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THEORY OF COMMUNICATION

Unit Structure

1.0 Learning Objectives

1.1 Introduction

1.2 Models of Communication (Linear/Interactive/ Transactional/ Shannon and Weaver)

1.3 Meaning and definition of Communication

1.4 Process of Communication or Communication Cycle

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1.0 LEARNING OBJECTIVES

● To understand the meaning and the process of communication.
● To understand the importance of Feedback.
● To analyse the importance of Communication in corporate global world.

1.1 INTRODUCTION

The process of Communication is as old as human civilization. One can say that humans and communication have evolved simultaneously. Before we move ahead let us understand the word communication.

The word 'Communication' is derived from the Latin word '**communicare**' meaning to share, to impart, to understand etc. We want to share ideas, information, feelings, emotions, and experience with others. Therefore to express ourselves we need to communicate.

Communication is not talking to oneself or talking to a receiver. It is not a one way process. It has to be a two-way process to call it a proper communication. The process of communication requires a minimum of two people - one sender and one receiver.

1.2 MODELS OF COMMUNICATION (LINEAR/INTERACTIVE/ TRANSACTIONAL/ SHANNON AND WEAVER)

There are various theories in communication. Let us understand these theories:

Models of communication are conceptual based models that are used to explain the communication process and how it works.

A. The Shannon-Weaver Linear Model (1949): Claude Elwood Shannon prepared this model in 1948 with an introduction given by Warren Weaver who was working with Bell Laboratories. The name Linear means in a straight line. Their goal was to develop a theory based on the efforts of engineers in finding out the best method of transmitting electrical signals from one location to another. It is a kind of one way communication process.

Here the sender is the person who sends the message after encoding his ideas. Encoding is a process of converting or changing the message into codes into understandable language for the receiver. Decoding is the process of changing the encoded message into understandable language by the receiver of the message.

Advantages:
a. Simple and easy method of Communication.
b. The flow is in one direction i.e. from sender to receiver hence good for giving orders and instructions.
c. Responsibility of the sender is more in this type of communication.
d. This type is applicable to mass communication like newspapers, television, magazines.

Disadvantages:
a. One way communication becomes a problem as only the sender speaks.
b. Communication should be a two way process. That means both the persons the sender and the receiver are important.
c. Feedback is not given importance in such communication.

B. Interactive Model:
Here two linear models are stacked on top of each other. In other words the message goes from the sender to the receiver of the message and back from receiver to the sender of the message in the form of feedback. For example the Human-computer interaction is termed as an interactive model of communication or it could be social media through computers or mobile phones.

Advantages:
a. Two-way communication process makes it complete.

b. Both sender and receiver are important in this type of communication.

Disadvantages:
a. The sender and receiver must have the capacity to understand one another.
b. Communication is not taken as dynamic. It is considered to have the same pattern.

C. Transactional Model:

In this model the sender and the receiver take turns to become the sender and the receiver**.** In this process the sending and the receiving occurs at almost the same time. It contains ellipses meaning that there will be common areas in which both the communicators share the same meaning of the concept. Hence this process has a continuous change as the feedback keeps changing through facial expressions, verbal feedback and so on. Here both the communicators are interdependent on one another. Here in this process there is a beginning and end of communication.

Advantages:
a. Both sender and receiver are important components of this process.
b. Since it is interdependent, it is an effective way for conversations.

Disadvantages:
a. The model has now become less relevant to its usage in electronic medium where it becomes difficult to find the sender and receiver.
b. Communication may happen not in turns but more than one message can be sent at the same time to people.
c. Communication is mostly circular in nature and not linear.

1.3   MEANING   AND   DEFINITION   OF COMMUNICATION

a. "Communication is the process by which information is transmitted between individuals and/or organizations so that an understanding response results." (Peter Little in Oral and Written Communication)
b. "Communication is the exchange of messages between people for the purpose of achieving common meanings." (Bartol and Martin)
c. "Communication is an exchange of facts, ideas, opinions or emotions by two or more persons." (Newman and Yummer)

1.4 PROCESS OF COMMUNICATION OR COMMUNICATION CYCLE
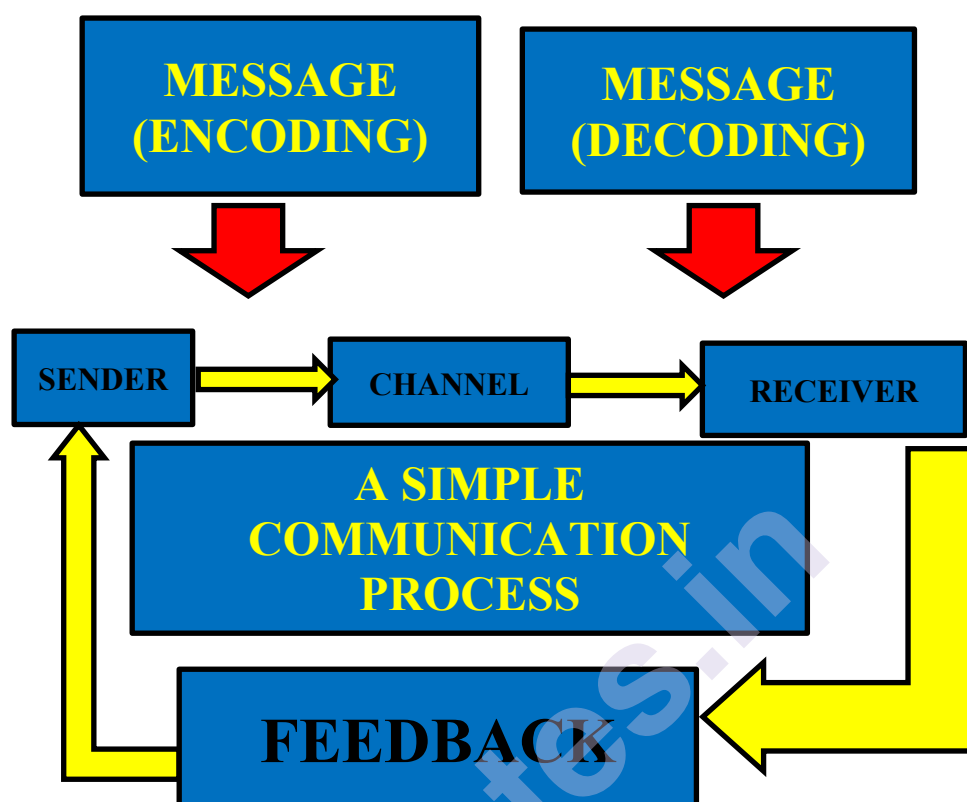
1. **'Sender/idea**: The sender develops or conceptualizes the message or the idea to be sent to the receiver. In this stage the sender plans the communication.

2. **Encoding:** It means translating the message or the idea into meaningful information.

3. **Message:** After the sender encodes the message it can be transmitted to the receiver. The message can be oral, written, non-verbal or through signals and signs.

4. **Channel/Medium:** The best medium is to be selected by the sender of the message to the receiver. It could be speaking, writing, non-verbal, signs etc.

5. **Transmission**: Finally the sender transmits the message through a chosen channel. In this process the sender ends the process of transmission.

6. **Decoding:** It is the interpretation of the message. The receiver converts the thoughts, ideas, and messages into a series of symbols and then analyses it to make it into meaningful information. The communication can be said to be complete if the sender and the receiver have the same meaning attached to the message.

