

BUSINESS COMMUNICATION

CHAPTER 1: UNDERSTANDING COMMUNICATION INTRODUCTION

Communication is one of the most important aspects of the human being as a social animal. The human being is the only animal on this planet which can communicate in many ways as well as for many different purposes. The basic instincts of human being include curiosity, education, invention, innovation and the purpose of passing it on to the next generations. This involves the concept of education, relationship, society, etc

DEFINITION

The term Communication is derived from the Latin word “Communicare” which means to impart, to participate, to share or to make common. Hence literally, communication refers to sharing a common idea or establishing a common understanding with someone.

The concept of communication would be clearer if we carefully examine some of the definitions presented by great authorities as under:

“Communication is the process by which information is transmitted between the individuals and/or organizations so that an understanding response results.” - **Peter Little**

“Communication is the process of passing information and understanding from one person to another.” - **Keith Devis**

“Communication is an exchange of facts, ideas, opinions or emotions by two or more persons.”

- **W. H. Newman and C. F. Summer Jr.**

“Communication is any means by which thought is transferred from one person to another person.” - **Chappel and R**

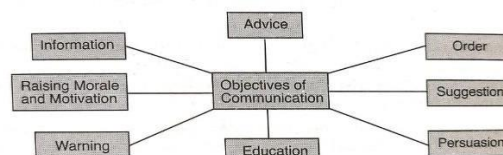
It helps in understanding of ideas from one person to another. **Effective Communication** is not only ‘transmitting information’ but also ‘properly understanding’ what is being said. Every communication involves at least one sender, one message and one recipient.

FOUR IMPORTANT POINTS

1. The process involves the communication of ideas. (Ideas- Facts/Emotions)
2. The ideas should be accurately replicated in the receiver’s mind. The receiver should get exactly the same ideas as were TRANSMITTED.
3. Feedback is important for effective communication.
4. The purpose of all communication is to elicit action necessary for furthering organisational goals.

OBJECTIVES OF COMMUNICATION

The objectives of communication may be represented diagrammatically as shown below :



The objectives of communication include the following:

1. To tie people and organizational structure together
2. To help people to understand, appreciate, accept, and act upon the ideas, policies, procedures etc., of the organization.
3. To provide the information and understanding necessary for group effort.
4. To develop right attitudes among employees through motivation
5. To project the image of the enterprise in the society.
6. To promote mutual understanding, co-operation and goodwill between the management and the employees.
7. To order, it is an authoritative communication. It is a directive to somebody always, a subordinate to do something to modify or alter the force or something. He is already doing, or not to do something.
8. To educate the mass.

BUSINESS COMMUNICATION

1. When one communicates to transact some commercial activity, that is, providing goods or services, with the intention of generating profits, it is termed as business communication.
2. According to Scott, “administrative communication is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting action which will accomplish organizational goals”.
3. The importance of communication to an organization, all the more so to a business organization, cannot be over emphasized. It links not only the various components of the organization but also its internal world with the external world.
4. In order to be proficient in business communication, it becomes imperative to acquire skills of effective writing and speaking. In fact, lack of these may result in loss of business opportunities.
5. Therefore, curriculums of most business schools the world over cover the subject of business communication extensively. It is also common for the prestigious companies to insist upon excellent communication skills as a requirement at the time of recruitment.

PRINCIPLES AND NATURE OF COMMUNICATIONS

A business Organization is a group of people associated to earn profit. Various kinds of activities have to be performed by the people of an organization so as to earn profit. Business Communication is known as back bone of any Organization thus various activities in business need an effective and systematic communication.

Without efficient communication, one cannot even imagine to do work and hence will be unable to earn profit. Since the aim of business organization is to earn profit, the organization will die without profit and this death is a result of the absence of communication. This is why communication is called life blood of a business organization.

One can prove this statement more clearly through following points.

1. Gain clarity over - WHO? WHERE? WHAT? HOW MUCH? FORM, CHANNEL, PERIOD and WHAT WAS IT?
2. Communication involves plurality of persons.
3. Existence of message is essential which may be the orders, instructions or

information about the managerial plans, policies, programmes.

4. It is a two way and continuous process.
5. Its primary purpose is to motivate a response Communication may be formal controllable or informal uncontrollable.
6. It can be in vertical, horizontal or diagonal.

COMMUNICATION PROCESS

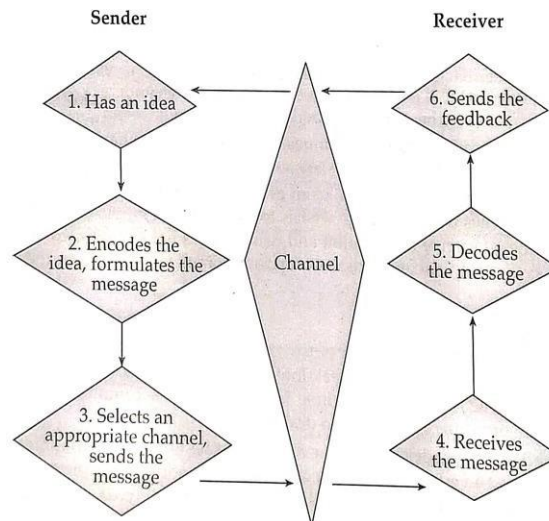
The communication process consists of a series of steps by which a sender reaches a receiver with a message. It involves six steps:

- **Develop an idea:** It is an idea or thought which the sender wishes to transmit. This is the key step. Unless there is a worthwhile message to communicate all further steps are rendered useless.
- **Encode:** In this, the idea is encoded with suitable words, charts, or symbols for transmission. At this point, the sender determines the method of transmission.
- **Select a medium and Transmit:** The finally developed message is transmitted by the method chosen. Senders also choose certain channels and communicate with careful timing, but they try to keep their communication channels free of barriers.

Besides conventional methods like letters, telephone calls, you have a wide range of telecommunication methods like an email, voicemail, fax thrown open to you by the technological revolution. The choice depends upon the nature of the message. The facilities available with you, as well as the receiver, the receiver's location, the need for speed, the cost involved, the degree of formality and confidentiality, etc.

- **Receive:** Clear reception of a message is a condition precedent to its effective interpretation, storage and use. In an interpersonal mode, **it would involve attentive listening too.**
- **Decode:** Step five is to decode the message so that it can be understood. The sender wants the receiver to understand the message exactly as intended.
- **Feedback:** Feedback is the receiver's response to the sender's message. Feedback enables the sender to know whether or not his message has been received and interpreted correctly. It is the feedback that will tell you how well the receiver has understood the message and how successful the communication process has been

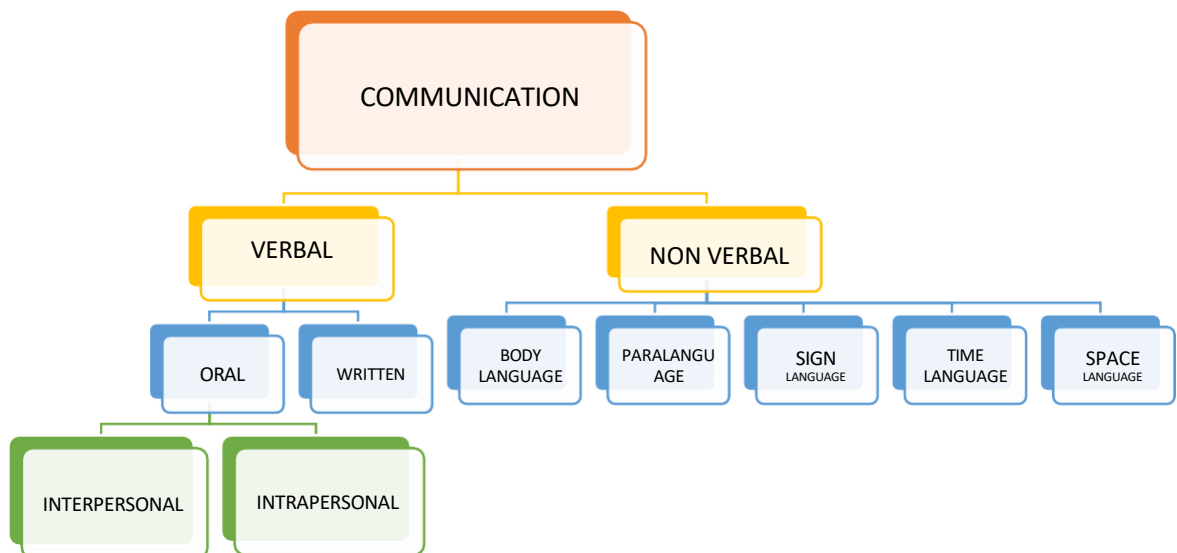
The exchange of information through feedback can be very helpful in improving the communication process.



Braindrain is the possibility of misunderstanding at any step. It is also called **breakdown**.

The communication process occurs in a context or environment where other things are going on-competitive brand message, people walking by, a telephone ringing, as well as thoughts inside customers' heads. These "other things" are called **noise-interferences** or distractions that can negatively affect the transmission and reception of a message

DIFFERENT FORMS OF COMMUNICATION



VERBAL COMMUNICATION

The basic forms of verbal communication are LSRW: LISTENING, SPEAKING, READING AND WRITING.

Communication by the use of words and language is called **VERBAL COMMUNICATION**.

- The sender gives words to his feelings, thoughts, ideas and opinions and expresses them in form of speeches, discussions, presentations and conversations.
- The effectiveness of the verbal communication depends on the **tone of the speaker, clarity of speech, volume, speed, body language and the quality of words used** in the conversation.
- In the case of global communication, the feedback is immediate since there are simultaneous transmission and receipt of the message by the sender and the receiver respectively.
- The sender must keep his speech tone high and clearly audible to all and must design the subject matter keeping the target audience in mind.
- The sender should always cross check with the receiver to ensure that the message understood in absolutely the same way as it was intended. Such communication is more prone to errors as sometimes the words are not sufficient to express the feelings and emotions of a person.
- The success of the verbal communication depends not only on the speaking ability of an individual but also on their listening skills how effectively an individual listens to the subject matter decides the effectiveness of the communication.

ORAL COMMUNICATION

Oral communication is the process of verbally transmitting information and ideas from one individual or group to another. Oral communication can be either Formal or Informal.

Examples of informal oral communication include:

- Face-to-face conversations
 - Telephone conversations
 - Discussions that take place at business meetings
- More formal types of oral communication include:
- Presentations at business meetings
 - Classroom lectures
 - Commencement speech given at a graduation ceremony

Advantages

- high level of understanding and transparency as it is interpersonal.
- no element of rigidity in oral communication.
- flexibility for allowing changes in the decisions previously taken.
- The feedback is spontaneous
- Quick without any delay.
- time saving, saves upon money and efforts.
- best in case of problem resolution.
- an essential for teamwork and group energy.
- promotes a receptive and encouraging morale among organizational employees.
- best used to transfer private and confidential information/matter.
- Helps to promote friendly relations
- Speech is a more powerful means of persuasion and control.

Disadvantages

- Linguistics differences can be a hiccup.
- less authentic than written communication as they are informal and not as organized as written communication.
- meetings, long speeches consume lot of time and are unproductive at times.
- not easy to maintain and thus they are unsteady.
- can misunderstandings as the information is not complete and may lack essentials.
- Requires attentiveness and great receptivity on part of the receivers/audience.
- Less likely to have legal validity. (Unless taped or presence of witness)
- Can't be retained for a long time.

• INTERPERSONAL COMMUNICATION

Interpersonal communication is the process by which people exchange information through verbal and nonverbal messages. The communication is between two or more people.

Interpersonal skills also include

1. ability to listen and understand
2. problem solving
3. decision making
4. personal stress management

ADVANTAGES	DISADVANTAGES
1) Rapport building is possible	1) Time consuming at times
2) Possible to exchange first hand	2) Can be expensive for extended reach
3) Quick feedback	3) Has limited coverage
4) Process is direct and personal	4) There can be a sender bias or receiver prejudice
5) Modification is possible based on the feedback	5) Less possibility of demonstrations or aids for communication if require

1. INTRAPERSONAL COMMUNICATION *all wisdom.* *—Aristotle*

Knowing yourself is the beginning of all wisdom.
—Aristotle

This form of communication is extremely private and restricted to ourselves. It includes the silent conversations we have with ourselves, wherein we juggle roles between the sender and receiver who are processing our thoughts and actions.

This process of communication when analysed can either be conveyed verbally to someone or stay confined as thoughts.

WRITTEN COMMUNICATION

Any communication that takes place through the written word is called written communication. It May be in the form of letters, reports, text messages, circular notices or manuals. It is the primary mode of communication in any organization. It is the most formal of all types of communication. The written form of business communication facilitates a business firm to keep a record of the communication.

