question, "How would I feel if I received this message?" Today's age of globalization, the business has no boundaries. They can run the business activities from any corner of the world and the globe is a marketplace for them. In this context, business correspondences are the key to succeed for any entrepreneur. To bridge the gap between supply and demand, it has no choice rather than to learn and apply as a business exercise. For example, the correspondence between registered office and area manager.

By now, you would have understood the scope of communication in business area. It is imperative for anybody to know the pros and cons of business correspondence. Simplicity, interactive conversational style, public relation, the power of persuasiveness, sincerity, positive language, minimum ethical standards, tactful approach, coherence, reinforcement are some of the salient features of business correspondence. Business Correspondence involves not only a unique professional background, but also practical business skills, their linguistic characteristics can be summarized in two: business correspondence involves covering trade, finance, foreign exchange, customs, commodity inspection and many other fields, showing characteristics of a variety of industries Therefore, the selection of strong a language, the specific mode of thinking of business, paying

attention to language in the sense of proportion. Standardized terminology, grammatical structure. Apart from the regular documents, quotations, orders, and tenders are also considered as important types of business correspondence.

1.2.1 Business Letters

Business Letters are always written on the letterhead of the company or organization. It gives professional touch for the conversation. When you enter any profession, you will have to write hundreds of letters every day. In fact, it will be your routine job, letters to other firms, companies, vendors, suppliers, customers, government, banks, and finally employees too. Such letters are called as business letters. They are written with the motive to sell the products or services, to make an enquiry, to seek clarification or advice, to create goodwill for the organization, etc.

Some useful tips for writing an effective business letter:

1) Always prefer use of high quality paper.
2) Write a business letter with a balance state of mind. (Mood like anger, hatred, and anxiety will naturally reflect in your writing leading you and your organization in trouble for future).
3) Plan, compose and then revise your letter.
4) Adopt a moderate and friendly tone of conversation.
5) Avoid repetition. It makes the reader monotonous.
6) Read, reread your letter as proofreading.
7) No spelling mistakes.

[**COMPANY LETTERHEAD**]

[Name]

[Landmark • Village/City • Tehsil/District/State • Pin Code]

[Phone/Mobile No. # • Fax phone # • Messages phone # • Email]

[Date today]

Reference: [To what this letter refers]

[CERTIFIED MAIL]

[PERSONAL]

[Recipient's Name]

[Company Name]

[Complete Address]

Attention [Recipient's Name]

Dear [Recipient's name]:

[SUBJECT]

BODY OF THE LETTER

Sincerely,

[Sign here]

[Your name, title/designation]

- Enclosures:

cc: [Name for Copy]

1.2.2 Purchase Letter

The purchase letter is a common business letter for any manufacturing or service provider company. This is required to purchase the raw material needed to prepare the products. It may happen that you need to compose many purchase letters to many people due to variety of goods. Keeping follow-up, coordination is required in a timely-manner. Otherwise, it may have negative impact on manufacturing process resulting huge loss to a company. The standard format of the purchase letter is given to you. It is not a finalised format as it can be customized. In case of service Provider Company or an agency, they have to plan to purchase the various assets required on daily basis. Change management, updated technology, service excellence, competitive and dynamic market and business growth are some of the reasons tending to purchase the products or services from the vendors or the other resources.

Letterhead of Company/ Department (Purchase Letter)

[Service Provider Name]

[Contact details: Address, Pin code, phone etc.]

[Address]

[Pin Code]

[Office Phone/Fax /Mobile No.] [Date]

Salutation [Dear ----------]

[**RFP specific title**]

I refer to the Request for Proposal of [date] and your quotation (serial no.) on [date].

Please be advised that your Quote is accepted.

Body of the letter (Mention the purchase order, the terms and conditions of a contract between two legal entities and provision to made in terms of finance, legal or infrastructure requirement.)

Below is to confirm the key details of the engagement:

Key personnel: [Insert names/positions]

Start date: [Insert date]Proposed end date: [Insert date]

Agreed fee/rates/engagement cost: [Amount in Indian Rupees/ Dollar/ Pounds]

Yours sincerely,

Name and Signature.