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7. **Feedback:** The response given by the receiver of the message to the sender of the message is called Feedback. It ensures that the receiver has correctly received and understood the message. This makes it a two-way communication process. Feedback makes the receiver as important as the sender of the message.

Example Mr. Bakshi called his subordinate Mr. Joshi and said: "I want you to prepare the latest report on production." During his call, there was a lot of noise disturbance in the network and therefore Mr. Joshi could only understand "I want you to prepare." The Transmission was interrupted and therefore, the message could not reach Mr. Joshi and therefore, Mr. Bakshi's work was not completed on time.

1.5 FEEDBACK

Feedback is very important whether it is positive or negative. It is valuable information that will help make important decisions. To reach at the top whether at personal level or professional level feedback is important. Even top performing organizations and companies insist on feedback from their customers. The benefits of feedback can be to improve performance of the employees or the organization, it is a tool for learning continuously and upgrading the performance thus helping the company to stay focused on its goal. It helps boost the morale of the employee and thus help them and motivate them to do better. Feedback becomes effective if effective listening is done. When people take listening seriously a lot of inputs can happen either orally or in writing.

Types of Feedback: Feedback can be of various types.
1. Judgemental Feedback: It is also called as evaluative feedback where a person analyses the talk and then decides to give feedback. Feedback should be genuine Being judgemental about a person for his personal traits could be easy for other people but difficult for the person who is being criticized. It can either make a person motivated to do better in future or break him so that he does not want to improve on his performance and take a side seat.

2. Oral or written: Feedback can be oral like in face-to-face communication or in interpersonal communication or even in telephonic conversation. Written communication can take more time as compared to oral communication. Here the sender or the receiver may or may not be present at the time of feedback. Hence it becomes a long process. Therefore in oral communication feedback is immediate as compared to written communication**.**

3. Long or short feedback: Feedback can be short in the form of 'yes' or 'no' in oral communication or it could be long as in a written communication where some kind of detailed explanation is required to understand and take action for the message given**.**

How to achieve Effective Communication:
A person in a corporate world should know how to communicate effectively. He should be in a position to get the work done in an effective way. Let it be insurance companies, business houses whether big or small consumers, all make a vast and complex world. If communication is poor it further results in time loss and money and even efforts. Therefore, a successful businessman should be in a position to keep himself abreast of the latest developments in technologies related to communication.

The following are the principles of Effective Communication:
1. Objective: You must have a clear objective in your mind as to what needs to be communicated. This will help the sender of the message to stick to the point and avoid unnecessary talk and irrelevant discussions and also help save time.

2. Arrange the message: Whether it is encoding or decoding one should use signs and symbols familiar to both the parties. Otherwise if it is not clear it will create confusion and the whole purpose of transferring the information becomes useless. Also see that the message attracts the attention of the receiver.

3. Select correct Channel: If the message to be conveyed is oral or written, see that it goes correctly, clearly and quickly. It should not have a double meaning. If the person is illiterate, the oral way of sending the message is the best way to communicate. While sending messages which may have some legal implications then it is necessary to send the message in writing instead of calling over the phone.

4. Know your receiver: If you know your receiver it will become easy to draft the message and send it to him/her. It becomes easy whether to use signs and symbols or written messages or both.

5.Take Feedback: Insist that the receiver gives you feedback once the message reaches him/her. It becomes more clear whether the message was properly understood or not by the receiver.

6. Give Prompt response: Once the feedback is received from the receiver immediate action should be taken in its response. Do not ignore it or else it loses its importance.

1.6 NEED OF COMMUNICATION IN BUSINESS

Now let us discuss communication from a business point of view. Any Business organization has business related activities like buying and selling of services and products with the intention to earn profit. In order to carry out activities related to business. So every businessman has to communicate with people from other organizations, government offices, media etc.

Time is money and therefore the businessman tries not to receive unnecessary communication but information pertinent only to business.

The following points asserts need for communication for any business:
1. Information exchange: Communication means exchange of information between two or more parties. Through this organization exchange information either internally or externally with various people both within and outside the organization.

2. Plans and policies: To make plans and policies any organization requires communication. To make plans and policies the managers require information which is realistic, relevant and adequate. For getting the information it requires proper communication to be done.

3. To increase employee's efficiency: If proper communication is done it helps in increasing the efficiency of the employees of the organization. Proper communication helps to give organizational plans, policies objectives, directives, rules and other complex matters explaining to them how to carry out a work thus enabling to broaden their knowledge and help them to become efficient.

4. To achieve desired result: Effective communication helps employees to work consciously and attentively and ensures timely accomplishment of various jobs that require some deadline.

5. Problem solving: Through the various channels of communication the higher level people like the managers are informed or they come to know the various routine day- to- day problems as well as non-routine ones. This helps them to solve the problems and find solutions to those problems.

6. Taking decisions: Managers require timely updates of things happening in their organization, so that they can take timely decisions from time to time thus help the organization to run in a smooth manner.

7. Removing controversial talk: Communication when done effectively allows the information to flow smoothly and clearly thus removing the conflicts, controversies, disagreement, and argument at bay.

8. Healthy industrial relations: A good relationship between management and its employees is desired by everyone. This becomes a way to do business in a successful manner. A good industrial relations both within and outside the organization helps to have healthy industrial relations.

9. Enhancing loyalty and job satisfaction: Communication helps the managers to become aware of the performance of the employees. This gives them the scope to help them improve their performance thus giving them job satisfaction as well as loyalty towards the organization when they are praised by the management of the organisation.

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1.7 EMERGENCE OF COMMUNICATION AS A KEY CONCEPT IN THE CORPORATE & GLOBAL WORLD

Communication has evolved from the time humans were created. Today it has a bigger role to play. Good communication can make a big difference. It can decide the success and failure of Business Communication. In order to become successful, today's businessman needs to be very clear while communicating about his goals, his customers, suppliers, feedback etc. S/he should know the complexities of communication. While communicating at an international level he/she should keep in mind the inter-cultural differences that may exist between various countries. The following points bring out the importance of Business Communication in the Corporate Global World:

1. Global Village: The world has become a global village with a lot of multinational companies making their way in various companies. To bridge the gap communication has become an integral part. Service providers get information about various places, culture, languages, manners and even translation of words to make things easy.

2. High Competition: Since there are new avenues opening every day for business competition has also increased in business. To compete in today's world the businessman needs to create new customers, retain the old ones, give them the latest services and products at a lower price. To do this effective communication becomes very important to build goodwill and image of the company.

3. Growing Specialization: Today's age is an age of specialization. The work is now divided into various parts where a specialized person will perform his job in an accurate manner. For this communication skill is required to coordinate, build trust, and understanding among various levels of people.

4. Revolution in Information Technology: In the last few decades there is a revolution in Information Technology which has changed the way we communicate. The businessman has access to computers, internet, videoconferencing, webinar. This requires proper maintenance and accurate data. To pass this information across different geographical boundaries the organization requires efficient communication among all.

5. Complexities in a Business Organization: Today business organizations have to employ a large number of employees as there are big size organizations. These organizations have branches in that country as well as in other countries. To handle such big organization, effective communication is the way to make the employees work for the organization and help it to reach greater heights.