Advantages

1. Suitable for the lengthy messages
2. Written proof

3. Well thought, logical and clear message
4. Available for future references
5. Less expensive method
6. time saving
7. presence of both the parties not necessary
8. True and effective
9. Builds up the organisation's image

Disadvantages

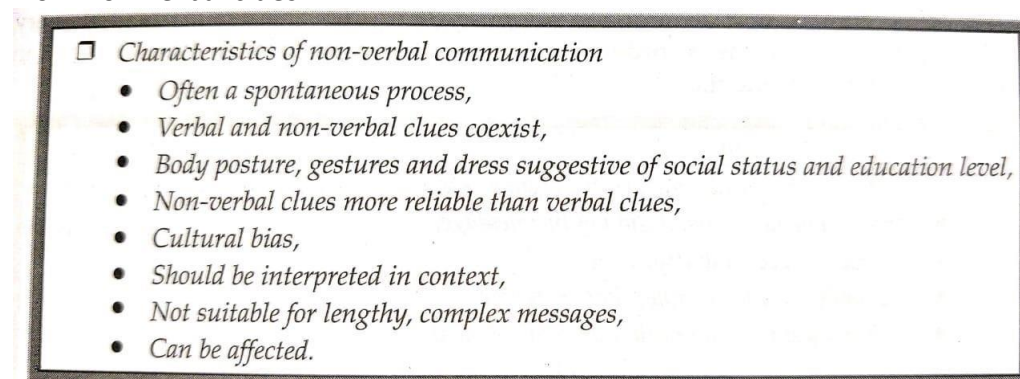
10. Unfit for uneducated persons
11. lack of secrecy
12. Wastage of time
13. No quick information about feedback
14. People may not always read them

NON-VERBAL COMMUNICATION

Non-verbal communication is the process of communication without using words or sounds. Nonverbal communication uses gestures, body language, facial expressions, eye contact, clothing, tone of voice and other cues to convey a message. This type of communication is like a spice we use when communicating to add a little flavour.

It can be used both intentionally and unintentionally. It is helpful when trying to understand others' thoughts and feelings.

According to Ray Birdwhistell, in a face-to-face interaction, spoken words account for only 35 per cent of the total meaning produced while the remaining 65 per cent is obtained from non-verbal clues.



It takes place non-verbally through:

15. Body language (Kinesics)
16. Paralanguage
17. Time Language (Chronemics)
18. Sign Language
19. Space Language (Proxemics)

1. KINESICS:

1. Kinesics- it is the study of body language. It is the most important aspect of non- verbal communication.
2. When you move different parts of your body such as hands, feet, head, shoulders, eyes, stand, sit or walk, you are expressing your feelings and emotions involuntarily along with words
3. In negotiating and bargaining, marketing, formal meetings and even in formal interactions, body language plays a very significant role.
4. It suggests *implied meaning*.
 5. It is very suitable for expressing feelings and emotions like joy, grief, anger, nervousness, concern, anxiety, tension, frustration, perplexity, astonishment, etc.
 6. Nonverbal expression of these feelings is mostly an unconscious Process and the communicator is not able to manipulate them.
 7. However, seasoned politicians, orators, artist and hardened criminals are quite adept in affecting certain postures and easily succeed in deceiving the world.
 8. They consist mainly of facial expressions, gestures, body movements, posture, eye contact and touch.

EXAMPLES

1. Cricket commentators often refer to the body language of the players on the field.
2. When people stand in the court to get their evidence recorded judges closely observe their body language. Often, when they try to camouflage the truth with carefully selected words, their body language betrays them and what their words are trying to conceal is fully expressed by their facial expressions and gestures.
3. Astute Interviewers give greater weightage to the candidates' body language than their answers.

2. Paralanguage:

1. It involves how we say something. Of all the nonverbal types; it is the closest to actual verbal communication. Ex- Pitch Variation, tone, speaking speed, word stress, etc.
2. Tone can be gentle, persuasive, appreciative, sarcastic, angry. Any sentence spoken with different tone can be interpreted in multiple ways.
3. Pitch- Beach variations are necessary to keep the listener attentive. For example, Important parts of the message is delivered at a higher pitch than the normal.
4. If one speaks very fast, words jam into one another, and the effect is incomprehension. Therefore, the important parts should be spoken slowly with use of proper stress and pauses.
5. Giving pauses At the right places is important for an effective communication The normal practice is to give a pause before and after an important point.
6. The important words in the message are carefully stressed. For

example, I have chilled the bills. I have **checked** in the bills. I have checked the **bills**.

7. Speech Breaker like 'oh', 'er', 'you know', either express the state of a person's mind while speaking or the speaker's inability to get the right words. They would either suggest confusion, distress, frustration, anger, etc, or they would be used as fillers

3. Time Language:

1. Proxemics is the study of space between two interacting persons. This space defines the level of intimacy between them.
2. There are four zones in Space Language.
 1. 0-18 inches, intimate zone – family, close relatives and best friends
 2. 18'' – 4 feet, friendly zone – informal business gatherings (EX-colleagues, coworkers, not-so-close friends)
 3. 4 feet- 10 feet, social zone – business transactions (EX-Manager- employees' distance)
 4. Over 10 feet, public zone – public gatherings (EX-Election Campaigns)

4. Sign Language:

1. It is a manual communication to convey meaning through visual and audio signs.
2. Audio signs are addressed to our sense of hearing. Ex- office buzzers, sirens in factories, alarm clocks, telephone rings, etc.
 1. It suggests urgency and immediacy
 2. They reach the targets almost immediately.
 3. They can simultaneously reach out to a large audience
 4. It is used in a limited way.
3. Facial expressions, gestures, printed pictures, road signs, traffic signals, all fall under visual signs because they are related to our sense of seeing.
 1. They convey message instantaneously. Even if there is fleeting glance at a sign, the message is carried at home.
 2. They are accepted universally as it is free from language load. They can be easily understood.
 3. When visuals like pictograms, pie charts, bar graphs, maps, cartoons are combined with written texts, they are eye-catching. It makes the page look interesting. Visual gives a life to written texts.



5. Space Language:

1. It involves the meaning we give to time- how we communicate to

others, what time means to us.

1. punctuality / the patience to wait

2. the speed of speech / how long people are willing to listen
2. How people handle time shows a reflection of their personality.

Advantages of Non-Verbal Communication

1. Easy presentation
2. Help to illiterate people
3. Help to handicapped people
4. Attractive presentation
5. Quick expression of message
6. Securing audience attention
7. Making messages memorable

Disadvantages of Non-Verbal Communication

8. Vague and imprecise
9. Culture-Bound
10. Long conversation is not possible
11. Difficult to understand
12. Lack of formality
13. Distortion of information

MASS COMMUNICATION

Mass communication is a process of transmitting messages quickly to a large number of scattered audiences of different characteristics by using various intermediary channels like radio, television, newspapers, cinema slide etc. it is an extension of human voice through some intermediary channels.

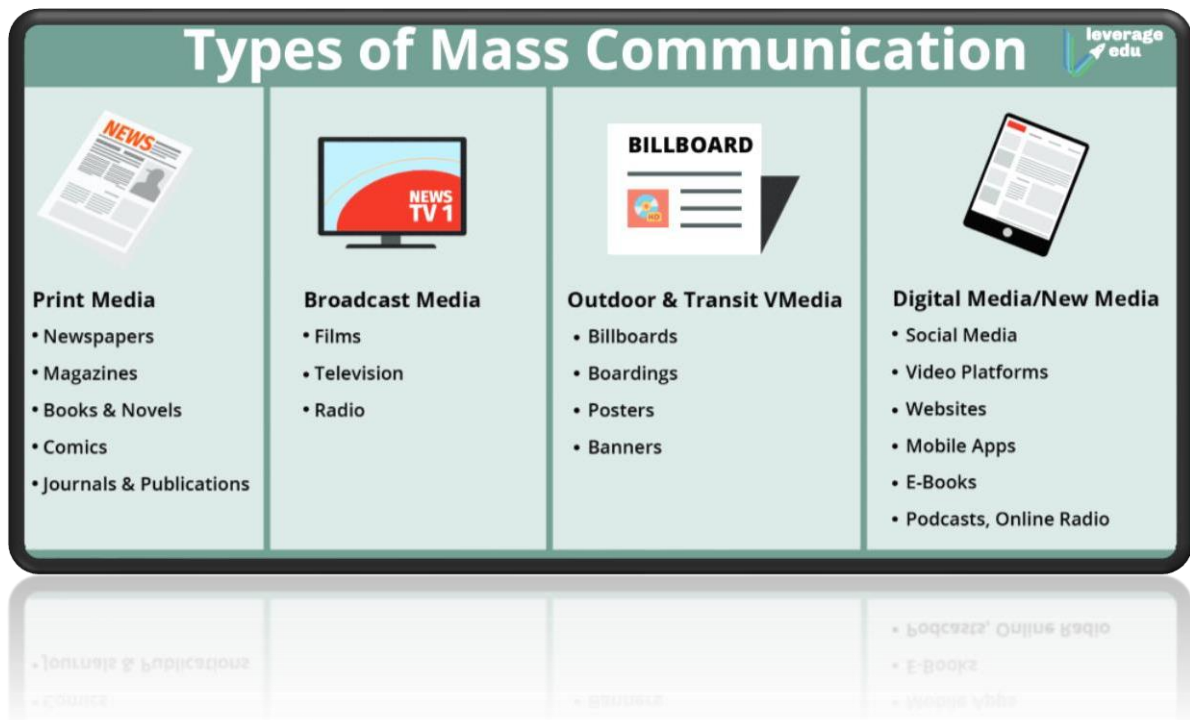


The process is discussed below-

1. **Source:** Mass communication process begins with a specific source that has a message. The source can be an individual, an in situation, a company or government.
2. **Communicator:** The second element of the process is communicator who collects a message form the source. Communicator is also termed as encoder. He plays a vital role in mass communication process. He is a professional, trained and experienced person who develops the message in a way that the intended receiver can understand. A very simple piece of information may get enormous appeal to the audience due to the communicator. The communicator may be a reporter, journalist,

lyricist, scriptwriter, author, official spokespersons and so on.

3. **Message:** Message is the actual information or news to be communicated to the audience. The message may be a movie, a novel, a recorded song and a billboard advertisement.
4. **Channel:** The channels are the mass media. These are the vehicles that transmit the message to the audience. Media of mass communication are newspapers, magazines, posters, leaflets, radio, television, films etc.
5. **Editor:** Once a message is developed and the channel of transmission is selected, it is handed over to the editor who is also an expert person. He controls the channel of mass communication. He also reviews the message of the communicator to ensure successful transmission of the message through the selected channel.
6. **Audiences:** Audiences are the ultimate recipient of the message of mass communication. They are large, diverse and heterogeneous in nature. Audiences differ in relation to their education, age, gender, income, profession, social status, geographical location, religion, beliefs, values, opinions etc. Some of the audiences receive the message directly while others indirectly. It is also seen that some audiences are attentive while some are inattentive.



Functions of Mass Communication

The main function of mass communication is to inform, entertain and educate people.



Providing information to a large population.



Developing a public opinion on any issue that concerns them.



Persuading people in bringing change in their mindset, and beliefs relating to evil practices in society.



Circulating information about new government rules and policies.



Disseminating information related to schemes and programs run by the government to improve health and education such as vaccination, sanitation,

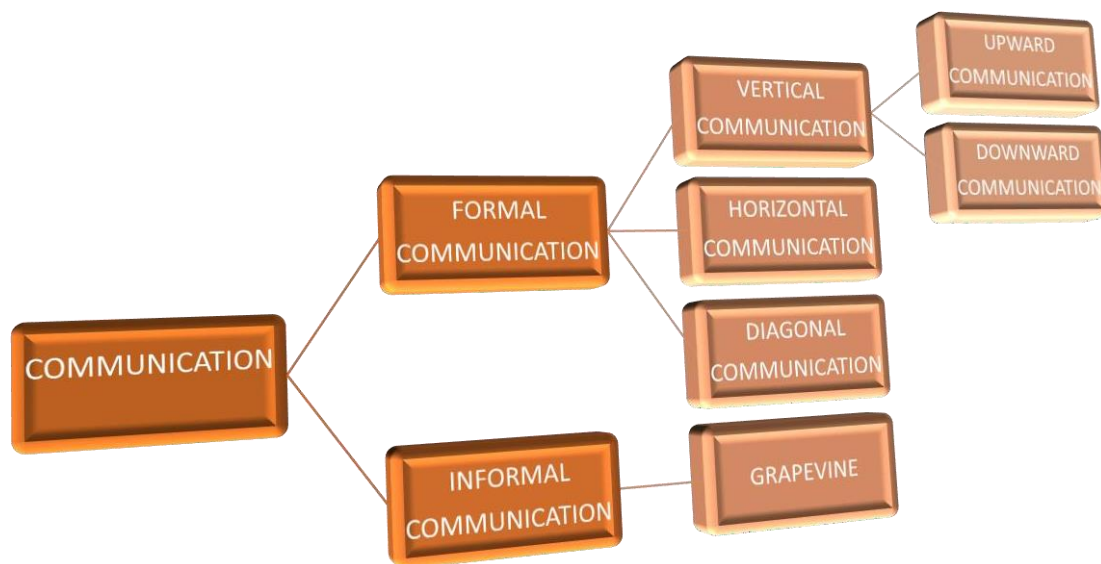
birth control, etc.

🖱️📁 Source of pleasure and entertainment, delivering news about celebrities, fashion, cooking, technological changes, sports, and much more.

📺📁 Establishing and maintaining social contact and network among people belonging to different races, communities, and cultures.

📁📁📁 Promoting political ideologies, plans, and programs.

FLOW OF COMMUNICATION



Formal communication in organisations is highly structured and work within a set of disciplines. It may flow top to bottom when important decisions and announcements have to be passed on to the workforce, or from bottom to top when complaints and grievances have to be communicated to the top management. Depending upon the flow of communication., there can be 3 types of communication namely **Vertical Communication, Horizontal Communication and Diagonal Communication.**

VERTICAL COMMUNICATION



UPWARD COMMUNICATION

Among all types of Communication, it is very crucial to any organisation that aspires to succeed. It moves from the subordinate staff to the superiors.