Enclosures:

CC:

1.2.3 Sales Letter

In day-today life, we all are actually marketing and selling our skills, abilities. For example, during a job interview, you are explaining how suitable you are for the concerned post by explaining your strengths. The sales letter is an opportunity to the salesperson to showcase the specific and competitive features of his/her products or services. Your sales letter should have attractive script, the use of economy of words, statements with key benefits and promoting interest of the readers. It should be noted that the sales letter is the face of your organization indicating company's culture. The headline must be eye-catching enough. You should have an ability to perceive the reader's problems. Accordingly, you should try to cover maximum possible queries with the best answers. It is very necessary to convince him/her to act quickly by motivating, influencing through the most competitive offers, schemes which are not easily available in the market. Colour, layout, theme, language, style, and accurate details attract the reader's attention.

Sales letter is written to the potential customers who are the target receivers. It is a final call for action. More effective a sales letter will give better results in terms of revenue generation. You should ensure that you provide concrete, factual and genuine information to the next party. The language should be eye-catching covered with action verbs.

1.2.4 Credit Letter

Life is nothing but an investment. We are constantly measured by our achievements in life by our family, relatives, neighbours, teachers and society. That is why; our society has introduced certain customs, traditions and code of conduct so that our credibility increases day by day. In personal life, character building, and value education are the credible factors whereas in professional life, we have business ethics, integrity, honesty, trustworthiness which are the core values of the organizations. Here, you need to think from financial point of view. In order to run any business, you need to arrange huge capital investment. At this point of time, the financial institutions like banks check your credit history in order to understand your credibility. This is the risk management from their point of view.

Credit letter is a letter from a bank guaranteeing that a buyer's payment to a seller will be received on time and for the correct amount. In the event that the buyer is unable to make payment on the purchase, the bank will be required to cover the full or remaining amount of the purchase. In today's volatile market

conditions, no banker wants to invite a risk. At the same time, they cannot stop lending money to the people. In this context, credit letter serves the purpose. For example, Lehman Brothers and many other giant players from U.S. declared their bankruptcy and slowly and steadily the world had to witness the global recession. On this ground, credit letter have great significance. Letters of credit are often used in international transactions to ensure that payment will be received.

Credibility is an important factor in the world of finance. It also invites some kinds of risk without which no business can expand. Therefore, one side you have a challenge of risk on the other hand, you can look at this as an opportunity. This is simply because you have to believe somebody. However, it is always better to take calculated risk. Let's check the feasibility of credit letter from business point of view. We will think in terms of the payment mechanism perspective. It should be noted that the primary payment mechanism for any transaction is feasible through the commercial letter of credit, whereas the standby letter of credit is a secondary payment mechanism. Their use will continue to increase as the global economy evolves. In Short, the credit letters are used to minimize the risk factor involved in an international trade.

Elements of a Letter of Credit:

- A payment undertaking given by a bank / financial institute.
- On behalf of a buyer (applicant)
- To pay a seller (beneficiary) for a given amount of money
- On presentation of specified documents representing the supply of goods Within specified time limits
- Documents must conform to terms and conditions set out in the letter of credit
- Documents to be presented at a specified place.

Check your progress 1

1. Business Letter is always written on _____ of the company.

a. Template
c. Letter head
b. Worksheet
d. Bond

2. Business Letters are sent to _____.

   a. Vendors c. Customers

   b. Suppliers d. All of the above

3. The_____letter involves keeping follow-up & timely coordination.

   a. Sales c. Credit

   b. Purchase d. Complaint.

4. The receivers are the potential customers in_____letter.

   a. Credit c. Sales

   b. Complaint d. Purchase.

5. A good_____letter is essentially like a successful advertisement.

   a. Sales c. Credit

   b. Purchase d. Complaint.

6. A _____letter is given by a bank/ a financial institute.

   a. Credit c. Sales

   b. Complaint d. Purchase.

7. A letter of credit indicates_____for a buyer.

   a. Warrantee c. Approval

   b. Guarantee d. Authority.

8. Which of the following will be the first priority in the credit letter:

   a. Contractual Agreement. c. Terms and conditions.

   b. Time and amount. d. Payment mechanism

1.3 Let Us Sum Up

Business correspondence is the need of time. Every business owner is ambitious to expand his business in four corners of the world. Due to globalization, a country like India has a vast scope to explore new business opportunities across the world. The Government of India has made a campaign of "Make In India" to build the image of India as a manufacturing hub. Naturally, when business will grow, you will have numerous job opportunities. However, to do this, you need to develop abilities and potential in business writing skills.

Mastery over business correspondence will make you more competitive in a dynamic market situation. At this stage, you have learned that understanding the nature of business correspondence is complex process. However, it is not impossible. On the other side, it gives you maximum business opportunities. It has helped you to gain some valuable insights on the Standard Operational Procedure (SOP)s of products or services. It is very crucial from certifications like ISO. You can actually have end-to-end process knowledge leading supply-chain, inventory management, cross-cultural approach and the organizational development.