Conclusion: To sum up Communication is as important as food**.** To transfer facts, ideas, opinions, emotions, thoughts one requires effective communication skills. Therefore, we can say that communication is a complex process. It can become effective if it is done in a two-way manner. The sender of the message and the receiver of the message are equally important. Business Communication therefore requires skill in handling the business in today's time. With the advent of technology communication has become fast, easy and to the point. Feedback for communication is also very important to get the overall picture of the process. So be it face- to- face communication, or written communication or non-verbal communication it needs to be tackled in a proper way.

1.8 EXERCISES

1. Define Communication and discuss the Process of Communication.
2. Define Feedback. Discuss various types of feedback.
3. Explain the Need and Importance of Business Communication.
4. Discuss the relevance of Feedback in Communication Process.
5. Discuss the importance of Communication.
6. Explain how effective communication can be achieved.
7. How is communication important in the corporate global world?

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2

COMMUNICATION AT WORKPLACE
PART - I

Unit Structure

2.0 OBJECTIVES

2.0.1 The learner will be able to understand the objectives of business communication

2.0.2 The learner will be able to identify different types of channels in the process of communication

2.0.3 The learner will be able to distinguish between different methods of communication and use of the appropriate method to communicate.

2.1 INTRODUCTION

In the first Unit, we read about the concept/definition of communication and the process of communication. Communication means exchange of information or ideas between the sender and receiver. In this Unit, we will learn about communication at the workplace.

What is communication at the workplace?

Workplace communication is basically the transfer of information from one person or group to another person or a group in an organization. It can include emails, memos, voicemails, notes, reports etc. Workplace communication is crucial for any organization. It helps the organization to develop, sustain, be more productive and operate smoothly. Research has proved that excellent communication results in excellent overall performance of the organization. Exceptional workplace communication helps the organization in following ways:

- Increased productivity
- Reduced conflicts
- Increased job satisfaction for the employees
- Better client relationships
- Developing client base
- High morale of the employees
- Improved work culture
- Better coordination and cooperation between employees and departments
- Healthy relationships
- Motivation
- Initiative and participation from the employees

2.2 OBJECTIVES OF COMMUNICATION

William G. Scott has defined Business Communication as, "Administrative Communication is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions which will accomplish organizational goals."

The definition explains the main motive or objective of any organisation to achieve organizational goals. To achieve organizational goals, it is necessary to keep the ways and objectives of communication clear. Organisations can achieve excellent communication by ensuring that the communication in the organisation is taking place keeping its objective clear.

Whenever people communicate, whether in personal life or professional life, they always communicate with certain objectives. After a very tiring and hectic day, if I am communicating about it to my friend, it means my objective is to share experiences and to feel relaxed. Similarly, in a business environment, people always communicate with certain objectives. The communication may take place to inform employees about something, to persuade them to accept something, to establish or regain credibility, to offer suggestions, to appreciate, to motivate, to execute an order, to train employees or the management etc.

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The objectives of communication at the workplace can be listed as below:

2.2.1 Information: Information is one of the most important objectives of communication. All the organisations thrive on information. The success of the organisation depends upon the kind of information flows in, out and within the organisation. Information can be of two types –

a. Internal information: Employees of the organisation should be aware about their roles and responsibilities, employees' beneficial schemes, organisation's history, its market position, its competitors. Along with this, company progress reports, information about new recruits, targets achieved by the company on quarterly basis, acquisition of new clients is also included in internal information of the organisation.

b. External information: Organisations deal with many stakeholders on an everyday basis. This includes clients, suppliers, shareholders, financers, government agencies and prospective clients/buyers. Organisation keeps on exchanging information with these stakeholders regularly. External information includes information about new launches, company audit reports published in the newspapers, organisation's report given to shareholders, press releases, interviews of management in trade magazines, consumers' responses (opinions or feedbacks) about the company's products etc.

Information is the key to success in today's world. Right information used in the right manner results in better prospects for the organisation.

2.2.2 Education and Training: It is necessary to keep oneself abreast with the new information and technology. Through education and training as an objective of communication, it can be achieved. When any new employee joins, an induction program is conducted for the employee, where S/he gets information about the organisation's structure and culture. S/he also can be given on-job training. Thus education and training help employees to get in-depth knowledge about the organisation.

Education and training in any organisation can take place at three different levels.

2.2.1.1 Education at the level of management: Organisations send higher level management members to attend different conferences, seminars, workshops or trade related programs. These managers learn about new techniques, new knowledge and information, related to their own field. They educate other members of the organisation.

2.2.1.2 Education at the level of employees: The higher-level managers attend workshops, seminars or conferences to keep themselves updated. These managers educate the other employees about the updated

knowledge. At the same time, whenever any new technology is introduced in the organisation, employees are educated or trained about the same.

2.2.1.3 Education at the level of the general public: The organisations educate the general public through advertisements about their products. It publishes annual audit reports in the newspapers, which guides the general public about the financial health of the organisation.

2.2.3 Motivation: According to Robert Dubin (1970), "Motivation is the complex set of forces starting and keeping a person at work in an organization. Motivation is something that moves the person to action, and continues him in the course of action already initiated."

Motivated employees are the need of the organisation, otherwise it will impact the organisation adversely. If the motivation level of the employees is down, they will not concentrate on the work, probably they will use the time and resources just to do time-pass or search for other jobs. Unmotivated employees will not work positively towards organisational goals, while motivated employees will work positively towards professional and personal growth. They will be more committed to their work, their efficiency level will be up, dispute and unrest among employees will reduce, the employees will be more adaptable to the changes, all these will lead to employee satisfaction which will result in positive growth of the organisation.

Organisations can opt for different strategies like improved communication with employees, valuing individual contribution, positive workplace environment, reward system, recognition system, monetary or non-monetary benefits, to set small and measurable goals, celebrate results, stay positive, be transparent, promotion opportunities for the employees, to keep the motivation level of the employees high.

"Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability."
– Anne M. Mulcahy

2.2.1 Persuasion: As per the definition given by Business Dictionary, persuasion can be defined as " Process aimed at changing a person's (or a group's) attitude or behaviour toward some event, idea, object, or other person(s), by using written or spoken words to convey information, feelings, or reasoning, or a combination of them".

2.2.2 Persuasion is a process of persuading or convincing somebody to make them believe in your ideas.

This objective is mainly used in sales and marketing. While persuading, one has to use the following steps:

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a. Put yourself in the receiver's place: Place yourself at the receiving end and prepare your message accordingly. What queries, doubts, apprehensions you may have if you are at the receiving end. Keep these points in mind, and draft your message.

b. Use 'You' attitude: Drafting your message, keeping in mind the desires, emotions, problems, circumstances, probable reactions of the receiver. This attitude helps you to put the receiver first, respecting the receiver's intelligence and at the same time, pampering the receiver's ego. Adopting 'you' attitude helps you to create a friendly environment, establish mutual trust, and enhance the good will of a person or a firm.

c. Present the positive side of the argument first, once you see the receiver is ready to accept your say, present the negative side in brief. This will help the receiver to evaluate the positive as well as negative side and take proper decisions.

2.2.3 Raising Morale: According to the business dictionary, morale can be defined as, "Psychological state of a person as expressed in self-confidence, enthusiasm, and/or loyalty to a cause or organization. Morale flows from the people's conviction about the righteousness or worth of their actions and the hopes of high rewards (material or otherwise) in the future."