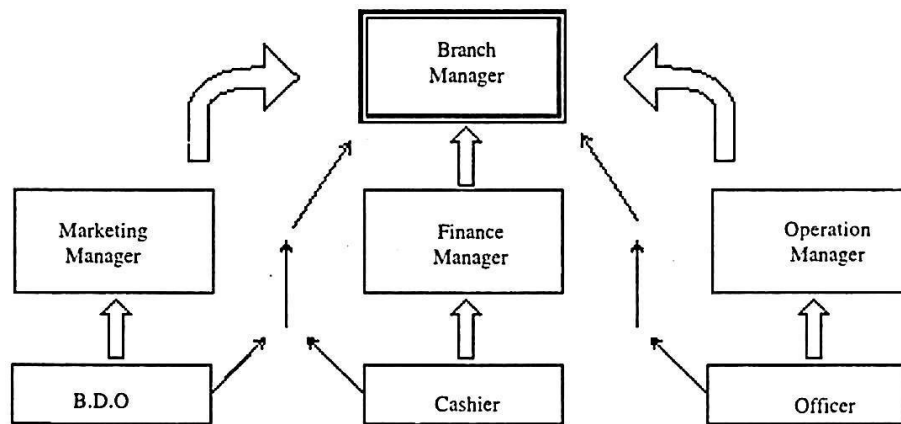


Fig: Upward Communication

The upward communication flow in an organization is informative and suggestive in nature. It is a form of vertical communication which follows a bottom-up communication model. Employees engage in communication with superiors to report feedback about the work and performance of teams, convey ideas and recommendations, share workplace disputes and grievances, etc.

The purpose of upward communication is to enable managers to gain valuable insights from their employees, which can help them make better decisions, identify and address problems, improve employee engagement, and foster a positive workplace culture. Ultimately, upward communication aims to facilitate open and honest dialogue between employees and managers, leading to improved performance and organizational success. Performance reports and feedbacks sent by subordinates to the managers in the form of vertical upward communication.

Its importance is:

- Providing feedback to the superiors
- Reporting job progress
- Seeking the superiors' intervention for problem-solving
- Releasing the pent-up emotion of the subordinate staff
- Providing the superiors with useful suggestions
- Making the introduction of new schemes easier
- Promoting harmony

Its channels are:

- Superiors keep an open door
- Complaints-and-suggestions boxes
- Social gatherings
- Direct correspondence
- Counselling

Its limitations are:

- Fear of authority
- Fear of adverse reaction
- Great possibility of distortion and filtering
- Bypassed superiors feel insulted
- Information overload at the higher levels if the entire information is allowed to move upwards.

To make it effective, the superiors should

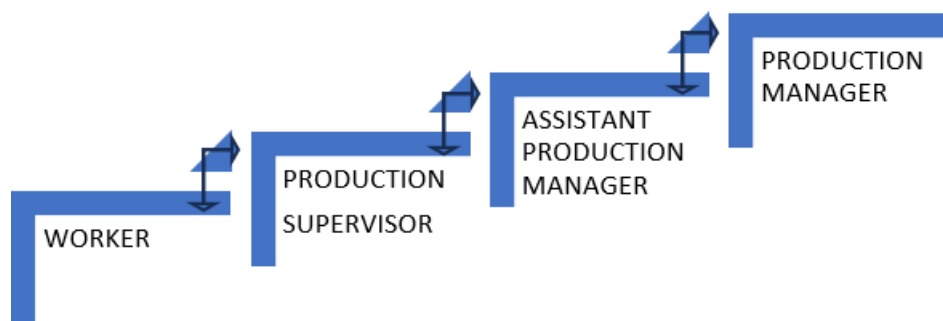
-  Take initiative to get close to the subordinate staff,
-  Keep the lines of communication short,
-  Redress legitimate grievances promptly

DOWNWARD COMMUNICATION

Downward communication flows from top management to employees. This communication is actually in companies with extremely authoritative style of management (Weihrich, Koontz, 1993)

It is mainly used by managers or superiors in a company for assigning tasks/goals, informing policies and procedures, giving feedback, and reviewing the performances of subordinates. Downward communication flow helps in establishing a hierarchical chain of command in the organization by clearly defining reporting relationships between superiors and subordinates. For examples:

1. Team leader updating members of the team about an upcoming deadline.
2. Managers inform subordinates about new policies.
3. Superior reviewing the monthly performance of a subordinate.



The purpose of downward communication in the workplace is to ensure that the employees understand their roles and responsibilities, and are aligned with the company's mission and vision. It is the responsibility of top management to provide clear guidance, instructions, and feedback to my team, and to keep them informed about organizational policies, goals, and initiatives. Overall, the purpose of downward communication is to ensure that everyone in the organization is working towards the same goals, and that information is flowing smoothly and effectively throughout the organization.

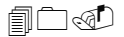
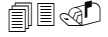
Its objectives are:

-  To give directives about some job
-  To explain the rationale of the job
-  To coordinate the functioning of different departments
-  To convey assessment of performance
-  To motivate the employees
-  To explain policies and procedures

Its limitations are:

-  Under-communication or over-communication
-  In case of a long line of communication, there may be – delay, loss of information, distortion, filtering, hardly any feedback, resentment by subordinate staff.

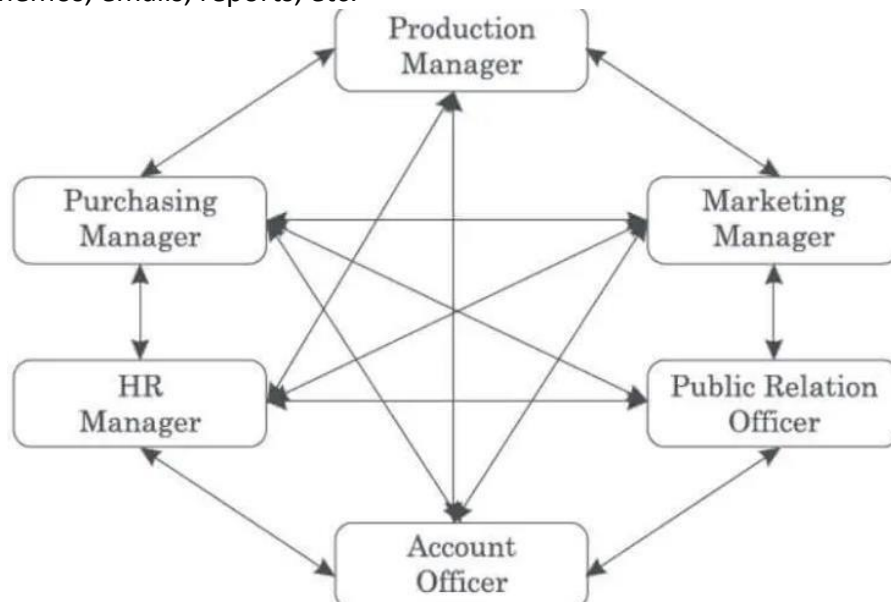
To make it effective

-  Managers should be adequately informed.
-  Managers should be clear about how much to communicate.
-  Some authorities should be delegated to lower levels to shorten the line of communication.
-  Information should be passed on to the correct person.

HORIZONTAL COMMUNICATION

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

It is carried on through face-to-face discussion, telephonic talk, periodical meetings, letters, memos, emails, reports, etc.



This gives rise to the interdependence between different departments and builds a stronger level of coordination to run a business. Horizontal channels of communication are less formal in nature as compared to other forms such as diagonal communication and vertical communication. They mainly rely on informal conversations, telephone calls, video conferences, etc.

This is done freely between two persons without following an official chain of command. It is vital to build a healthy work environment where co-workers can build bonds and develop greater levels of cooperation for effective teamwork.

HORIZONTAL COMMUNICATION IS IMPORTANT FOR

1. Job Coordination
2. Decision Making
3. Problem Solving
4. Resolving conflicts, and
5. sharing of ideas and information

Advantages of horizontal communication

The advantages of horizontal or lateral communication are:

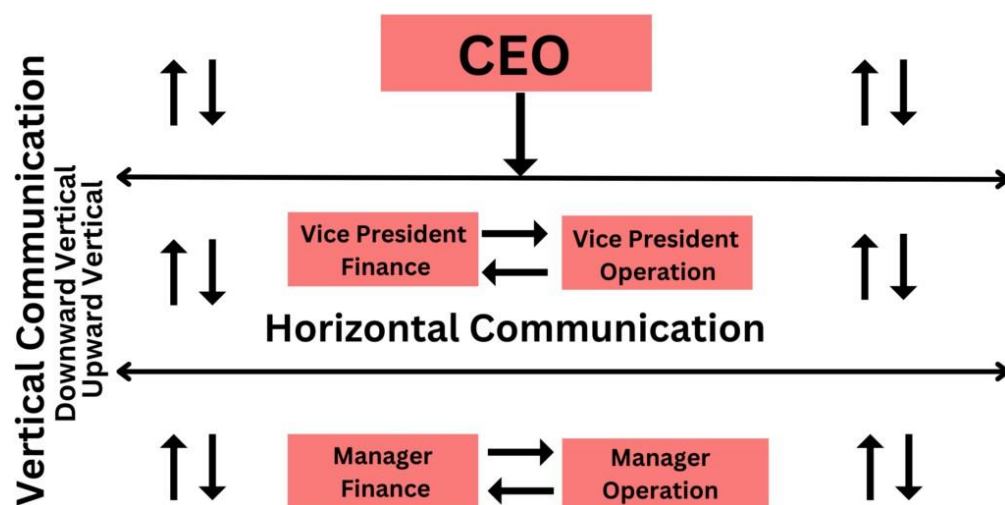
1. Horizontal communication is a time-saving method of communication as information is transmitted peer-to-peer.
2. It improves the coordination of tasks between employees which boosts team spirit and employee morale.
3. Lateral communication also helps in solving organizational problems by promoting brainstorming, group discussions, etc.
4. It provides emotional assistance and creates social bonds between the members of the organization.

Disadvantages of horizontal communication

The demerits of horizontal communication are:

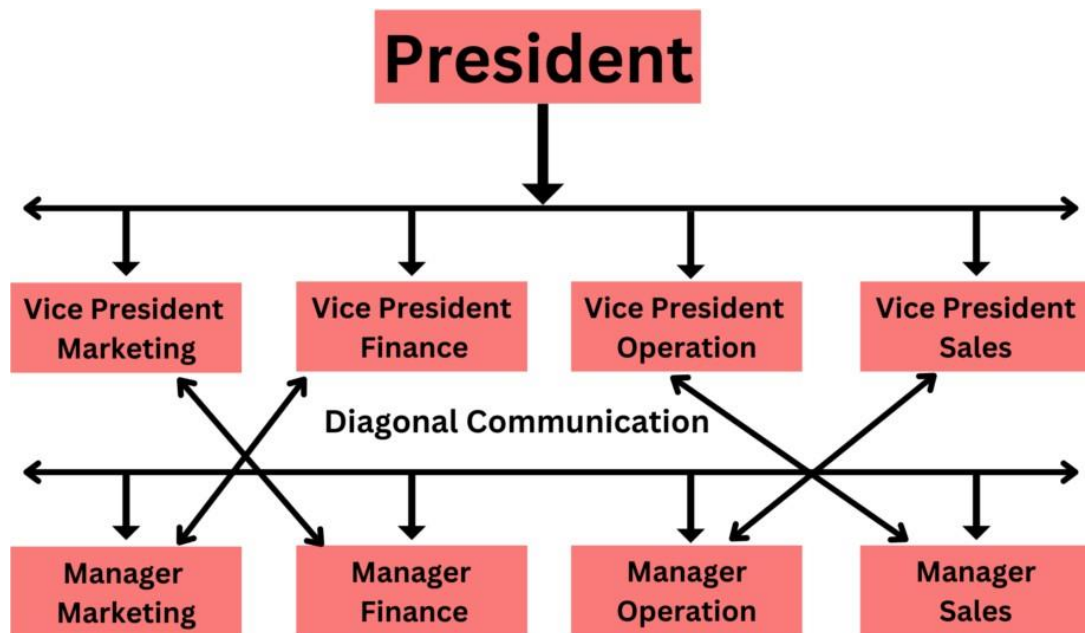
1. **Lack of authoritativeness** - It may conflict with vertical communication as horizontal communication occurs more frequently. Decisions taken through lateral communication can go against directions given by superiors.
2. **Wastage of Time** - Horizontal communication can be time-wasting if individuals spend too much time communicating information that does not help the goals of a business. It can give birth to gossip and rumours among employees which is not beneficial to a healthy work environment.
3. **Rivalry among individuals** - Too much horizontal communication between employees can cause conflicts, start rivalries and cause work demotivation.
4. **Interdepartmental rivalries** – Modern businesses are a complex affair Each activity in a big business house calls for a different kind of expertise, and usually depends upon teamwork rather than an individual effort. The key to efficient teamwork is harmony. Interdepartmental rivalries which stem from interpersonal rivalries destroy this harmony.

Diagram of vertical and horizontal communication



DIAGONAL COMMUNICATION

Diagonal communication, also known as crosswise communication, is a type of business communication where the exchange of information occurs between individuals or teams who are not in the same department or at the same level in the organization. If the sales manager directly talks to the production supervisor, it would be a case of diagonal communication. At critical junctures, where normal channels of communication might cause a damaging delay, managers often take initiative and directly get in touch with the concerned individuals in other departments. But this is mostly an informal interaction.