1.4 Answers for Check Your Progress

Check your progress 1

Answers: (1-c), (2-d), (3-b), (4-c), (5-a), (6-a), (7-b), (8-a)

1.5 Glossary

1. **Indoctrination -** The set of values, beliefs or principles to lead quality of life.
2. **Saint Tukaram -** A Maharashtrian saint and a social reformer who has remarkable contribution to Varakari tradition (devotees of Lord Vitthal) by writing sublime work of art in Indian literature.
3. **Vasudev Kutumbakam** - It means the world is our family. The term highlights the importance of communal harmony. Visionary approach based on the principle of 'live and let live'.
4. **Replicate -** Reflection.
5. **Reinforcement -** Fortification.
6. **Volatile -** Unstable, unpredictable.
7. **Make In India -** An initiative taken by the Indian government to attract foreign investment and increase employability by producing maximum products and services in India.
8. **Genuine -** Real, authentic.
9. **Credit -** Acknowledgement, recognition.

1.6 Assignment

Imagine that you are working for a bank. Draft a letter of credit for a customer with the elements of credit letter studied.

1.7 Activities

Organize a brainstorming session on the topic "Business Letters" and find out which are other types of letter that can be included in this.

Visit to your administrative officer requesting to show the sample of business letters and analyse from the point you have studied.

1.8 Case Study

Shalom Enterprises is a private firm. The core business area is the promotion of sales produced by Surya International Pvt. Ltd. Both of them have a legal contract for the sales activities. As a result, Shalom Enterprises will be completely responsible for sales. The Sales Manager plans to identify new business opportunities. He has two ways: 1) Business-To-Business (B2B) and2) Business-To-Customer (B2C). Accordingly, he asks his team members to go on field visit and conduct a market survey checking the feasibility. At the same time, he drafts sales letter with unique format in assertive tone on promising note. He also ensures that the format is customized as per the needs. It is flexible. The checklist, logistics plan is also ready. Such preparation will result in churning good amount of sales from the new market.

Questions:

1. Why do you think that both parties have a legal contract?
2. What specific details should have been mentioned in the legal contract?
3. How does the sales manager identify new sales opportunities?
4. Will the sales letter create an impact from customer's point of view?

1.9 Further Readings

Visit the official blog on business writing www.businesswritingblog.com.

UNIT 2: BUSINESS LETTERS AND CLASSIFIED ADVERTISEMENTS

Unit Structure

2.0 Learning Objectives

2.1 Introduction

2.2 Written Communication

2.2.1 Collection Letter

2.2.2 Complaint Letter

2.2.3 Adjustment Letter

2.2.4 Claim Letter

2.3 Preparation of Classified Advertisements

2.4 Let Us Sum Up

2.5 Answers for Check Your Progress

2.6 Glossary

2.7 Assignment

2.8 Activities

2.9 Case Study

2.10 Further Readings

2.0 Learning Objectives

After learning this unit, you will be able to understand:

- How to increase the community involvement to foster business growth?
- About developing customer-centric approach in business letters.
- About nurturing the business wisdom.
- The qualities of business professional through written business communication.

2.1 Introduction

This is the unit which has concentrated its attention of the practical knowledge of business communication in written form. Though some of the aspects are covered in the last unit. You have a lot to learn on the grounds of business letters like collection letter, complaint letter, an adjustment letter and claims letter. The corporate business owners have long-term planning and resource management. They work days and nights together to prepare the business plan and ensure that their employees work accordingly to achieve their dreams. Corporate professionals looking for exciting career growth need to learn other segments of business units. The techniques like dramatization, situational learning and case studies will sharpen your multiple intelligence at a glance. To handle the complaints of customer, you must have the ability to work under high pressure along with an expertise and in-depth knowledge of business policy. The sector of advertising will make you a great strategic planner.

2.2 Written Communication

The basic principle of today's industry is "Client first." No enterprise can afford to turn a deaf ear towards the customers. There is a cut-throat competition among the companies to win the mind of customers. To do this, they are putting tremendous efforts. To exceed the customer satisfaction is an unwritten rule for the industry. As a part of this, the employers look for skilled manpower equipped with business wisdom. Self-motivation, willing to learn new things, adoptability, result-oriented approach, problem-solving attitude is the basic requirement for the industry. Technology has moved the business world very fast. It has major role in existence and future growth of company. Client retention has become the success mantra to business owners. In this unit, you will learn how creative business letters portray client value and commitment of an organization. Similarly, advertisements also contribute to achieve organizational goals equally by increasing and promoting sales activities.