High morale has a positive impact on the employee's productivity and performance, reduced absenteeism, collaboration, satisfaction whereas low morale may deviate employees from the job and lead to poor performance. Organisations have to take special efforts to ensure that the morale of the employees is always high. Listed below are the few things which organisations can do for high morale:

- Be honest
- Communicate
- Keep your goals clear and convey them to employees clearly.
- Trust the employees and give a reason to them to believe in you
- Show employees that you care for them
- Recognize and appreciate the good
- Bring fun element at the workplace, make the workplace enjoyable

Order and Instruction: According to Articles Junction, an order can be defined as, "An order is an oral or written communication directing the starting, stopping or modification of an activity."

It is a form of communication where the superior directs the subordinate to do or execute certain tasks. Before issuing any order the superior should be very clear about what order S/he wishes to issue and there should be proper planning. Orders are an important part of internal communication.

When a superior asks a subordinate to do a certain task and does not direct how it has to be done, it is an order. When the superior shows the subordinate how the activity/work needs to be carried out, it becomes an instruction.

There are different types of orders like oral and written, mandatory and discretionary, procedural and operational, general or specific.

2.2.4 Warning: As it is necessary to appreciate employees for their good work, it is equally important to give warning to the employees who tend to be rude, non-accountable, unproductive, create disturbance, and not follow rules and regulations of the organisation. Warning means to inform or make employees conscious that some unpleasant actions may follow when the organisation observes employees undesirable behavior.

The process of issuing warnings varies from organisation to organisation. Before a disciplinary action is taken against any employee, the employee is informally counselled about his behavior, attendance, work standard or whatever is the problem. After informal counselling, the employee is observed for a certain period of time. If the employee's attitude or behavior does not change then verbal warning is given to the employee. After issuing the verbal warning , if the employee does not change his/her behavior, a first written warning is issued. After a few days a second written warning is issued. If the required improvement is not seen in the employee, then a final written warning is issued, which is followed by termination or dismissal of the employee. As stated earlier the process of issuing a number of warnings and observation periods may differ for different organisations.

2.2.5 Advice and Counseling: According to Cambridge dictionary, advice can be explained as an opinion that someone offers you about what you should do or how you should act in a particular situation.

Counselling means the job or process of listening to someone and giving that person advice about their problems.

Advice can be given on official or job-related matters and counselling can be done for personal matters.

In modern days, businesses have become global and complex, so it is difficult for an individual to run it. To run the business successfully, it is essential to take advice from the experts, pertaining to finance, taxation, marketing, publicity, human resources etc.

Organised and specialized form of advice is called counselling. Counselling is objective and impersonal. The counsellor owns great listening skills and knowledge of specific fields. Nowadays, almost all the organisations have inhouse counsellors to take care of the personal problems of the employees and their mental well-being.

2.3 CHANNELS OF COMMUNICATION

In every organisation, employees are placed at different levels with different roles and responsibilities, which forms organizational structure. Organizational structure:
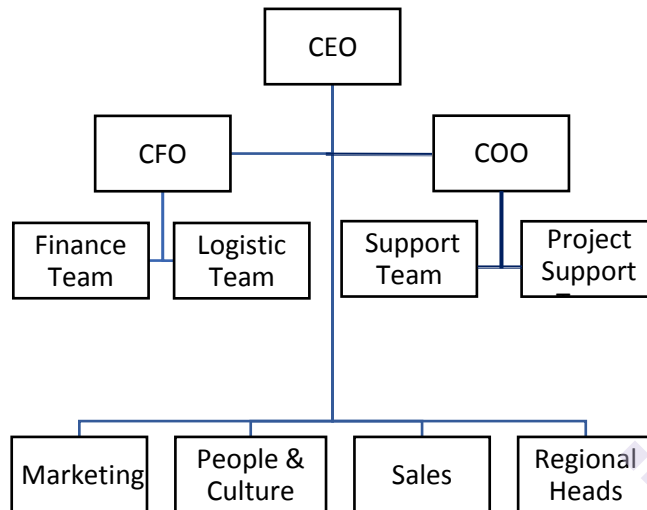

Figure 2.3.0 Example of an Organizational structure.

Channels of communication means the formal set structure through which communication takes place in the organisation. Channels can be of two types: Formal (official) and Informal (casual).
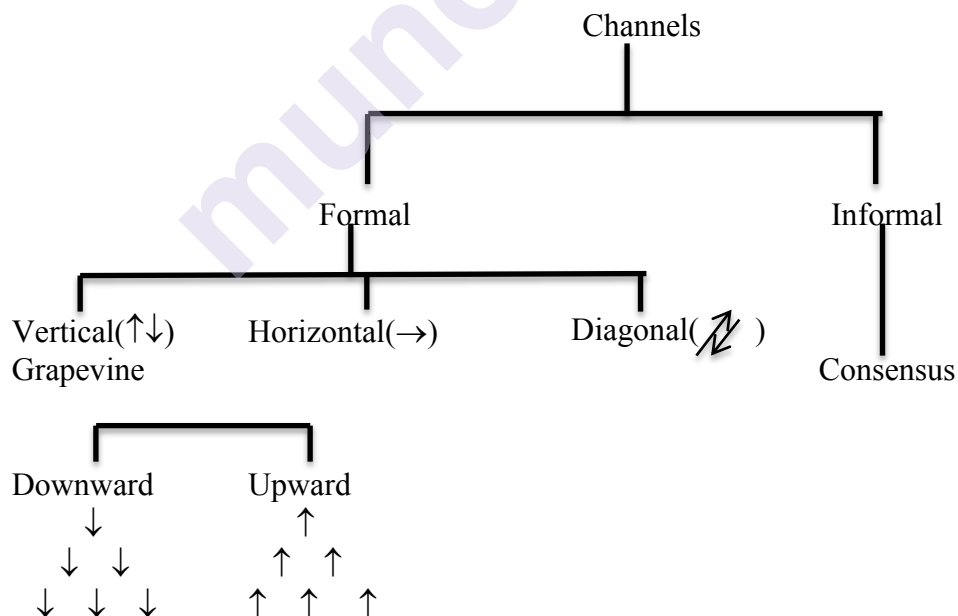

Figure 2.3.1 Channels of communication

2.3.1 Formal Channels of Communication:
2.3.1.1 Vertical Communication Channel:

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When communication flows through different levels of an organisation in both up and down ways, it is called a vertical communication channel.
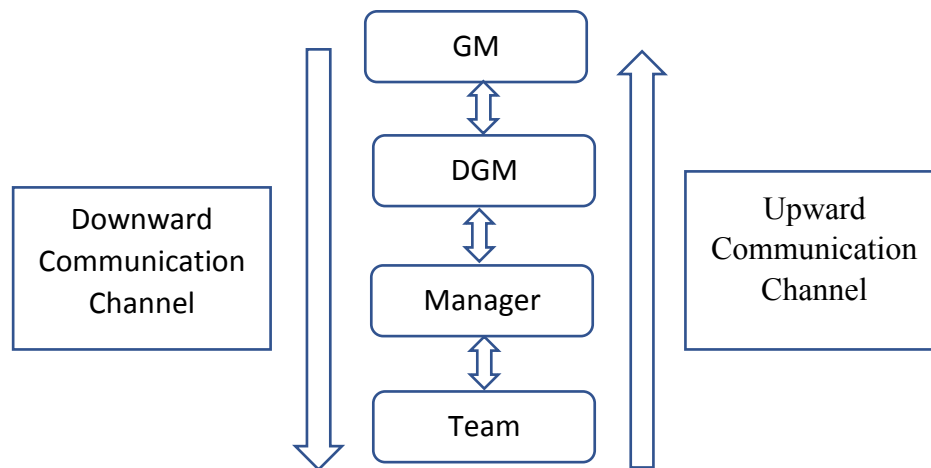

Figure 2.3.2 Example of Vertical Communication Channel

2.3.1.1.1 Downward Communication Channel (↓)
When communication flows from the upper level of the organisation to the lower level, it is called a downward or downstream communication channel. Orders, memos, circulars, regulations, procedures, information, education and training are passed through this channel.