ADVANTAGES

- The foremost benefit of diagonal communication is that it is considered to be a direct, fast, and selective method of communication.
- Spreads messages quicker as compared to other methods of communication.
 - It enables capable and smart individuals from other departments to contribute and provide assistance with problems.
 - It facilitates interdependence between different departments leading to better cooperation for carrying out large goals.
 - Diagonal communication can be used to interlink high-performing individuals from different departments and create task teams for special objectives.

DISADVANTAGES

- The foremost limitation of diagonal communication is that It does not follow the official line of command and disrupts organizational structure.
- Diagonal communication may lead to the spread of misinformation and incomplete data.
 - Diagonal communication can lead to confusion and distortion of the message as it can be delivered by anyone of any rank.
- Diagonal coordination may lead to grapevine formation and gossip.
- The organization can find it difficult to monitor diagonal communication.
- Bypassed superiors may feel incensed and may refuse to cooperate.
- Too frequent a use of this channel may cause chaos and anarchy in the organisation.

INFORMAL COMMUNICATION: THE GRAPEVINE

Informal communication is another commonly used term to define grapevine communication. A grapevine is an unstructured form of business communication. It does not follow the hierarchical chain of command in the organization and is not overseen by management.

It is multidirectional as it can move in the form of vertical communication – upward and downward communication, as well as horizontal communication and diagonal communication between employees and managers.

Grapevine communication is associated with informal communication channels as it mainly relies on face-to-face conversation, video conferences, text messages, memos, etc.

The grapevine model of communication in a business assist in better quality networking and forming a stronger sense of unity and coordination in the workplace.

Grapevine channels of communication have the following characteristics and features:

Form of informal communication: A grapevine is a form of informal communication as it does not follow any prescribed rules or rules.

Rapid transmission of information: Messages in a grapevine model are speedily delivered without going through a chain of command.

Multidirectional flow: Grapevine in an organization flows vertically, horizontally, and diagonally between superiors and subordinates.

Connects people at any level: Individuals at any post in the organization can spontaneously connect and form friendships by the grapevine.

No documentation: Grapevine communication is not monitored by the organization, hence there are no records or documented evidence of content.

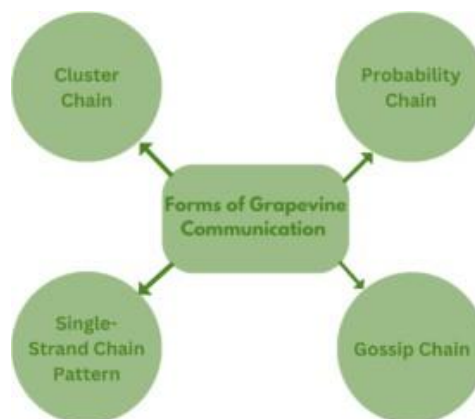


Diagram of grapevine communication

A grapevine network of communication is a dynamic form of communication that contains different patterns of informal communication in a network.

According to Professor Keith Davis, there are four types of networks present in grapevine

informal communication. The forms of grapevine communication are:

- **Single-Strand Chain Pattern:** Under a single-strand pattern of grapevine communication, person A communicates with person B, who relays information to person C and so on until the information has reached its desired number of recipients.



FIG: SINGLE STRAND CHAIN PATTERN

- **Gossip Chain:** In a gossip chain network, information is transmitted by one individual to multiple individuals at once. It is a wheel network where a prime communicator at the centre shares information with surrounding listeners. The gossip chain network also called the wheel network

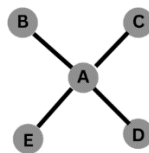


FIG: GOSSIP CHAIN

- **Probability Chain:** Probability is an unpredictable and random process of message delivery as the sender can deliver information to any person or group of people according to their choice or present situation.

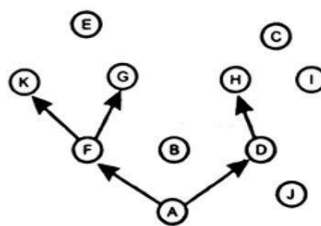


FIG: PROBABILITY CHAIN

- **Cluster Chain:** In a cluster chain, information is transmitted in a selective manner. The source delivers the message to a few selected individuals who then pass it on to another set of selected persons.

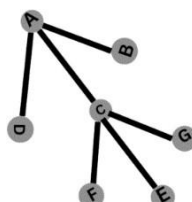


FIG: CLUSTER CHAIN

Advantages of grapevine communication

- **Speedy delivery of message:** Information is transmitted speedily between the members of an organization as it does not follow the prescribed chain of command.
- **Circumventing formal channels:** Grapevine helps in bypassing formal channels of communication to save the company time and resources.
- **Promotes social relationships:** Grapevine communication promotes a social climate in the workspace where employees talk and develop personal connections with each other.
- **Feedback:** It provides feedback to the management. It enables them to know what the subordinates think about the organisation and its various activities.
- **Organisational solidarity and cohesion:** The existence of the grape mind proves that the workers are interested in their associates. The very fact that they talk among themselves helps to promote organisational solidarity and cohesion. Properly used, the grapevine may even raise the morale of the workers.

Disadvantages of grapevine communication

- **Misleading information:** Grapevine can be used to spread misleading information, false stories, gossip, etc.
- **Unnecessary chitter-chatter:** Employees may start spending more time talking and less time working which hampers productivity.
- **Hard to trace:** Information communicated through the grapevine is not documented, therefore, it becomes difficult for management to trace the source of the message.

To make it effective

- Managers can use grapevine communication to inform subordinates of work policies, business prospects, and instructions.
- A good manager takes some time to address the personal concerns and problems of employees which creates a supportive and cordial workplace for employees.
- Managers can acquire feedback from grapevine communication to monitor work and delegate tasks to employees.
- It can be used to boost employee morale and confidence levels by holding regular brainstorming sessions and group discussions.
- A manager can utilize the grapevine to identify employees who are effective communicators in the workplace.

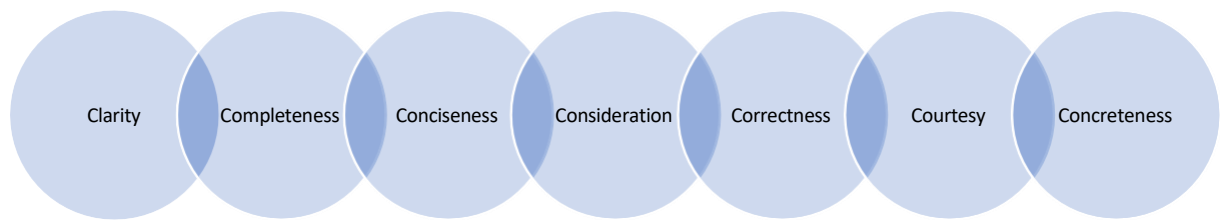
7C'S OF EFFECTIVE COMMUNICATION

EFFECTIVE COMMUNICATION

Effective Communication networking is central to all business functions. It leads to

- Quicker problem solving
- Increased productivity
- Stronger business relationships
- Enhanced professional image
- Stronger decision making
- Steadier work flow
- Clearer promotional materials

- Improved stake holder response



7C's OF EFFECTIVE COMMUNICATION

- Clarity

Clarity of Thought comes from a careful consideration of the objective, content and medium of communication.

For Example- If a small businessman desires to get goods from a wholesaler, he will use proper words in his message- clear specifications of the goods needed, instructions about the mode of dispatch and the remittance; and the most suitable medium should be a written letter, faxed or sent through mail, a message on computer network, or perhaps instructions over the telephone followed by written confirmation through a letter.

For clarity of expression,

1. Use simple, easy-to-understand words

For Example- instead of using 'demonstrate' – use 'show', 'utilise' – 'use', 'facilitate' – 'help'

2. Use single words for long phrases

For Example- instead of using 'at a later date' – use 'later', 'will you be kind enough' – 'please', 'to the fullest possible extent' – 'fully'

3. Use verbs for nouns

For Example- instead of using 'come to a conclusion' – use 'conclude', 'take into consideration' – consider

4. Avoid double entry

For Example- instead of using 'actual fact' - use 'fact', '11a.m. in the morning' – use '11a.m.', 'my personal opinion' – 'my opinion'

5. Use concrete expressions

For Example- instead of using 'Goods are soon being dispatched' – use 'Goods will be dispatched on 2nd July.' , 'This piece of jewellery is inexpensive' – use 'These Beautiful earrings cost only Rs 950'.

6. Prefer active constructions

Ex- All of us appreciate your efforts. ✓

Your efforts will be appreciated by all of us. ✗

7. Avoid jargons, for it makes writing tedious and obscure

8. Avoid ambiguity by placing the words correctly and using correct marks of punctuations
9. Use short sentences

1. Completeness

1. Completeness of facts is absolutely necessary.
2. Incomplete communication irritates the reader, for it leaves him baffled
3. If wrong actions follow an incomplete message, they may also prove expensive.
4. Sending an incomplete message is a wastage. It is a counterproductive. It offends and insults
5. While answering a letter, make it sure that you have answered all the questions.
6. Check for '5W' questions *who, what, where, when* and *why* and any other essential points like *how* also helps your message complete.

2. Conciseness

1. Concise message saves time on expense for both sender on receiver concise means brief, short on informative message which is able to explain the idea of message with minimum words.
2. Words in message should not be repetitive in nature & only relevant information should be communicated in message

3. Consideration

1. It states that every message should be prepared keeping in mind the person who will be the receiver of the message. Receiver's interest should be kept in mind while drafting the message.
2. Specific ways to indicate candidness are: -
Focus on "you" attitude instead of "I" on "We" Material or content of the message should be from reader's point of view.
3. Use of positive words should be allowed so that positive reaction could be received by the readers.
4. Benefits of readers should be the prominent part of message.

Examples:

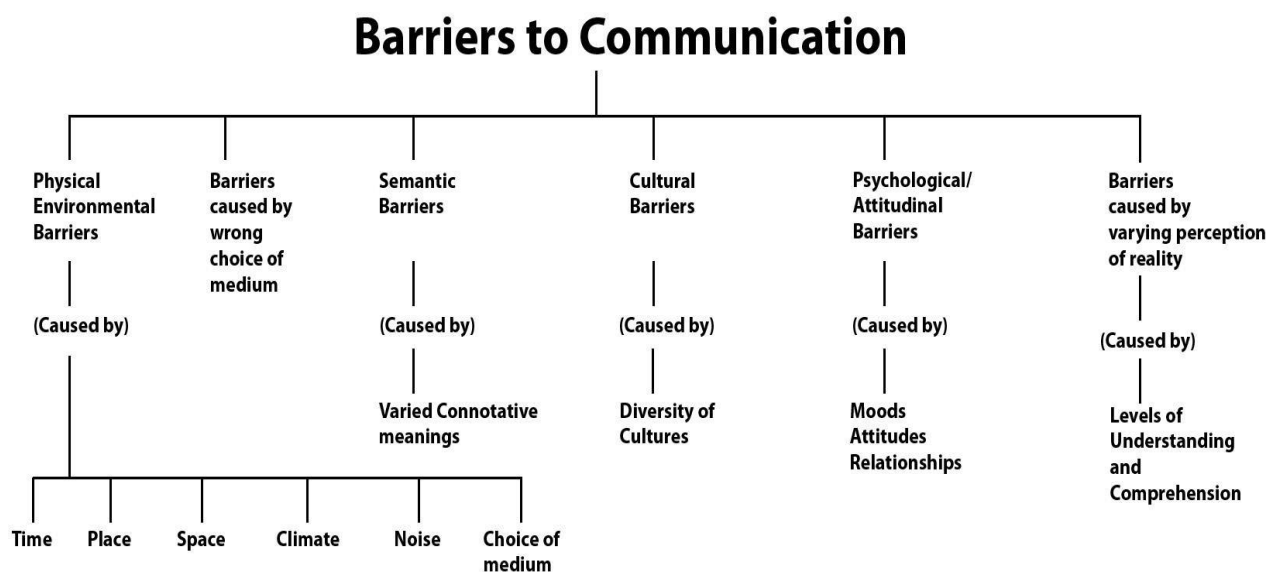
1. **We Attitude:** I am delighted to announce that there will be extra classes for the students in college to clarify their problems.
You Attitude: You will be able to clarify your problems in the extra classes organized in college.
2. **We Attitude:** I want to express my sincere thanks for the good words.
You Attitude: Thankyou for your kind words.
1. Avoid gender bias
2. Emphasise positive, pleasant facts.

3. Correctness

1. Transmit correct facts and correct language.
2. Message should not be transmitted unless one is absolutely sure of its correctness.
3. All messages must be transmitted and responded to at the most appropriate time. The principle of correct timing also stipulates that you communicate your message at a time when it is likely to prove most effective.

4. Outdated information is useless. In fact, since communication is an expensive process, transmitting outdated information involves wastage of time, money and human resources.
 5. Send your message in the correct style. While adapting your message to the needs of your receiver, you must so change it that you preserve its factual as well as emotional content.
4. Courtesy
1. Courtesy begets courtesy, so make the messages courteous.
 1. Answer/ acknowledge the letter promptly.
 2. Do not use any irritating or offensive expression.
 3. Apologise sincerely for any omissions.
 4. Thank profusely for any favours.
 2. In horizontal communication, use empathy.
 3. In upward communication, keep the message brief and complete; The respectful, but not fawning.
 4. In downward communication, be brief, clear and courteous.
5. Concreteness
1. Concreteness is an aspect of communication that means being specific, definite, and vivid rather than vague and general.
 2. A concrete communication uses specific facts and figures.
 3. A concrete message is easily understood by the receiver.