Abraham Lincoln says, "Writing, the art of communicating thoughts to the mind through the eye, is the great invention of the world...enabling us to converse with the dead, the absent, and the unborn, at all distances of time and space." This statement specifies the importance of written communication. Generally, we write to greet, congratulate, thank or to share information in personal life. However, the written communication has completely different role to play. For example, it performs functions like appointment, complaint, enquiry, investigation, exchange

of information etc. Mainly business letters deal with such functions. Written communication makes the difference from other forms of communication on the ground of archival of the records. Now, you will study some types of business letters aimed for various causes.

2.2.1 Collection Letter

The first and foremost thing is to personalize your message in professional manner. The major challenge of a writer is to demonstrate the best customer relationship through the collection letter. The collection letter is generally to recover the due payments. Hence, follow the principles of politeness and cooperation in your letter writing. Some useful tips are as below:

- Address the contact name or with a Dear ……..
- Refer the product or service purchased.
- Reinstate the terms. Highlight them.
- Mention date and method payment is due.
- Thank the customer for their business.
- Have a real signature.

The format of collection letter:

[Date]

[Name]
[Address]
[Pin code]

Dear [Contact Name],

We are writing to inform you that we have yet to receive payment for Rs. ……[Product name] ordered on [Date]

Invoice number- Quantity 10,000
Amount Due $2,285.00

As you may recall, our terms are Net 15 upon receipt of order. Please process the invoice and submit payment to us by March 30, 2015. We are ready to accept the payment via check or credit card even.

Please feel free to call on our toll-free number 1800-xxx-xxxx in case if you have any concerns. We will be glad to assist you.

Thank you for your business.

Sincerely,

[Philip Turkin]
[Regional Manager,]
[ABC India Pvt. Ltd.]

2.2.2 Complaint Letter

Every consumer has right to complain. Sometimes mismanagement, lack of coordination, delay in service delivery, defective products, and overpromises during marketing leads to many complaints for the customers. It is the prime duty of the organization to set-up customer grievances department which handles all sorts of customer complaints. Handling customer complaints is very critical job for the professionals. You need to work under high pressure, thinking from customer's point of view without showing your attitude and giving timely advice or routing the complaints to concerned department.

While writing the complaint letter, you should have tone of assertiveness. References of agreements, terms and conditions, guarantee or warrantee statements of the products or services along with batch item, date of manufacturing, receipts or billing statements/ proof of purchase such details should be mentioned to clarify and help the manufacturer or producer to get the exact details. Also, state what action you expect to be taken at the end.

The Format of Complaint Letter:

[Your Name]

[Your address with Pin code]

To,

[Receiver's Name]

[Receiver's Address & pincode]

[Date]

RE:

Dear Sir / Madam,

I am writing to express my strong dissatisfaction with.....
.....
.....
.....
……
……
……. (State the factual details of product along withpurchase.)

I look forward to hearing from you very soon. My contact number is +919881xxxxxx and email xxxxxx@xxx.com.

Yours faithfully,

[your signature].

Enclosure: Copies of Billing statement / Warranty Card etc.

2.2.3 Adjustment Letter

The adjustment letter is the next step of a complaint letter. In other words, it is a reply or a response to the complaint letter. When you complain of any product or service in a written form, the concerned authority replies you and starts seeking information from you. In this sense, the adjustment letters are a kind of negotiations with the customers. Sometimes, requested compensation cannot be granted. Let's find out some interesting and effective way of writing the letter of adjustment.

1. Always maintain positive or at least neutral tone in your language.
2. Remember the difference between adjustment and complaint letter. You should be alert for the same.
3. You should prefer to be diplomatic in the response.
4. Be very careful in choosing the terms, words.
5. The sense of confidence has to be reflected in your writing.
6. Learn to appreciate the concern raised by the customer.
7. In case of denial of an offer, try to find out the golden mean. Here, you might need to give other alternative (if any).
8. Title or subject heading should be precise.
9. Avoid lengthy and vague sentences.
10. Follow the logical order of an incident.
    a. The ending of the letter should reflect your cordial relationship with customer expressing confidence to continue doing business.
    b. Sincerity and gratitude is highly required.