Downward communication channel is required for any organisation for the following reasons:
- To carry out orders
- To pass on work culture and ethics
- To motivate the workforce to take up challenges
- To maintain discipline
- To pass on the plans and policies of the organisation to the employees

The above stated points are also the advantages of downward communication. The flip side of downward communication is:
- Long chain of command may cause delay and dilution of message
- Lack of vision and illogical decision making on the part of management may prove damaging to the organisation
- If the organisation gives emphasis only on using downward communication, employees may feel frustrated, which may lead to low morale and resignation of the employees.

2.3.1.1.2 Upward Communication Channel (↑)
When communication flows from the lower level of the organisation to the upper level, it is called an upward or upstream communication channel. It is important for the organisation to inform management and employees as

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well about the different modes or ways through which upward communication can be achieved. Reporting, suggestions, feedback, opinions, complaints and grievance redressal cells are some of the ways of upward communication channels.

The upward communication is needed in the organisation for the following reasons:
- To report on official matters, projects etc.
- To forward employees feedback, opinions
- To call for suggestions and participation of employees in the decision-making process
- To make a way to address employees' concerns, complaints, grievances, work related demands etc.
- To create a sense of belongingness in the minds of employees through participation

The above stated points are also the advantages of upward communication. The flip side of upward communication is:
- Employees may feel hesitant to participate, to give suggestions
- A Long chain of command may cause distortion and delay in the message
- Inability of the seniors to listen to subordinates will create barriers
- Employees may fail to handle the methods of upward communication

2.3.1.2 Horizontal or Lateral Communication Channel (↔):
When the communication flows from one person to another working at the same level in the same organisation or different organisations, it is termed as horizontal or lateral communication channel. Communication between two members of the same team, logistic manager to sales manager or CEO of one organisation to another, are examples of horizontal communication channels.
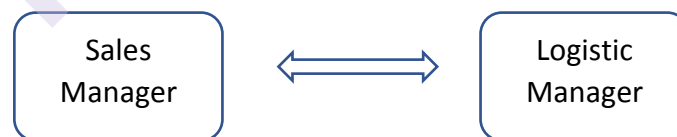

Figure 2.3.3 Example of Horizontal Communication Channel

Horizontal communication is required in the organisation for the following reasons:
- To create team spirit among employees
- To solve difficulties
- To exchange official information
- To seek and extend help and cooperation
- To increase cooperation among different employees and departments
- To take quick decisions

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● To control the flow of informal communication in the organisation

The above written points can also be considered as advantages of horizontal communication.

The disadvantages of horizontal or lateral communication are:
● Ungoverned horizontal communication may lead to chaos and indiscipline
● Employees may tend to waste time in unnecessary gossip
● Employees may form informal groups, which will lead to informal communication

2.3.1.3 Diagonal Communication Channel ()
When inter-level and inter-departmental or inter-organizational communication takes place, it is called a diagonal or crosswise communication channel.
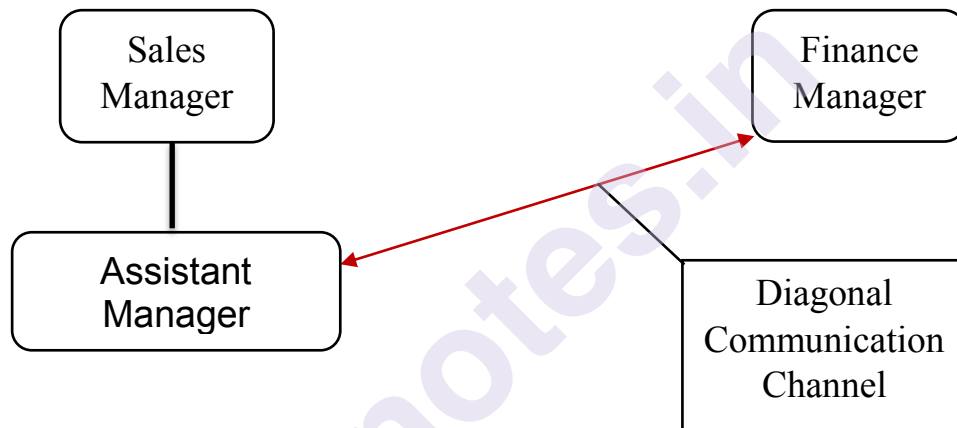

Figure 2.3.4 Example of Diagonal Communication Channel

When the assistant sales manager wishes to speak to the finance manager, he/she can approach his/her senior sales manager and request him/her to pass on the message to the finance manager. Sales manager will communicate to the finance manager and then will revert to the assistant sales manager. In this situation, basically they are following the formal vertical and horizontal communication channel. This may lead to delay, distortion of message. To avoid this, the assistant sales manager may directly contact the financé manager and communicate with him directly. This will help the assistant sales manager to speed up the process and make quick decisions.

Diagonal or crosswise communication channel has various advantages like:
● It helps up to speed the flow of information
● Problem-solving becomes easy
● Aids in bringing proper coordination among different departments of the organisation
● It increases team spirit among different leveled employees and departments

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- Helps to create healthy professional relationships
- Assists in controlling the distortion and dilution of message because of inter-level and direct communication

As there are many advantages of diagonal communication, there are few disadvantages also. They are listed below:

- Diagonal communication is likely to sidetrack the vertical chain of commands, which may create doubts in the mind of seniors.
- Decisions taken using diagonal communication channel, may face opposition from the bypassed authority
- Diagonal communication can be seen as intrusion by the bypassed authority

It is extremely essential for the organisation to train its employees to handle diagonal communication channels.

2.3.1.4 Consensus Communication Channel:

Consensus means agreement on a certain decision which is arrived at after consultation. The Dictionary of Management defines consensus as," General agreement by a number of people, especially on fundamental principles by people who had differing views on related matters."

Consensus communication channel is based on mutual understanding and respect for every member in the group. All members in the group express their opinions and they all try to persuade others and in turn they themselves get persuaded. Consensus is arrived at after discussion on the matter and after carefully considering all possible solutions to solve the matter. Once the decision is taken, and everybody agrees to it, one can say that consensus has reached. Decisions thus taken are called as decisions taken using consensus communication channels.

The advantage of consensus communication channels is that the organisation can build and present its image of unity and camaraderie. The disadvantage is, if some members are too uncooperative and stubborn, then arriving at a decision becomes very difficult and time consuming.

2.3.2 Informal Communication channel:

Although, formal communication channel provides structural direction to the communication flow of the organisation, sometimes, it falls short to fulfil all the communication needs of the organisation. Informal communication channels help to bridge this gap between formal communication structure and communication needs of employees. This informal channel exists in the organisation along with the formal communication channels. It is an unofficial and unstructured channel. It helps to carry messages, information, opinions, expressions, experiences etc. Humans have a constant need to communicate with others and employees may not always use formal channels of communication. This need to express, communicate, talk, and wish to share one's emotions,

dreams, aspirations give rise to informal groups in the organisation. Informal communication channels basically exist due to personal and social needs of employees. Informal groups in the organisation give rise to informal communication which is also known as grapevine.