BARRIERS TO EFFECTIVE COMMUNICATION



Any obstacle or Problem in the process of communication which hinders or obstructs the process of communication is called barrier.

Barriers are part of the process of communication. Whenever we are communicating, we encode and decode. We use various channels for passing messages. At any level or at any moment or stage, there can be problems in communication process. Sometimes the sender may not use proper language that the receiver will understand. Receiver may not be able to decode properly. There can be lot of noise in the surrounding, which can disturb communication. It rarely happens that barriers do not arise in the communication process. Many times, Barriers arise in the minds of the sender and receiver. The intended messages are not sent to the receivers.

Barriers to Communication

6. WRONG CHOICE OF MEDIUM

A variety of media to choose from oral, written, visual, audio-visual computer based, etc have their relative merits and limitations. While a properly chosen medium can add to the effectiveness of communication, and unsuitable medium may act as a barrier to it.

For example- A salesperson has to submit a report on the comparative sales figure of the last five years. If he writes a lengthy paragraph incorporating the information or talks on the phone, he will fail to communicate anything. He should present the figures in a tabular form, or preferably make up bar diagram, which will make communication and instantaneous process.

7. PHYSICAL BARRIERS

The barriers in the surrounding or in the environment are the physical barriers. An example of a physical barrier to communication is geographic distance between the sender and receiver. Communication is generally easier over shorter distances as more communication channels are available and less technology is required. Although modern technology often serves to reduce the impact of Physical barriers., the advantages and disadvantages of each communication channel should be understood so that an appropriate channel can be used to overcome the physical barriers.

1. Noise- Noise in a factory coma external disturbance in telecom facilities, poor writing, bad photocopies, etc.
2. Time and Distance- Telecom and network facilities are not available People working in different shifts, faulty sitting arrangement in the hall, etc.,
3. Poor timing, particularly if it is close to a deadline.

4. SEMANTIC BARRIERS

This denotes barriers of language and symbols and their interpretation. Every language consists of symbols used to transmit meaning from one person to another. Even the Morse code and mathematical symbols are used in a language for communication purpose. The barriers are from the linguistic capability of the individual involved with the communication.

1. Language Difference, where a person interacts with someone speaking a different native language.
2. Dialects and accents, where two people may share a common language but they speak it differently (based on a particular region).
3. Lack of clear speech, where people speak too soft or too fast; either way, it's unclear

what they're saying.

4. Use of technical words or jargon, where someone communicates using specific terms that are highly technical and subject-specific.
5. Multiplicity of words: Words can have different meanings. Word power is gift to human beings, but at the same time, multiple meanings or spellings of the words can create the problems in communication.
6. Words with similar pronunciation, but different meanings (Homophones) also create problems in communication. Example: except- accept, fair- fare, council-counsel, principle-principal, etc.
7. Bypassed instructions: It means many times shortcuts are used while passing the messages. Example: A manager ordered the newly appointed secretary to go and burn the CD. She literally burned it. He meant to copy CD
8. Ambiguity and overuse of abstractions: Even if the message is presented in a non-realistic or vague context involving a lot of notions, the receiver won't be able to connect with the idea properly.
9. Disorganized message: When the words are not organized systematically to form a powerful message, it loses its efficiency and meaning.
10. Information overload: The effectiveness of communication reduces when a person keeps on speaking for an extended.

11. SOCIO-PSYCHOLOGICAL BARRIERS

1. Attitudes and opinions: We react favourably or are hostile, according as information is to our personal advantage or not.
2. Emotions: We can neither transmit nor receive anything correctly if our mind is agitated.
3. Cultural Diversity: Words and gestures may be interpreted indifferently in different cultures.
4. Closed mind: We hold our opinions so rigidly that we just refuse to listen.
5. Frame of mind: Our birth and upbringing, education, experience, etc., that constitute our frame of mind shape our responses.
6. Status-consciousness: We are over conscious of our lower or higher rank and do not express ourselves candidly.
7. Inattentiveness: Unconsciously, they become inattentive if the communication contains a new idea and our mind refuses to respond to it.
8. Conflicting goals: If the receiver's goals are in conflict with the sender's they are not likely to respond objectively to a communication.
9. Faulty transmission: Part of the message is lost in transmission.
10. Poor retention: Oral messages in particular are lost because of poor human retention.
11. Unsolicited communication: We are unresponsive with the communication is unsolicited

WAYS TO OVERCOME BARRIERS TO COMMUNICATION

In order to remove hindrances in the way of communication the following steps are worth consideration:

1. Clarify Ideas before Communication

The person sending the communication should be very clear in his mind about what he wants to say. He should know the objective of his message and, therefore, he should arrange his thoughts in a proper order.

2. Communicate According to the Need of the Receiver

The sender of the communication should prepare the structure of the message not according to his own level or ability but he should keep in mind the level, understanding or the environment of the receiver.

3. Consult Others before Communication

At the time of planning the communication, suggestions should be invited from all the persons concerned. Its main advantage will be that all those people who are consulted at the time of preparing the communication plan will contribute to the success of the communication system.

4. Be Aware of Language, Tone and Content of Message

The sender should take care of the fact that the message should be framed in clear and beautiful language. The tone of the message should not injure the feelings of the receiver. As far as possible the contents of the message should be brief and excessive use of technical words should be avoided.

5. Convey Things of Help and Value to the Listener

The subject matter of the message should be helpful to the receiver. The need and interest of the receiver should specially be kept in mind. Communication is more effective in such a situation.

6. Ensure Proper Feedback

The purpose of feedback is to find out whether the receiver has properly understood the meaning of the information received. In the face-to-face communication, the reaction on the face of the receiver can be understood. But in case of written communication or some other sort of communications some proper method of feedback should be adopted by the sender.

7. Consistency of Message

The information sent to the receiver should not be self-contradictory. It should be in accordance with the objectives, policies, programmes and techniques of the organisation. When a new message has to be sent in place of the old one, it should always make a mention of the change otherwise it can create some doubts.

8. Follow up Communication

In order to make communication effective the management should regularly try to know the weaknesses of the communication system. In this context effort can be made to know whether to lay more stress upon the formal or the informal communication would be appropriate. Similarly, suggestions can be invited in respect of the medium of communication (oral, written and gestural) to know as to which medium would be more effective and appropriate.

9. Be a Good Listener

It is the essence of communication that both the sender and the receiver should be good listeners. Both should listen to the each other's point of view with attention, patience and positive attitude. A sender can receive much relevant information by being a good listener.

BUSINESS LETTER

- It is a **letter written in formal language**, used when writing from **one business organization to another**, or for correspondence between such organizations and their customers, clients and other external parties.
- They are used for **different purposes**; like placing orders, making inquiries', making credit request, requesting claims and adjustment, to apologize for a wrong or simply to convey goodwill. etc.
- Even today, they are very useful because it produces a **permanent record**, **they are confidential**, formal and delivers persuasive, well-considered messages.
- Style of letter depends on the relationship between the parties concerned.



		1-1.5" Margin
1-1.5" Margin	[Your Name] [Address] [Address] [Phone] [Date today] Re: [To what this letter refers]	1-1.5" Margin
4 lines		
1 line	[CERTIFIED MAIL] [PERSONAL]	
1 line	[Recipient's Name] [Company Name] [Address]	
1 line	Attention [Recipient's Name]	
1 line	Dear [Recipient's Name]	
1 line	[SUBJECT]	
1 line	The main characteristic of full block letters is that everything (except maybe a preprinted letterhead) is flush with the left margin. Full block letters are a little more formal than modified block letters.	
1 line	If your letter is only one page, type the complimentary close and optional components as shown below. Otherwise, type them on the last page of your letter. For the components of continuation pages, click on the link below to go to page 2 of this letter.	
1 line	Sincerely,	
4 lines	[Signature]	
1 line	[Your Name, Title]	
1 line	[Identification Initials] Enclosures: [Number]	
1 line	cc: [Name For Copy] [Name For Copy]	
		1-1.5" Margin



1. THE LETTER HEAD / THE SENDER'S ADDRESS

- Includes the company's logo / symbol / name, address, ZIP, telephone number, fax number, email address and website of the company.
- Printed at the top center/left or the right side.

SENDER'S ADDRESS:

It is usually given in the letter head, but if there is none, **the Sender's Name, Address and Contact details** can be typed.



2. REFERENCE

- Include a reference line to identify a file or case number, invoice number or any other internal identifying information, if your company requires one.
- Some companies have specific reference codes that they place either in a reference line below the date, or at the very bottom of the letter.

REF.HMT/25/2005/114



3. DATE

- Date consists of the **date, name of the month and the year.**
- If the letter sheet includes a letterhead, type the date from 2 to 3 lines under the letterhead, else type it under the return address.
- **Never send a letter without a date.**

- The date is written in two styles.
 1. The British Method (ordinal numbers) : **4th July, 2012**
 2. The American Method (cardinal numbers) : **July 4, 2012**

- **Never write like 7-2-12 or 7/2/12** because it shows that the writer is careless or in a great hurry.



4. THE INSIDE ADDRESS

- Includes the **name and address of the firm or the individual** to whom the letter is written.
- Written on the left side, beside the margin, two spaces below the date- line.
- Use **Courtesy titles** before names of the receiver such as **Mr., Mrs., Shri, Smt., Miss, Ms, Messrs, Dr, Prof., Capt., Maj., Col., Gen. etc.**
- The address can also begin with a job title or a department (if you don't know the name). For e.g. : **The Sales Manager, The Accounts Department etc.**



5. SUBJECT AND RECEIVERS REFERENCE NO

- Subject is use so that the reader immediately knows what your letter is about.
- Use **"Subject"** or **"Re"**.
- Subject usually comes between Salutation and body.
- The receiver's references i.e. the receiver's pervious letter number is mentioned under the heading reference.
- This will enable the receiver to easily take out a copy of his own letter from his files and understand the matter in the reply.
- e.g. **Your Reference :MBM/SD/285/05 DATED 5th oct.2005**



6. SALUTATION

- It is a compliment or greeting.
- Written beside the **left hand margin**, **two spaces below the inside address** and **two lines above the body** of the letter.
- It is followed by a comma (,) or a colon (:).
- Salutation depends on the gender, type, number or the social status of the person addressed.

Ex:

Dear Sir,

Dear Madam,

Dear Amit Das,

Dear Mr. John,

Dear Nancy,

Dear Sales Manager,

Dear Customer,

Dear Ladies and Gentlemen,

Respected Sir,



7. BODY

- Begins two spaces below the salutation.
- Contains the message or the information to be communicated.
- Most important, lengthiest, prominent part- written in correct, appealing and impressive style.
- **Divided normally into 3 parts:**
 - 1) Introductory paragraph
 - 2) Middle paragraph
 - 3) Closing paragraph
- Double space between paragraphs.
- If letter exceeds one page, repeat the recipient's name, date, reference/subject line and put page number.
- Continue your letter three lines below the heading.



8. COMPLIMENTARY CLOSE

- It is written two spaces below the last line of the body.
- It is a polite way of saying “ Good bye”.
- It depends on the **tone and degree of formality**.

Formal: Respectfully yours, Sincerely, Yours faithfully

Informal: Cordially yours, Warm Regards, Best wishes



9. THE SIGNATURE AND DESIGNATION

- Written double space below the complimentary close.
- First comes Signature (pen written). Sign your first and last name.
- Second line - type written name.
- Third line - business title.
- The signature acts as proof.



10. ENCLOSURES

- This line tells the reader to **look in the envelope for more.**
- Write **Enc./Encl./Enclosure** below the signature block.

e.g. : Enclosure

 Enclosures: 3

 Enclosures : Check #231 for \$500

- If you **don't enclose** anything, **skip it.**



11. REFERENCE INITIALS

- If someone else has composed typed the letter for you, it is common for them to indicate so with initials.
- Typically it is your initials in upper case followed by the other initials in lower case.
- **SWA/KA - (*composer/typist*)**
- **SWA:KA**



12. COPY NOTATION

- When **other people are to receive a copy of the same letter**, their names are noted either by their ranks or by alphabetically.
- Written just below the reference initials or the enclosure whichever is last.
- Type “**cc**” before the names if sending a “carbon copy(to)” and “**pc**” for photocopy (to).

CC: Jim Blue, Jennifer Louis



LAYOUT

1. BLOCK

- Each line of every part begins at the left margin.
- At least one line space between each part.
- Time saving method and beautiful to look at, also known as American style.

2. INDENT

- New paragraphs begin about 1.5 centimeters to the right of the left margin.
- This style is also known as Hanging style.
- This method consumes a lot of time, looks shabby , therefore out of practice.

3. SEMI BLOCK/MODIFIED BLOCK

- Some parts are typed in block method and other parts are indented.
- **Return address, date, closing and signature** start just to the right of the center of the page or may be flush with the right margin.
- Most widely followed method in our country specially in govt. offices.

① block style

Catherine Davies
15 Qinglong Rd.-1811
Pudong New District,
Shanghai, PRC 201201

November 1, 2010

Ms. Nina Lin
Double Design
Room 205, Building 8
Lane 1496, Pudong Avenue
Shanghai, PRC

Dear Ms. Lin:

Thank you for your attention. I am writing to request an interview regarding Double Design's opening for a graphic designer.