2.2.4 Claim Letter

These are the routine letters indicating business correspondence. The best example of claim letter can be the claim of an insurance policy. Validity in terms of time, provision of supporting proofs of documents is must in claim settlement. Remain courteous and respectful. Even if you feel you have been wronged, maintain a professional, though assertive, tone at all times. Send your claim letter within the prescribed time period so that the claim will be valid. Understand the claim procedure clearly. State your expectations in the letter with specific details.

When the claim is denied, express your regret that the claim has be denied. Include the policy details, if applicable. Give the reasons why the claim was denied or rejected. Include any documents that provide evidence to support this action. Include information about what the claimant must do or change to have the claim approved, if desired. The above all recommendations will certainly help you to settle your claim as soon as possible.

Check your progress 1

1. Today's business purely works on the principle_____.
   a. Employee First. c. Customer First.
   b. Each One Counts! d. Company First.
2. The main reason to change the business world is_____.
   a. Ever-Changing Technology. c. Company satisfaction.
   b. Ease of doing business. d. Skilled Manpower
3. The collection letter is generally to_____the due payments.
   a. Recover c. balance
   b. Credit d. Investigate.
4. It does NOT include_____.
   a. Product Name. c. Complaint No.
   b. Invoice No. d. Contact details.
5. Generally, the complaints are handled by_____department of company.
   a. Human Resource. c. Logistic.
   b. Finance / Accounting. d. Customer Care / Grievances.
6. Dealing with customer complaint does NOT include_____.
   a. Stress Management. c. Assertiveness.
   b. Customer-centric approach. d. Lack of product knowledge.
7. The second step of a complaint letter is_____
   a. An adjustment. c. Replace/Repair the product.
   b. Credit the amount. d. None of the above.
8. While drafting an adjustment letter, you must learn_____.
   a. Diplomacy. c. Both of the above.
   Aristocracy. d. None of the above.

2.3 Preparation of Classified Advertisements

Classified advertisements are the comprehensive collection of marketing strategy. Classified Ads are placed through classified resources. They are posted on Resources which already have traffic and have a lot of people refer them for quality products and services. Immediate contact is possible through the classified advertisements. There are many promotional events that take place every day. You can do it through the newspaper. You can also select online portals that are very well liked among the people all around the globe. There are countless companies that include such services to the customers and one of many finest in the business would be the listlux.com. But Classified ads help people to move closer to your work. There are a lot of things that need to be perfect for perfect Classified ads. It should be consistent and constant attention should be attracted towards the Classified ads. Start-up business, new ventures, small and medium entrepreneurs are benefitted from the classified advertisements. However, you cannot have guarantee of the products and services posted through classified advertisements.

Check your progress 2

1. Online advertising is possible through_____.
   a. Email/Websites
   b. Radio
   c. Newspaper
   d. All of the above.
2. Classified advertisement is mainly beneficial to_____.
   a. Small business owners.
   b. Corporate companies.
   c. Government
   d. All of the above.

3. The demerit of the classified advertisement is_____.

   a. No guarantee/warrantee of the products/services.

   b. Quick feedback.

   c. Instant post.

   d. Affordable price.

2.4 Let Us Sum Up

In this unit, you have studied various types of business letters such as collection letters, complaint letters, adjustment letters and claims Letter. They have different functions in the business. Collection letter is to recover the payments dealing with finance department. An adjustment is nothing but negotiation in term of amount, replacement of a product etc. Equally, a claim letter is crucial because submission of claim in the given format in a timely manner result in claim settlement. It also requires a survey or an inspection of loss caused. Every letter we discussed is treated as a legal document here. Hence, your accountability be it a customer or business professional increases, while writing such types of letters. These letters represent your core organizational value like integrity, transparency. They are directly linked with monetary gain. The minute observation, presence of mind, interpretation skills, punctuality, careful study and stress management have pivotal importance in the business correspondence.

2.5 Answers for Check Your Progress

Check your progress 1

Answers: (1-c), (2-a), (3-a), (4-c), (5-d), (6-d), (7-a), (8-a)

Check your progress 2

Answers: (1-a), (2-a), (3-a)

2.6 Glossary

1. **Induce** - Persuade, tempt.
2. **Retention** - Preservation, maintenance.
3. **Archival** - Old records of long time before.
4. **Abraham Lincoln** - The 16th President of the United States. A thinker, well-known for his famous letter to Headmaster of the school.
5. **Demonstrate** - Display, exhibit.
6. **Invoice** - Statement, a proof of purchase, account.
7. **Guarantee** - Assurance, promise.
8. **Comprehensive** - All – inclusive.
9. **Lucidity** – Simplicity.
10. **Ambassador** - Representative.