2.3.2.1 Grapevine Communication Channel:
This is an informal communication channel of the organisation. Grapevine is created and controlled by informal groups. It does not follow any formal structure, rules or regulations.

Characteristics of grapevine communication channel:
- Information spread extremely fast and it has wide reach
- Usually wrong information, half-truths, rumors are spread through grapevine
- It exists more in the middle and the lower level of the organisation
- People believe immediately as most of the time it has personal appeal
- It does not follow any standard structure and spreads in a haphazard manner in the organisation.
- People get involved in informal talk due to their personal, social and professional needs
- Sometimes informal channel carries valid and official information

There are many factors which cause the flourishing of grapevine communication in the organisation like
- **Low confidence:** People with low confidence try to form their own group and cling to it.
- **Low efficiency:** Employees with low efficiency are always in search of employees who are inefficient like them. These employees form their group and depend on each other for peer support in being inefficient. These people believe more in armchair politics in the organisation and waste their time in talking about things which will satisfy them.
- **Directionless:** When employees lack direction and they don't know what to do or what to look forward to, they form groups and give rise to informal communication.
- **Psychological need:** Job market is very dynamic and things working today may become past tomorrow. This uncertainty about job security gives rise to fear which brings employees together and they get involved in informal, baseless communication.

Disadvantages of grapevine communication:
- Information passed through grapevine, may not be always true
- Half knowledge is dangerous, similarly, half information, half-truths, may prove detrimental to the growth of the organisation
- Half-truth may give rise to ambiguity and speculations which will create an impact on the morale and motivation level of employees.

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- Negative information, personalized account of events may pass by the group members
- It may spoil the healthy environment of the organisation
- It may tarnish the image of an individual or an organisation
- Tracing the root of grapevine is impossible

Guidelines for the management to use grapevine effectively:
- Communicate with employees on a daily basis. Get the managers into casual interaction with employees and understand their personal or professional issues and help employees to sort them
- Create the environment of trust in the organisation so employees won't feel the need to take support of grapevine channel
- Hold meetings and group events frequently and ensure everybody participates. Make the employees feel worthy
- Ensure the participation of employees in decision making process of the organisation, which will give them feeling of belongingness to the organisation
- Keep all employees well informed about the present and future of organisation, so they don't feel the need to get involved in unnecessary informal talk
- Identify the leaders of the informal groups and keep them well informed so that same is passed to informal groups
- Either cut the grapevine channel with official information or use grapevine channel itself to pass on the official information

2.4 METHODS OF COMMUNICATION

There are two main methods or forms of communication - Verbal and Nonverbal.

2.4.1 Verbal Communication:
Verbal communication is a method which uses language to communicate. Verbal communication includes both oral and written communication. Face to face communication and telephonic conversation are parts of oral communication.

2.4.1.1 Oral communication: Oral communication means communication through spoken words. Meetings, conferences, interviews, telephonic conversation or informal talk are examples of oral communication. It can be face to face or telephonic conversation. Oral communication is always supported by non-verbal communication.

Oral communication helps in many ways. The benefits of oral communication are as follows:
- It is direct and saves time.

- It helps you to convey the exact meaning of words because of the use of nonverbal elements like facial expressions, gestures, postures and eye contact
- Sender gets the feedback immediately.
- Modifications while delivering message are possible
- It is more persuasive in nature as compared to written communication
- It is informal and friendlier in nature
- Telephonic conversation can be useful as legal proof

Drawbacks of Oral communication:
- Oral communication does not have legal proof
- It faces the problem of retention. If the message is too long, the receiver may not retain it
- No accountability
- Possibility of misunderstanding, when the listener is not attentive
- If the listener does not pay attention then oral communication is ineffective

Face to face communication is a combination of verbal as well as non-verbal elements. This makes the communication more effective. Receiver is able to give feedback immediately. Depending on the feedback, the speaker can make decisions about the delivery of the message. The problem with face to face communication is that it can not be practiced in large organisations or large gatherings. It proves ineffective if the receiver does not pay attention.

Telephonic conversation is a combination of verbal as well as non-verbal communication. Paralanguage that is the use of voice in conversation gives nonverbal signals in our telephonic conversation. The benefit of telephonic conversation is you can reach the receiver, even if the receiver is not physically present. Immediate feedback is possible. The drawback is, if the receiver's phone is out of order, range or switched off, then you can not reach him/her at the desired time. The other problem is, one may not know what is the right time to call the receiver. If one calls at the wrong time, one may not be able to communicate properly.

2.4.1.2 Written Communication:
Communication which takes place using language in the written format is called written communication. E-mails, letters, notices, agendas, memos, reports are all examples of written communication.

Written communication is useful because:
- It can be used as reference
- It remains as a permanent record.
- It has legal validity.
- It has a wide reach.

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- It is accurate and organised.
- It helps in memory and retention.
- It also helps in creating goodwill.

**Written communication has certain disadvantages also like:**
- It causes waste of time, energy.
- Receiving feedback is a slow process.
- It can create problems with storage.
- It is formal and lacks friendliness.

2.4.2 Non-verbal Communication:
Communication where the use of language is nil or to the minimal, is called Non-verbal communication. The different types of non-verbal communication are listed below:

2.4.2.1 Body language:
Eye contact: Eyes are considered as windows to the soul. In the process of communication, eye contact is the powerful and direct means of establishing rapport with the audience. Good eye contact helps the audience/receiver to understand the speaker's truthfulness, intelligence, feelings, attitude and sincerity. It helps you to build rapport with the receiver. When you are addressing a large gathering, do not focus only on one person, or at the wall or roof or outside window, instead look at one and all among the audience members. If someone is trying to look away or does not look into our eyes while communicating, we know something is amiss. Rolling of eyes up, in the right or left direction, raising eyebrows helps us to communicate many things nonverbally. Maintaining good eye contact with the audience helps you to understand feedback.

Basic Eye Accessing Cues chart
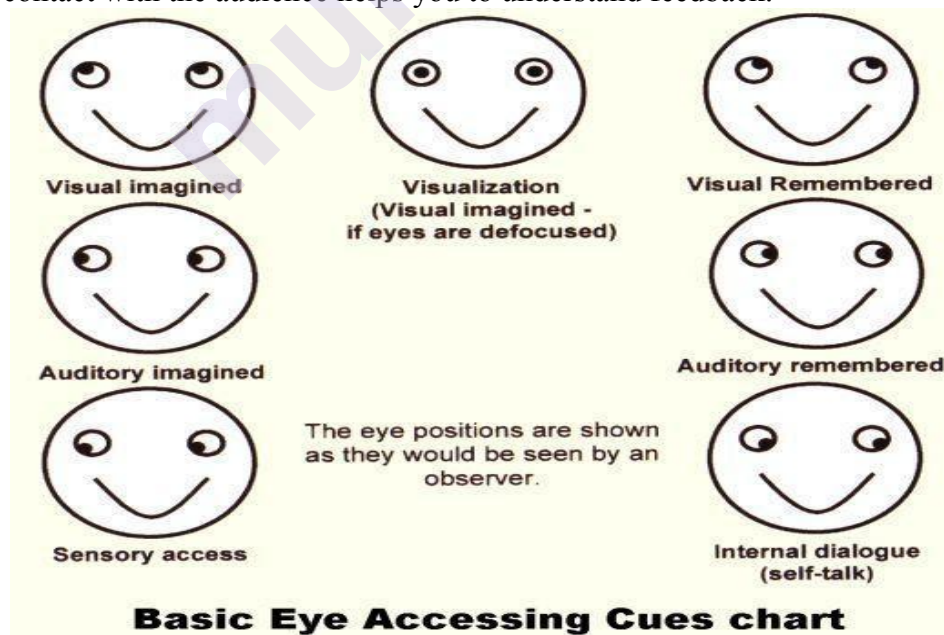
Source: https://ifpblogs3g2.files.wordpress.com/2012/03/3470703_f520.jpg