I am a recent graduate of the Academy of Art University with a degree in Graphic Design. For the past six months I have interned with Studio Design in Shanghai, learning to apply the skills I gained in school. I would be very happy to have an opportunity to learn more about the position and the possibility of working together.

I have enclosed my resume for your reference. Please feel free to contact me for any reason at (021) 5184-1155 or over email at cath.davies@yahoo.com. Thank you again for your attention. I look forward to hearing from you.

Best regards,

Catherine Davies

Catherine Davies

Enc. (2)

cc: Flora Lopez

② modified block style

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Catherine Davies

Catherine Davies

Enc. (2)

cc: Flora Lopez

③ indented style

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Catherine Davies

Catherine Davies

Enc. (2)

cc: Flora Lopez

TYPES OF BUSINESS LETTERS

- Inquiry
- Order
- Refusal
- Acceptance
- Quotation
- Follow up or Cancelation
- Compliance
- Complaints, Claims, Adjustments
- Settlement
- Collection
- Agency
- Sales letters



GOOD / NEUTRAL NEWS LETTERS

➤ **OPENING**

- Mention the Best news or summarise the main idea.

➤ **MIDDLE**

- Explanations, details, reader benefits, background.

➤ **END**

- Use goodwill ending.
- Positive friendly, clear statement of action desired, motivation to action, willingness to help further, appreciation.



➤ Examples of Good/ Neutral news letters:

- Approving Credit
- Acknowledgements
- Acceptance letters
- Letters of Appreciation, Congratulations, Condolence
- Confirmations, Granting favors and other requests.
- Summaries
- Adjustments
- Transmittals
- Announcements
- Goodwill messages
- Thank your notes



BAD / NEGATIVE NEWS LETTERS

➤ OPENING

1. Buffer
2. Begin with reader interest information.
3. Agreement, Appreciation, Assurance, Compliment, Cooperation.
4. Give good news (if you can grant any)

➤ MIDDLE

1. Present negative element as positively as possible.
2. Explanation and analysis of the circumstances.
3. Decision, implied or expressed with resale and or helpful suggestions.

➤ END

1. Positive, courteous, friendly, firm and forward looking ending.



➤ **Examples of Bad/ Negative News letters**

- Refusing Credit.
- Refusing adjustments on Claims and Complaints.
- Answering Non-Sales related inquiries.
- Declining invitations and requests for favours.
- Announcing a bad news about prices or services.
- Rejection Letters.



APPLY “SEVEN C’S” OF COMMUNICATION

1. **COMPLETENESS:** Letter should not lacks its purpose. Provide all necessary information. E.g. Order should not only mention quantity but also size, price, packaging, delivery, transportation charges, discount rates, payment item and condition etc
2. **CONCISENESS:** Be to the point, avoid unnecessary repetitions and include only relevant material.
3. **CONSIDERATION:** Focus on “you” instead on “I” or “We”, Show reader benefits and emphasize positive pleasant facts.
4. **CONCRETENESS:** Use specific facts and figures, put action in verbs and choose image building words.



5. **CLARITY:** Choose precise, concrete and familiar words. Construct effective sentences and paragraphs. Reader should understand the matter in first reading.
6. **COURTESY:** Whether writing a complaint or a concern, be sincere, thoughtful, appreciative, courteous and respectful. Offer to do whatever you can, within reason, to be accommodating and helpful.
7. **CORRECTNESS:** Use right level of language. Double check the facts, figures, dates, price, spelling and grammar. Maintain acceptable writing mechanics.



Starting	• We are / I am writing • to inform you that ... • to confirm ... • to request... • to enquire about ...
Referring to previous contact	• Thank you for your letter of March 15. • Thank you for contacting us. • Thank you for your letter regarding ... • With reference to our telephone conversation yesterday... • It was a pleasure meeting you in London last month.
Making a request	• We would appreciate it if you would ... • In addition, I would like to receive ... • It would be helpful if you could send us ... • I am interested in (obtaining / receiving) ... • Please let me know what action you propose to take.



Offering help	• Would you like us to ...? • We would be happy to ... • We are quite willing to ... • Our company would be pleased to ...
Giving good news	• We are pleased to announce that ... • I am delighted to inform you that .. • You will be pleased to learn that ...
Giving bad news	• We regret to inform you that ... • I'm afraid it would not be possible to ... • After careful consideration we have decided (not) to ...
Complaining	• I am writing to express my dissatisfaction with ... • Please note that the goods we ordered on (date) have not yet arrived. • We regret to inform you that our order n ----- is now considerably overdue. • I would like to query the transport charges which seem unusually high.

TIPS

- **IMPORTANT:** Draft your message, Revise, Edit, Rearrange and Proof read.
- Maintain proper margins.
- Use the right font size, style and colour.
- Strike the right tone: be brief and professional, don't be too blunt or flattery.
- Use a **quality pen to sign** the letter and thoroughly read before you send it
- Neatly **fold** the letter into **thirds** and post it in a clean envelope(with company logo).
- Neatly **print/write** your **return address** and the **recipient's address** on the envelope



REFERENCES

BOOKS

- Bhatia, C. , Business Communication, Ane Books India, Ane's Student Edition, 2008, PP 243 - 350
- Locker, K and Kaczmarek, S., Business Communication - Building Critical Skills, Tata McGraw Hill, 3th edition, 2007, PP 128 - 190
- Murphy, H. Hildebrandt, H and Thomas, J. , Effective Business Communication, Tata McGraw Hill, 7th edition, 2010, PP 156 – 276

WEB LINKS

- <http://www.sc-s.si/blog/wp-content/business-letter.pdf>
- <http://www.mahidachintan.com/documents/Unit-8.pdf>
- <http://www.mahidachintan.com/documents/Unit-8.pdf>
- <http://www.icosmos.com.tw/templates/images/files/9789861845586.pdf>
- <http://www.4hb.com/letters/business-letter-format.html>

Business Letters: 1. Inquiry Letters

1. Draft a letter on behalf of Jackson Electronics Pvt. Ltd. Vadodara to Parth Computer World, Mumbai, making trade inquiry of HCL Computer. Request them to send their terms and conditions and their current price list.

JACKSON ELECTRONICS PVT. LTD.

205, Shivalik-III, Alkapuri,

Vadodara-390001 Contact No.-

9999999999

Fax No. (0265) 2232425

Email Id.: jacksonelctronics@gmail.com

Website: www.jacksoneselect.com

20th June, 2022

To

The Manager

Parth Computer World,

604, Krishna Con. Arc,

Andheri (W), Mumbai.

Sub.: Inquiry for HCL Computers

Respected Sir/Mam,

We would like to introduce ourselves as a reputed electronic goods merchant in Vadodara City. We stock home appliances like refrigerator, washing machine, dish washer, microwave, L.C.D., Air Conditioner, D.V.D. etc.

We would like to stock full range of HCL personal computers and laptops if you quote reasonable prices. So, we would like to know details like mode of payment, mode of transportation, trade discount, expected date of delivery etc.

As we want to deal with you on long term basis, we expect competitive prices and favorable terms of business from you. Please send us your latest card catalogue for our reference.

Yours faithfully,

Sign

Name of the Person

Name of the post

Jackson Elect. Pvt. Ltd.

2. As a Dealer in cycles, write a letter to the write a letter to the Volga Cycles Ltd., Calcutta, asking for prices of newly manufactured Cycles and the terms of business.

PARMAR CYCLE STORES

3, Khodiyar Chambers,

Kalwa Chowk,

Junagadh-362001

Contact No.-9999999999

Fax No.-(0285) 22525260

Email id- parmarcyclestore@gmail.com

Website: www.parmarcyclestore.com

10th July, 2022.

The Sales Manager,

Volga Cycles Limited,

G-B, Bose Road, Calcutta.

Sub.: Inquiry for MTB bicycles

Respected Sir/Mam,

We learnt about your new product Volga MTB bicycles from your advertisement campaigns in different newspapers.

We are impressed by the features narrated in your advertisement.

We wish to stock these bicycles if you quote reasonable prices. We would like you to send us the terms and conditions on which you can supply goods. We request you to submit your most competitive prices for the supply of various models of Volga MTB bicycles. We would also like to know the time you will require in order to execute an order, if placed.

We look forward to receiving your letter along with the latest card catalogue very soon.

Yours faithfully,

Sign

Name of the Person

Name of the post

For Parmar Cycle Stores

Prepared by Dr. Khyati Vadher (Asst. Prof. In English)

3. On behalf of Gandhi Bros. Junagadh draft an inquiry letter for **Plastic products** to Modern Plastics Ltd., Surat, inquiring for the terms of payment and the period of dispatch asking for pamphlet and other facilities.

GANDHI BROS.

3, Khodiyar Chambers,

Kalwa Chowk,

Junagadh-362001

Contact No.-9999999999

Fax No.-(0285) 22525263

Email id- gandhibros@gmail.com

Website: www.gandhibros.com

15th May, 2022

The Sales Manager,

Modern Plastics,

Athwa Lines,

Surat.

Sub.: Inquiry for Plastic Goods

Respected Sir/Mam,

We would like to introduce ourselves as retailer of plastic items meant for domestic consumption. We wish to deal with you

Prepared by Dr. Khyati Vadher (Asst. Prof. In English)

on long term basis, if you quote competitive prices. We request you to send us your latest price-list for our reference.

We would like to know the details like mode of payment, mode of transportation, trade discount, expected date of delivery etc. As the Diwali festivals are approaching we would like to receive the ordered goods within a fortnight (15 days) of placing an order.

As we wish to place large orders with you on regular basis, we expect competitive prices and favorable terms and conditions. We look forward to receiving a letter along with catalogue very soon.

Yours faithfully,

Sign

Name of the Person

Name of the post

For M/s Gandhi Bros.

4. Write an inquiry letter to Tele Shop, inquiring about different telephones, quotations and terms and conditions.

GAYATRI TELECOM

3, Amrul Complex,

Sardarnagar Main Road,

Rajkot-360 002

Contact No.- 9999999999

Fax No. (0281) 2232425

Email Id.:- gayatritelecom@gmail.com

Website: www.gayatritelecom.com

11th June, 2021

The Sales Manager,
Bharati Telecom Pvt. Ltd.,
Mysore Road,
Bangalore.

Sub.: Inquiry for telephones

Respected Sir/Mam,

Your famous VIVO brand telephones hardly require any introduction in the market. We wish to stock your VIVO brand telephones, if your terms of trade are favorable to us. We request you to submit quotation for different variety of Smart Phones.

We would like to know the details like mode of payment, mode of transportation, trade discount, cash discount and the date on which order can be executed.

We would like to deal with you on long term basis, if your prices are comparative and terms are favorable. Kindly send us your latest card catalogue for our reference. We look forward to receiving your letter very soon.

Name of the post
For Gayatri Telecom,

5. Draft a letter of inquiry to the Laxmi Offset & Printing Works, Bombay, asking for information regarding the prices of their Greeting Cards and Calendars.

JYOTI AUTOMOBILES

3, Gajjar Chambers,

Opp. Bombay Hotel,

Gondal Road, Rajkot – 360 003

Contact No.- 9999999999

Fax No. (0265) 2232425

Email Id.:- jyotiautomobiles@gmail.com

Website: www.jyotiautomobiles.com

25th March, 2022

The Marketing Manager,
Laxmi Offset & Printing Works, 23,
Mahalaxmi Road,
Andheri (W), Bombay.

Sub.: Inquiry for Greeting cards and Calendars

Respected Sir/Mam,

We would like to introduce ourselves as a reputed dealer of automobile parts in Saurashtra region. We wish to place a large order for greeting cards and calendars. We request you to submit your prices for the supply of cards and calendars in assorted sizes and designs.

As we require these cards and calendars for the Diwali festivals, we would like the consignment to be delivered at least a fortnight earlier than the festivals. We would like to know the details like mode of payments, mode of transportation, trade discount and cash discount. We expect considerable trade discount as we intend to place large order.

We, therefore, request you to send us your latest card catalogue so that we can decide about placing an order soon.

Yours faithfully,

Sign

Name of the Person

Name of the post

For Jyoti Automobiles

Prepared by Dr. Khyati Vadher (Asst. Prof. In English)

6. Write a letter on behalf of Smart Apparels' to Arrow, the International brand of Men's wear, inquiring about the new cotton and silk shirts suitable for Indian conditions and the fashionable in the market.

SMART APPARELS

Unique Commercial Centre,

Opposite Indraprashth

Bungalows, Vastrapur,

Ahmedabad – 380 015 Contact

No.-9999999999

Fax No.-(0282) 22525260

Email id- smartapparels@gmail.com

Website: www.smartapparels.com

10th January, 2022

To

The Marketing Manager,

Arrow Shirts Ltd.

607, Cuff Parade,

Mumbai – 220 037

Sub.: Inquiry for the New Cotton / Silk Shirts

Respected Sir/Mam,

Prepared by Dr. Khyati Vadher (Asst. Prof. In English)

During a recent Fabric Exhibition, held in Ahmedabad, I saw a few cotton and silk shirts manufactured by you. I would like to introduce these shirts in the market of Ahmedabad, through our showroom 'Smart Apparels'. Please give me the following information:

1. In what sizes, colors and designs can you supply the shirts?
2. What guarantee will you be able to give for the colors and fabric quality of these shirts?
3. In what price range will these shirts be available?

I shall be most grateful if you could send me answers to these questions by Monday, the 10th.

Yours faithfully,

Sign

Name of the Person

Name of the post

For Smart Apparels

Prepared by Dryati Vadher (Asst. Prof. In English)

4. Write a letter to Mobile World, Mithakhali, Ahmedabad, inquiring about all kinds of **Mobile phones and accessories**. Ask for their price list and other terms and conditions.