2.7 Assignment

Specify the relationship between advertisement and the business letters with respect to Construction and Insurance sector.

2.8 Activity

Add-Mad Show - Form a group of 3-5 students each. Give them different virtual products and ask to plan the strategy for an advertisement. After 10 minutes, ask each group to present it before the class. Set some parameters like tagline, features, presentation style, creativity, power of attraction etc. The groups having maximum score will be the winner.

2.9 Case Study

Classified Advertisements

'Shreya Advertising' is a reputed brand in an advertising sector from the metropolitan city. In the past, the company was involved in a traditional way of advertisement i.e. newspaper. Now, the company is mainly focusing on digital advertisement. It has many tie-ups with the service providers. With the specific

reference to classified online advertisement, the company prefers to post the ads on popular websites. Based on the number of hits, the company charges the amount for the advertisement of products and services. This online method helped the company to capture the data in very short time to develop further strategy of management. Also, they need less manpower. They can link an online advertisement with no restrictions of time and space. In addition, they receive quick response from the visitors. Similarly, accessibility is increased drastically.

Questions:

1. What change did you notice about 'Shreya Advertising'?
2. Which method of advertisement is the most suitable for a business?
3. Explain the merits and demerits of online advertisement.
4. Compare and contrast the traditional and online advertisement with the help of above case study.

2.10 Further Readings

1. Read a book "My Life in Advertising" by Claude C. Hopkins.

Block Summary

Written communication is an art of conveying your thoughts, purpose of business, formatting, standardization, lucidity, professionalism. Your company culture is reflected through this. It covers the most of operational functions aiming flawless management. If you are good at it, you can achieve excellence in customer satisfaction. Leadership development is highly difficult without learning business writing. Advertisement and business letters can jointly intensify the ease of doing business and making your organization the most competitive. As a result, you will be known as a brand ambassador of your company during various interactions with the customers. Etiquettes are not only to be followed in oral communication but also in written communication. It has pivotal importance from the business correspondence perspective. In professional life, we have to ensure that the code of conduct is reflected while preparing various business documents like letters, reports, presentations, notices. Business correspondence is the mirror of an organization. The culture, values, vision of a company is replicated through it. It opens the doors of opportunities in terms of business development, job availability, mutual understanding between two or more parties. It is imperative because of inexpensive and convenient mode, goodwill, service evidence and business expansion. The greatest challenge is to incorporate the rules of good behavior so readily that you don't have to think about them at all. Etiquettes in business writing are very crucial as you are not physically present before the next person/party indicating your body language. Here, your words are everything. You should take utmost care in handling complex issues with sensitivity.

The careful study of classified advertisements has opened the gateway of an ocean of career prospects in the world of marketing. The three Cs i.e. Creativity, Competency, Competitiveness will make you the best advertisement guru. Business letters have made you Subject Matter Expert (SME) in any sector like FMCG, Insurance, Retail, Real Estate, Tele-communication etc. If you have deep knowledge of things you have studied, your growth is certain. When it comes to business etiquettes, you have learned how to win the minds of people and get it noticed in positive manner with strong sense of confidence. It will make your life meaningful, qualitative and create your own identity in today's competitive world.

Block Assignment

Short Answer Questions

1. Difference between regular advertisement and classified advertising.
2. Write a note on Claim letters.
3. Suggest some tips on writing a claim letter.
4. Prepare a 'To-Do list for drafting collection letter.

Long Answer Questions

1. What are the business letters? Elucidate various types of business letters with example
2. Prepare the draft of Claims Letter.
3. Explain the features of effective advertising with specific reference to Jewelery and Clothing industry.

Enrolment No. ☐

1. How many hours did you need for studying the units?

Unit No	**1**	**2**	**3**	**4**
Nos of Hrs				

2. Please give your reactions to the following items based on your reading of the block:

Items	Excellent	Very Good	Good	Poor	Give specific example if any
Presentation Quality	☐	☐	☐	☐	_____
Language and Style	☐	☐	☐	☐	_____
Illustration used (Diagram, tables etc)	☐	☐	☐	☐	_____
Conceptual Clarity	☐	☐	☐	☐	_____
Check your progress Quest	☐	☐	☐	☐	_____
Feed back to CYP Question	☐	☐	☐	☐	_____

3. Any Other Comments

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Education is something which ought to be brought within the reach of every one.

- Dr. B. R. Ambedkar

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