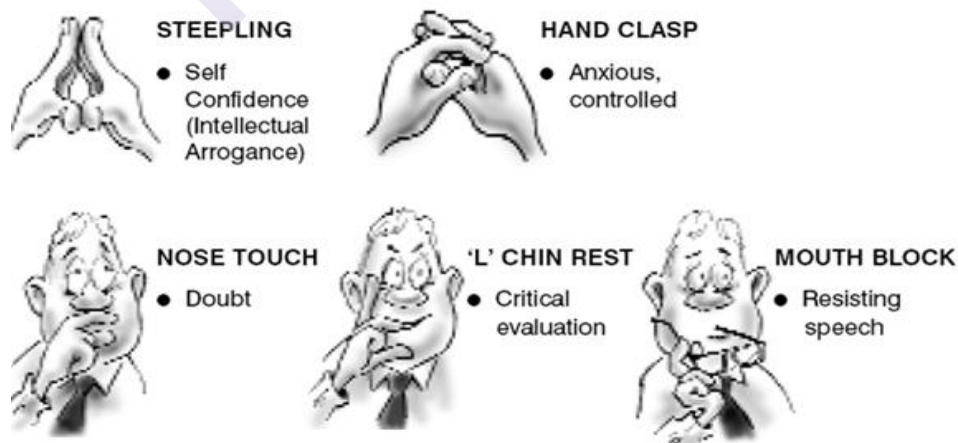- **Facial expression:** The face is a mirror of all emotions. Smiling, frowning, raising eyebrows, tightening the lips conveys a variety of emotions. It supports the communicated words and sometimes it communicates without words also.

SMUG OR VAIN   DOUBT OR DISINTEREST   SURPRISED OR AMAZED

FEAR OR SHOCK   LOVE OR DAYDREAM   PUNCH DRUNK

SUSPICION OR FLIRTATION   PAIN OR STRAIN   MIXED EMOTIONS
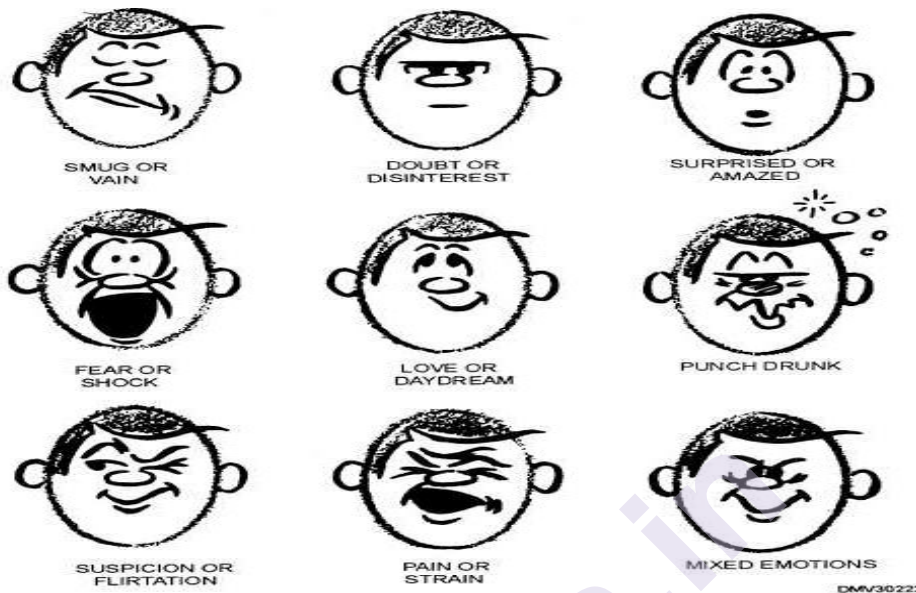
Source: https://scicomm.in/uncategorized/kinesics-the-study-of-body-language/

- **Gesture:** An action of the hand, head or body that conveys a message is called a gesture. Gestures help to convey emotions, information. It also helps to support your speech and create your image. A nod to say No, folded hand 'Namaste' to show respect, waving of hand to say bye are all examples of gesture. An umpire on the cricket ground uses gestures to communicate throughout the match.

Hand Positions for Effective Presentation

STEEPLING
- Self Confidence (Intellectual Arrogance)

HAND CLASP
- Anxious, controlled

NOSE TOUCH
- Doubt

'L' CHIN REST
- Critical evaluation

MOUTH BLOCK
- Resisting speech

www.pdpbygauravmisra.blogspot.in

Source: https://scicomm.in/uncategorized/kinesics-the-study-of-body-language/

Posture: The way we sit, stand or walk is termed as posture. Hunched shoulders show low confidence and low energy levels. Erect position, straight shoulders, confident walk shows self confidence and positivity.

Source:
https://www.southern.edu/administration/cte/Leadership/2020ei-docs/2-BodyLanguage.p
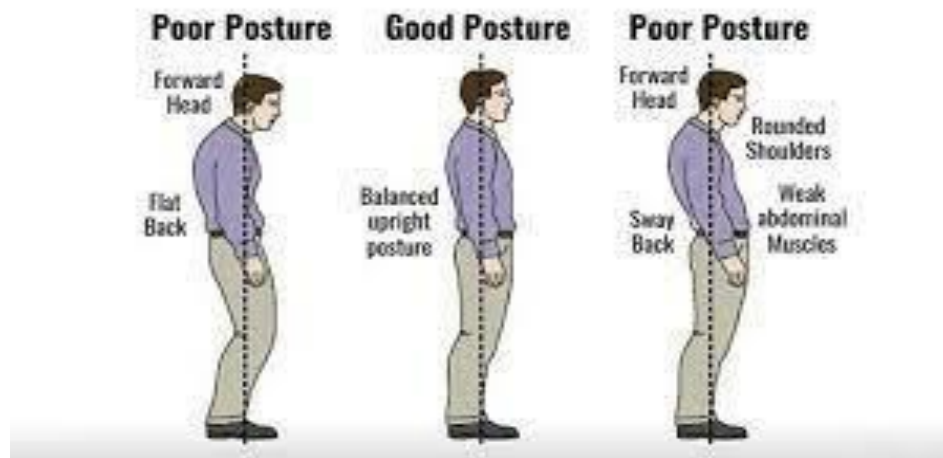
2.4.2.2 Paralanguage: The way one uses voice in communication is referred to as paralinguistic features. Volume, tone, pitch, articulation, and pronunciation are the characteristics of the voice of the speaker. Voice gives extra life to one's speech and delivery. It ensures that the message reaches the audience with the same feeling which the sender has.