WORLD OF TITAN

7. University Complex, Vijay

Char Rasta,

Ahmedabad – 380 008

Contact No.-9999999999

Fax No.-(0282) 22525260

Email id- worldoftitan@gmail.com

Website: www.titanstore.com

1st July, 2011

To

The Sales Manager

Mobile World,

Abhijeet-II, Mithakhali,

Ahmedabad – 380 007

Sub.: Inquiry for Mobile phones and accessories

Respected Sir/Mam,

We wish to purchase 50 handsets (Mobile phones) for our Showroom | Managers in about 20 cities of Gujarat. Please send us your catalogue and price-list. We wish to buy 5 handsets in the

Prepared by Dr. Khyati Vadher (Asst. Prof. In English)

high price range, 10 handsets in the medium price range, and the rest of the 35 handsets in the ordinary price range. We would like to know the rate of discount that you will offer on a purchase of Rs. 60,000 and above. We plan to open 10 new showrooms of Titan watches in the near future, so a favorable discount may lead to further business.

Our showrooms have started operating in almost all the cities of Gujarat. So, we require the mobile phones within this week. Kindly send us your terms and conditions at the earliest.

We hope to hear from you soon.

Yours faithfully,

Sign

Name of the
Person Name of the
post For 'World of
Titan'

Prepared by Dr. Khyati Vadher (Asst. Prof. In English)

An Order Letter is written by the person/company placing the request of purchase from another company.

This letter comes into action only when a specified product is available in the market for the purpose of sale and the buyer is willing to purchase.

1. We need to pen down all the terms and conditions of the purchase for the benefit of both involved parties.
2. It should have details such as product specifications, quantities, price agreed upon, delivery date, late delivery clauses, etc.
3. It should be addressed to the person responsible for the execution of the order with a copy to the head of department.

An Order Letter should be drafted very carefully as it needs to pen down all the terms and conditions of the purchase for the benefit of both involved parties.

- . It should have details such as:
- . product specifications
- . quantities
- . price agreed upon
- . delivery date
- . late delivery clauses, etc.

DO'S AND DON'T'S OF ORDER LETTER

- . An Order Letter should be addressed to the person responsible for executing the order.
- . Should include all the terms and conditions agreed upon by both involved parties
- . No need to use too many adjectives in the letter since it is purely for an order being placed.
- . Should have all relevant details related to the order, for example, quantity, price and other terms and conditions.
- . Purchase Order Letter should also indicate the date by when the order is expected to be executed or delivered.
- . Mode of delivery of the material should also be identified in the letter.
- . Should also carry the mode of payment by which the payment will be made.

Letter for placing an order (the goods ordered through a letter include)

- . Books
- . Sports / laboratory equipment
- . Magazines / journals
- . Electronic gadgets
- . Garments
- . Household items

Include the following content

- . Refer to the advertisement
- . Give details of goods being ordered (brand, item, author, colour/size etc, quantity, price if given)
- . Give the mode of dispatch and payment
- . Conclude politely asking for a prompt and safe delivery of goods.

Sample Letter

Write a letter to M/s Sunder Stationary Mart, Chawri Bazar Delhi asking them to send their rates and terms of supply of stationary items. You are R. K. Verma, Office Superintendent, Dalhousie Public School, Dalhousie .
(Word limit 125 – 150 words.)

Dalhousie Public School
Dalhousie

2 June 2020

The Manager
M/s Sunder Stationary Mart Chawri Bazar
Delhi

Dear Sir

Subject : Inviting Rates and Terms of Supply

This is to bring to your notice that on behalf of Dalhousie Public School we would like to place a bulk order for the supply of stationary items for our school office and the administrative block for the session 2020-2021.

We have selected a few leading stationers for the purpose of supply of these items. We have included your prestigious firm in the list, keeping in view the goodwill it enjoys in the stationery market. Kindly quote your discount rates if any which will also help get due weight and consideration.

We need the following items with their brands and number of items required.

S.No	Particulars	Brand	Numbers
1	Pencils HB	Natraj	20 Dozens
2	Pencils HH	Natraj	30 Dozens
3	Type Paper	Star	20 Reams
4	Cyclostyling Paper	Star	20 Reams
5	Computer Paper	Star	40 Reams
6	Carbon Ribbons	Kores	40 Packets
7	Carbon Paper	Kores	20 Packets

Let us remind you once again that maximum discounts and the suitable terms of supply will be expected. Please let us know whether it will be possible for you to supply us the above items before 20th June. Kindly let us know the maximum time which you will require to supply us these items.

Yours sincerely

Signature

R.K. Verma
Office Superintendent

You are Priya Khanna, librarian of your school, Aligarh. You have been asked to place an order for some books for the school library. Write a letter to the Sales Manager, Light House, Main Road, Noida, placing an order for the books that you need.

Dalhousie Public School
Dalhousie

20th June 2020

The Sales Manager Light House
Main Road
Noida

Subject: Placing an order for books

Team Communication: A Comprehensive Guide

1. Introduction to Team Communication

Team communication involves the exchange of information, ideas, and feedback among members working collaboratively towards a

common goal. Effective communication is the backbone of successful teamwork, ensuring clarity, cohesion, and productivity.

2. Importance of Team Communication

5. **Enhanced Collaboration:** Facilitates coordination and synergy among team members.
6. **Conflict Resolution:** Promotes understanding and timely resolution of misunderstandings.
7. **Decision Making:** Enables collective input, leading to well-informed decisions.
8. **Productivity Boost:** Streamlines processes, reducing redundancies and errors.

3. Types of Team Communication

a. Verbal Communication

Involves spoken words, including face-to-face meetings, phone calls, and video conferences.

b. Non-Verbal Communication

Includes body language, facial expressions, gestures, and tone of voice. Non-verbal cues can reinforce or contradict verbal messages.

c. Written Communication

Encompasses emails, reports, memos, and chat messages. Written records provide clarity and reference points for future discussions.

d. Visual Communication

Utilizes graphs, charts, infographics, and presentations to convey information effectively.

4. Channels of Team Communication

9. **Formal Channels:** Structured pathways like official meetings, scheduled reports, and company newsletters.

10. **Informal Channels:** Casual interactions such as water-cooler talks, instant messaging, and informal gatherings.
 11. **Digital Platforms:** Tools like Slack, Microsoft Teams, and Zoom facilitate real-time and asynchronous communication, especially vital for virtual teams.
-

5. Barriers to Effective Team Communication

12. **Physical Barriers:** Geographical distances and poor infrastructure
13. **Language and Cultural Differences:** Misinterpretations arising from diverse backgrounds.
14. **Technological Challenges:** Issues like poor internet connectivity or unfamiliarity with digital tools.

15. **Emotional Barriers:** Personal biases, stress, or lack of trust among team members.
-

6. Strategies for Effective Team Communication

16. **Active Listening:** Paying full attention, acknowledging messages, and providing feedback.
17. **Clarity and Conciseness:** Using simple language and being direct to avoid misunderstandings.
18. **Regular Updates:** Keeping team members informed about progress and changes
19. **Feedback Mechanisms:** Encouraging open dialogue and constructive criticism.
20. **Cultural Sensitivity:** Being aware and respectful of cultural

differences within the team.

7. Communication in Virtual Teams

With the rise of remote work, virtual teams have become commonplace. Effective communication in such settings includes:

21. **Scheduled Meetings:** Regular video conferences to maintain connection.
22. **Collaborative Tools:** Utilizing shared platforms for document editing and project management.
23. **Clear Protocols:** Establishing guidelines for communication, including response times and availability.

8. Role of Leadership in Team Communication

- 24. **Setting the Tone:** Leaders model effective communication practices.
- 25. **Facilitating Dialogue:** Encouraging participation and ensuring every voice is heard.
- 26. **Conflict Management:** Addressing and resolving disputes promptly and fairly.
- 27. **Providing Feedback:** Offering constructive insights to guide team performance.

9. Ethical Considerations in Team Communication

- 28. **Transparency:** Sharing information openly while respecting confidentiality.
 - 29. **Respect:** Valuing diverse opinions and avoiding discriminatory language.
 - 30. **Accountability:** Taking responsibility for one's communication and its impact.
 - 31. **Integrity:** Ensuring honesty and consistency in messages.
-

10. Conclusion

Effective team communication is pivotal in achieving organizational goals. By understanding its components, recognizing potential

barriers, and implementing strategic practices, teams can enhance collaboration, foster a positive work environment, and drive success.

What Is Team Communication?

Team communication is the process by which team members exchange **information**, **ideas**, and **feedback**—verbally, in writing, or through nonverbal cues—to work collaboratively toward shared objectives.

Why Team Communication Matters

- 32. **Better Collaboration & Productivity:** When ideas flow freely, team members coordinate more efficiently and innovate together
- 33. **Improved Problem-Solving & Decision-Making:** Open dialogue allows diverse perspectives to feed into smarter solutions
- 34. **Clear Roles & Expectations:** Clarity in communication reduces confusion and promotes accountability
- 35. **Higher Morale & Engagement:** Transparent communication fosters trust, belonging, and motivation among team members

Key Elements of Effective Team Communication

1. Clarity & Conciseness

Use straightforward language tailored to your audience. Avoid ambiguity by stating expectations clearly

2. Active Listening

Listen attentively, ask questions, and paraphrase to show understanding. This practice builds mutual respect and reduces misunderstandings

3. Consistency

Keep team members aligned with regular updates through meetings or digital tools. Reliable communication builds trust and reduces anxiety

4. Two Way Communication & Feedback

Encourage dialogue and feedback—upwards, downwards, and laterally—to promote transparency and inclusive decision-making

5. Empathy & Psychological Safety

Cultivate an environment where people feel safe sharing ideas and making mistakes, fostering innovation and inclusion

6. Channel Selection

Choose appropriate platforms:

- 36. Use **emails** or official documents for formal communication
- 37. Use **meetings**, video calls for in-depth discussions
- 38. Use **IM tools** for quick updates or questions

7. Purposeful & Intentional Messaging

Think before sending:

- Who needs to know?
 - What exactly should they know?
 - When should they know it?
- Structure your messages with purpose.
-

Types & Channels of Communication

Type	Examples
Verbal	Meetings, presentations, calls
Written	Emails, reports, documentation
Non-verbal	Gestures, tone, body language
Formal vs. Informal	Structured announcements vs. chats
Lateral (Horizontal)	Peer-to-peer exchange across departments
Vertical (Upward/Downward)	Summaries sent to superiors / instructions from leaders

Modern teams also rely heavily on digital platforms like Slack, MS Teams, Zoom, Trello, or Asana to centralize communication and

collaboration

- .
-

- Listen more than you speak—ask clarifying questions.
 - Keep messages short but comprehensive.
 - Regularly update your project partners on progress.
 - Create a supportive atmosphere where every opinion matters.
 - Choose the right tool for different types of messages.
 - Think ahead: What's the goal of this message and to whom?
-

Definitions: Team Communication

1. Lesiker & Flatley – *Business Communication: Connecting in a Digital World*

- 39. Defines team communication as **the interactive process where members exchange ideas, information, and feedback to coordinate tasks and achieve shared objectives.**
 - 40. Emphasizes the role of digital tools (e-mail, messaging, video conferencing) in enabling **real-time collaboration** across distances
- ### 2. Murphy, Hildebrandt & Thomas – *Effective Business Communication*

41. Highlights the "7 C's": **completeness, conciseness, consideration, concreteness, clarity, courtesy, correctness**—critical when communicating within teams.
42. These principles ensure messages are **accurate, respectful, and effective**, minimizing misunderstandings **3. Khanna – *Communication Skills in English* (Khanna Publishers)**
43. Focuses on **precision in language, cultural awareness, and active listening** as pillars of successful team interaction.
44. Stresses adapting communication style to the **diversity and professionalism** of business teams.

4. Mukerjee – *Business Communication: Connecting at Work*

- 45. Emphasizes **clear role definitions, shared goals, and feedback loops** within teams.
- 46. Encourages structured communication flows—**formal and informal**—to keep all members aligned and engaged.

5. Boove, Thill & Raina – *Business Communication Today*

- 47. Describes team communication as a two-way, multi-channel process including verbal, written, non-verbal, and digital tools.
- 48. Underlines **ethical messaging**, cultural sensitivity, and professionalism as key components in a business environment.

1. Lesiker & Flatley (*Business Communication: Connecting in a Digital World*)

49. Emphasize usage of appropriate digital tools (video conferencing, chat, shared documents) and **online meeting etiquette**—e.g. clear structure, participant roles, and defined tech usage during virtual sessions.

2. Murphy, Hildebrandt & Thomas (*Effective Business Communication*)

- Use the **7 C's** as a checklist during virtual meetings: completeness, conciseness, clarity, consideration, concreteness, courtesy, and correctness. Always check that every message (spoken or chat) meets these.

3. Khanna (*Communication Skills in English*)

- Apply **active listening and cultural sensitivity**—especially in diverse, remote teams, adjust tone, pace, and language to ensure inclusivity and comprehension.

4. Mukerjee (*Business Communication: Connecting at Work*)

- Create **feedback loops** and clear communication flows: establish formal (agendas, minutes) and informal (chat, follow-ups) channels to keep everyone aligned.

5. Boove, Thill & Raina (*Business Communication Today*)

50. Treat online meetings as **multi-channel communication** events: verbal, written, nonverbal (visual cues), and digital media combined—always with professionalism and ethical awareness.
-

Effective Online Meeting Management: Key Practices

1. Prepare & Set Clear Expectations

51. Share **detailed agenda and objectives** ahead of time; confirm required reading or pre-w

- 52.
- 53.
- 54. ork in advance.
- 55. Define purpose clearly: decision meeting, brainstorming, status update, etc., and identify only those who need to participate.

✓ 2. Establish Ground Rules

- 1. Muting when not speaking, turning on video for engagement, signalling to speak via chat or slight voting to show support.
- 2. Prohibit multitasking: team members should focus entirely on the meeting.
- 3.

✓ 3. Facilitate & Keep Engagement High

1. Use polling tools or chat questions every 10–15 minutes to keep participants involved. Appoint a facilitator/moderator to manage discussions, prompt quieter members, and keep the flow productive

2. ✓ 4. Active Listening & Feedback

1. Encourage participants to paraphrase key points and ask open-ended questions. Use immediate, specific, constructive feedback techniques (sandwich method, behavior-focused).

2. ✓ 5. Use Appropriate Media for Purpose

1. Apply **Media Richness Theory**: use video when convergence or discussion is needed, email/document share for conveying

detailed info. Choose synchronous tools for interaction; asynchronous tools for updates and documentation.

2.

3. ✔ **6. Monitor Group Awareness**

1. Encourage **availability awareness** (who can respond, when), **process awareness**
2. (understanding task flows), and **social awareness** (team dynamics)
3. Address silent participants by inviting them to share via chat or voice.

✔ **7. Follow-Up & Continuous Improvement**

- Share meeting minutes, decisions, next steps, and assign

- accountability immediately afterward
 - Collect feedback from participants regularly and refine norms based on input.
-

Managing communication in online meetings means more than turning on the camera—it requires **structure, interactivity, clarity, listening, and follow-through**. Your foundational textbooks provide theory and tone, and these practical strategies help you implement them effectively in a digital context.

Managing Communication in Online Meetings

1. Preparation & Agenda

- Distribute a **printed agenda** with topics, time allocation, and participant roles (moderator, presenter, note-taker) at least 24 hours before the meeting.
- Clearly define the **meeting objective**: decision-making, brainstorming, update sessions, etc.
- Invite only essential participants to maintain focus and clarity

- **2. Ground Rules & Etiquette**

1. **Mute microphones** when not speaking; use ‘raise hand’ or chat to contribute Discourage **multitasking**: no checking messages or browsing during meetings
2. Encourage video sharing for key discussions but allow flexibility to **prevent fatigue**

3. Roles & Facilitation

1. Appoint a **moderator** to manage turn-taking, timing, and technical issues Have a **note-taker** record decisions, key points, and action items, then share post-meeting

4. Active Listening & Participation

1. Focus on **intentional listening**: listen to learn, validate, support, or solve. Actively engage quieter members using polls or directed questions.
2. Use **paraphrasing** and acknowledgment phrases to validate speakers (e.g. “I see that this is important to you”)

3. 5. Media & Communication Channels

1. Pick appropriate channels based on **purpose and richness**: synchronous video for interaction; asynchronous tools for updates and documentation.

2. Use **visual tools** (infographics, charts, shared screens) to enhance clarity and retention

3. **6. Time Management**

1. **Start and end on time**; cap meetings at 30–45 minutes to maintain focus and reduce fatigue Prioritize high-impact topics early in the agenda.

7. **Follow-Up & Documentation**

1. Immediately share a **summary email or minutes**, listing decisions, action items with persons responsible and deadlines

Use platforms like shared docs or task-management tools for accessible, ongoing reference and accountability

2. 8. Inclusivity & Cultural Awareness

1. Use virtual “raise hand” features to equitably manage speaking turns and increase participation
2. Be **mindful of tone** in chat messages; soften language to prevent misinterpretation
- 3.
4. Schedule meeting times that respect **time zone differences** and cultural norms.
5. Encourage **asynchronous updates** and recorded briefings for flexibility across regions

6. 9. Avoiding Communication Overload

- Simplify tools and channels—use centralized platforms to minimize context switching and reduce cognitive load
Over-communicate when needed: provide context and avoid vague replies (“Thanks” → “Great job on X project; excited to discuss next steps”)
- **10. Continuous Improvement**
- Reflect after meetings: what worked, what didn’t; gather team feedback for refining norms and processes.

-
1. **Mukerjee:** implement feedback loops, structured agendas, meeting minutes, and formal/informal updates.
 2. **Boove, Thill & Raina:** combine verbal, written, visual media responsibly and

PowerPoint Presentation

1. Main Message & Structure

- Start with a **clear goal or theme**—what do you want your audience to remember? Boil this down to one core idea

- **Introduction:** Hook with a quote, story, or question.
- **Middle:** Present your three main points with logic and visuals.
- **Conclusion:** Reiterate the message and leave a strong closing remark.

2. 🎯 Visual Design & Clarity

- Avoid clutter: Use one slide per idea and limit slides to about **one per minute spoken** Follow design principles:
 - **Sans-serif fonts** (Arial, Calibri) in large sizes (min. 24–28 pt, headings 36–40 pt) High contrast colors and consistent styling (max 2–3 colors, up to 3 fonts)
- Replace bullet-heavy slides with visuals: charts, photos, or meaningful graphics boost retention

- **3. □ Telling a Story**
- Use short narratives or real-life examples to illustrate principles—this makes content memorable (e.g. Starbucks’ digital transformation, Zara’s fast fashion turnaround)
Incorporate relatable scenarios: “Imagine you’re launching a food delivery app—how would you pitch it?” engages peers.

4. 🏆 Audience Engagement

1. Ask questions during the presentation include quick polls or interactivities to retain attention.
2. Leave blank or transition slides to pause and reflect, allowing the audience to absorb points or ask questions

3. 5. **Technical Preparation & Practice**

1. **Rehearse** your speech aloud and in front of others for timing and flow (about one minute per slide) Know your equipment: load the presentation on a USB and hard drive; arrive early to test projectors and clickers
2. Have a backup plan: printed speaker notes or PDF copy in case of tech glitch.

6. **Presenter Behaviour & Accessibility**

1. Speak to the audience, not to slides; make eye contact and vary your tone to maintain energy Use speaker notes to keep

slides concise and guide your talk without overcrowding visuals

2. Narrate visuals for accessibility—describe charts or images verbally to reach all listeners, including those with impairments
-



Presentation Notes

1. Plan the Presentation

1. **Define your goal/message:** Use BLUF—begin with the

bottom line up front—so your audience understands purpose immediately.

2. **Know the audience:** Tailor tone, examples, language level, and visuals accordingly.

2. Slide Structure & Organization

- Use the **3-act structure:** Introduction body conclusion One key idea per slide; no more than six lines of text, with concise bullet points
- Follow the **7 C's**—especially clarity, conciseness, and coherence—when crafting slide text and talking points

- **3. Visual Design Essentials**

- Choose high-contrast colors, large sans-serif fonts consistent styles throughout.
- Replace bland bullet lists with visuals—images, icons, charts—to reinforce concepts.
- Ensure visuals support your message—not distract. Maintain visual simplicity and coherence.

4. Delivery & Presenter Style

- Avoid memorizing; internalize content and speak natural.
- Make eye contact, use open gestures, and vary vocal tone and pace.
- Monitor nonverbal cues in your audience—add anecdotes or questions if they appear disengaged.

Example Deck: *Pitching a Startup Idea* — 10 Slides

Slide	Title & Focus	Visual/Content Idea
1	Title & Hook – Starbtup Name & Tagline	Big bold title + image; hook audience with tagline. (like pitch: simple charts)
2	Problem Statement	One key problem statement with minimal text, icon or photo. Inspired by Slide Model pitch slide design
3	Solution Overview	Your product/service explained with visuals (chart, mock-up, graphic). Similar style in Pinterest marketing slides
4	Market Size &	Bar or pie chart plus a short label.

Slide	Title & Focus	Visual/Content Idea
	Opportunity	Emulate Hub Spot investor decks
5	Business Model / Revenue Streams	Icons or infographics showing revenue model. Slide Model templates show ideal layout
6	Competitive Edge / SWOT	Table/icon layout summarizing strengths. Clean format like Visa's M&A deck
7	Growth & Strategy	Timeline or roadmap graphic: steps year-by-year. Similar to Porsche sustainability slides
8	Team & Leadership	Photo + one line per key member, credentials. Example: company profile slides from Slide Model
9	Financial	Chart data visual with take-away bullets.

Slide	Title & Focus	Visual/Content Idea
	Highlights / Milestones	Inspired by HubSpot earnings presentations
10	Call to Action / Closing Message	Strong narrative wrap-up (like Steve Jobs style rule of three)—memorable quote or next step

. Social Media and Individuals

Social media comprises online platforms such as Facebook, Instagram, LinkedIn, and X, where individuals can create content, share opinions, build networks, and interact with global communities. These platforms enable not just personal interaction but also professional development and knowledge sharing.

3.

Benefits:

Individuals expand professional networks, showcase skills, access diverse ideas, and join communities for support or learning. Social media nurtures creativity, self-expression, and real-time collaboration.

4. **Risks:**

Privacy concerns arise from oversharing personal data that can lead to identity theft or exploitation. Cyberbullying and harassment may harm mental health. The rapid spread of misinformation challenges users to verify facts. Digital addiction can negatively affect productivity and social relationships.

5. **Best Practices:**

Maintain strict privacy settings; think critically before posting; stay aware of your digital footprint; and report harmful content promptly.

Social Media and Organizations

Organizations use social media as a powerful tool to communicate, market, engage customers, and build brands.

Platforms serve multiple functions, such as:

6. **Marketing and Branding:**
Launch campaigns, collaborate with influencers, and advertise products or services efficiently to target audiences.
7. **Customer Engagement:**
Respond instantly to feedback, support queries, and handle complaints, enhancing customer loyalty.
8. **Recruitment and Employer Branding:**
Showcase company culture and post job vacancies to attract

talent.

9. Crisis Management:

Issue timely responses to manage public relations during emergencies or controversies.

10. Governance and Analytics:

Monitor brand mentions, analyse engagement data, track competitor activities, and refine strategies.

Companies also establish social media policies to maintain professionalism and protect organizational information among employees.

Media Literacy

Media literacy is the skill to critically assess, analyse, evaluate, and create media content across platforms.

11. Skills Include:

Assessing the credibility of sources, spotting bias and persuasive elements, fact-checking information, and responsibly producing content.

12. Importance:

It empowers individuals and businesses to navigate an information-rich environment, avoid the pitfalls of fake news, and communicate effectively. Media literacy is now essential for corporate leadership to maintain reputations and foster trust.

Strong Digital Communication Skills

A. Email

The primary formal business communication mode requires clarity, professionalism, and proper etiquette. Key elements:

13. Concise subject lines reflecting message content
14. Formal greetings (e.g., "Dear Mr. Singh")
15. Clear, polite, and focused message body
16. Appropriate closing (Regards, Sincerely) and signature
17. Attachments included carefully; no confidential info shared insecurely
18. Proofreading is essential to avoid errors that can damage credibility

B. Instant Messaging

Used for quick, informal internal communication via apps like Slack or WhatsApp.

- 19. Messages should be brief, clear, and professional
- 20. Avoid slang and emoji's in formal contexts
- 21. Respect work hours and avoid unnecessary interruptions

. Video Conferencing & E-Meetings

Platforms like Zoom and Microsoft Teams facilitate remote face-to-face interaction.

- 22. Prepare tech ahead, choose quiet environments, and dress professionally

- 23. Mute microphones when not speaking, use video when possible
- 24. Follow meeting agendas, give everyone time to contribute, and take notes as needed

Digital Collaboration

Digital collaboration involves using tools such as Google Workspace, Microsoft 365, Trello, or Asana to work jointly on projects irrespective of location.

- 25. Benefits include real-time document sharing, transparent task assignment, progress tracking, and enhanced communication
- 26. These tools foster teamwork, accountability, and more efficient

- project management
27. Remote work is supported, saving costs and expanding talent pools

Digital Citizenship

Being a responsible digital citizen means behaving ethically and respectfully online.

- Respect privacy and safeguard your data as well as others'
- Respect intellectual property rights and avoid plagiarism
- Engage positively, avoid hate speech, trolling, or harassment
- Report cyberbullying and illegal activities
- Use technology constructively for learning, communication, and

collaboration

Digital Etiquette and Responsibilities

- Etiquette:

Use polite, inclusive language; avoid all caps (which is perceived as shouting); reply promptly; avoid spamming; credit sources properly.

- Responsibilities:

Use strong, confidential passwords; safeguard sensitive information; regularly update software for optimal security; verify facts before sharing to prevent the spread of misinformation; and adhere to organizational rules.

Proper etiquette builds professionalism and trust in all digital communications.

Personal and Organizational Websites

Personal Websites

Serve as a digital portfolio for individuals to showcase their resume, skills, accomplishments, and work samples.

- Typical sections: About Me, Education, Skills, Portfolio, Contact
- Benefits: Enhances personal branding, supports job hunting, and provides a platform for self-expression and networking

Organizational Websites

Function as the official online presence of companies or institutions.

- 28. Typical components: Company info, products/services, news, careers, contact information
- 29. Features include e-commerce capabilities, customer support (FAQs, chatbots), and news updates
- 30. Websites must be user-friendly, regularly updated, and visually appealing to support branding and customer engagement