**2.4.2.3 Space:** The study of space used in communication is called Proxemics. The amount of space we keep from others while communicating speaks a lot about our relationship with that person. There are four types of spaces we maintain:

● **Intimate space:** This zone is from personal touch upto one and a half feet. Members of family, lovers, relatives and parents fall in this zone. The best example is mother-child. Generally, no words are spoken, even if words are spoken, they are in the form of whisper.

● **Personal:** This zone stretches from one and a half feet to four feet. One's friends, colleagues, peers etc. come in this zone. This kind of space gives the impression of friendliness and warmth.

● **Social:** This zone is from 4 feet to 12 feet. During social events, one generally maintains this kind of distance. Relationships are more formal and official. This space also communicates about the social difference in the speakers. Depending on the number of the audience you take a call whether you would like to communicate with the public in sitting or standing posture.

● **Public:** This zone stretches from 12 feet up to 30 feet. Formal events take place in this zone. There is less attachment with the audience because of distance. Microphone speakers are used to ensure that the

speaker's voice reaches the audience. For example, Prime Minister giving a speech on the occasion of Independence Day.
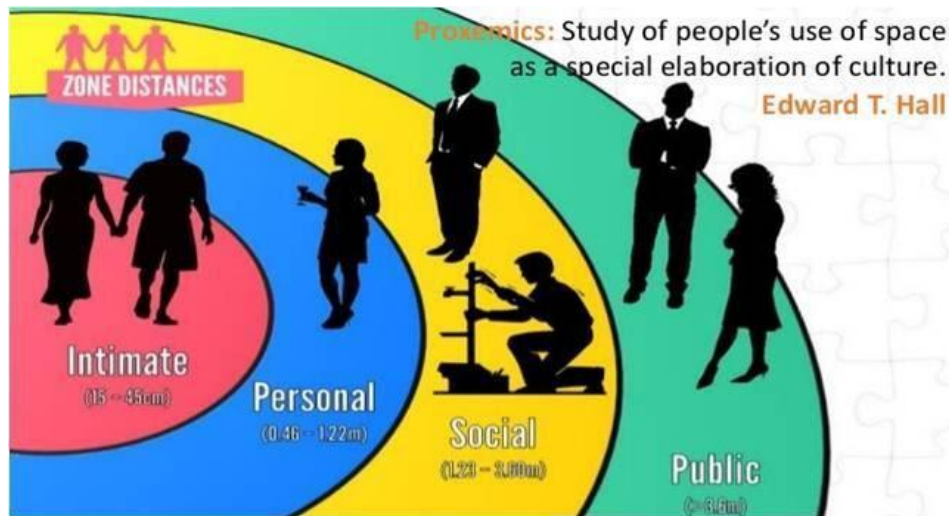
2.4.2.4 Silence: "Words are silver but silence is golden". Silence is one of the powerful forms of communication. Silence can be used to convey agreement, disagreement, anger, happiness, approval, disapproval, shyness, sympathy and respect. Silence can be positive or negative. If you are angry or disappointed with someone, you may end up giving silent treatment to that person. Silence can be natural (When two strangers travel together, since they do not know each other, they don't communicate), awkward (empty spaces in conversation may cause discomfort to the communicators), mindful (very positive, when people are reflecting on their own thoughts, their inner self). Sometimes, silence communicates more than words.

2.4.2.5 Dress and Grooming: The way we dress ourselves our level of grooming creates an impression on the people. We dress differently for different occasions. Well combed hair, clean nails, and neatness of one's clothes give important clues about one's personality. One needs to see to it that they look presentable.

Source: https://eagle.northwestu.edu/faculty/gary-gillespie/nonverbal-communication/

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2.4.2.6 Visual Communication:

Colours:

What do the three colours of the traffic signals indicate? They communicate to us to stop, go or to be ready. Every colour communicates certain things. White stands for peace and purity. Green for prosperity, red for love. Colours do have psychological impact on human, Due to this communication ability of the colours, they play a very important role in branding the products.

Source: https://www.logochief.co.uk/logo-colours-meaning/

Posters: When we walk or drive on the road, we observe many posters. These posters advertise many things. It may be a new product, an advertisement or government scheme. Every poster has three parts-Headline, Illustration and Copy. The poster needs to have a catchy headline, which will attract the reader and create an impact on him within seconds. The illustration means the image of the product or anything about which the poster is. Copy means the written material on the poster. It has to be minimum and to the point. For example, Polio dose advertisements for the government.

Auditory signs: The communication which takes place using sound comes in the category of auditory signs. Alarm clock wakes you up in the morning, the door bell informs you about somebody's arrival, the ring of the mobile notifies you about the message or call, siren of the police van, siren of fire brigade or ambulance informs you about arrival of a specific vehicle. Our voice is also a kind of auditory sign, because each one of us has a different voice. For some people, their voice is a trademark. For example, Lata Mangeshkar, Amitabh Bachchan, Sachin Tendulkar, Amin Sayani etc. The horns on the road, the horn of the train at the station, the announcements made at railway stations come in auditory signs. The Sounds of different musical instruments are also auditory signs, for example, Tabala, Sitar, guitar etc. We understand different moods and emotions through the sound of these instruments.

Delhi's traffic department has installed auditory devices at 57 traffic signals for the safety of people who are blind or have low vision
https://globalaccessibilitynews.com/2014/06/05/traffic-signals-get-auditory-devices-in-delhi/

Charts, Maps and Graphs: When the sender has to share data in a numerical form, rather than just showing numbers, the sender can use charts and graphs. In Mathematics and Statistics, charts are used and in computer graphs are used to make data easier to understand. Usage of graphs and charts will make it easy for the receiver to comprehend the data. In geography and environmental studies, map usage of maps is mandatory. A map is a visual illustration of an area. The function of a map is to show specific and detailed features of an area.

Chart	Maps	Graphs

2.5 EXERCISES

Check your understanding:

1. _____ communication uses language.
2. Verbal communication can be divided into _____ and _____.
3. _____ communication does not use language.
4. Kinesics is the study of _____.
5. _____ is the study of space.

1) Short notes:

1. Information
2. Persuasion
3. Raising Morale
4. Education and Training
5. Motivation
6. Space
7. Gestures and postures
8. Diagonal communication channel
9. Eye Contact
10. Colors as means of non-verbal communication

2) Long answer questions:

1. Explain any three non-verbal methods of communication with examples.
2. Differentiate between oral communication and written communication.
3. Discuss the use of grapevine communication for the management.

4. Elaborate the term Kinesics with suitable examples.
5. Explain the advantages and disadvantages of written communication.
7. Elaborate on the vertical channel of communication.
8. Explain the advantages, disadvantages of diagonal communication along with its uses.
9. Discuss the advantages and disadvantages of horizontal communication channels.
10. Elaborate on the guidelines for management to be followed while using grapevine communication.

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<div align="right">**3**</div>

COMMUNICATION AT WORKPLACE PART II BARRIERS TO COMMUNICATION AND HOW TO OVERCOME THEM & LISTENING

Unit Structure

3.0. LEARNING OBJECTIVES:

After studying this module the students will fulfil the following learning objectives.

1] To understand the process of communication and barriers arising in the communication process

2] To be able to identify the barriers/obstacles which can hamper the communication process

3] To be able to overcome the barriers in order to be better communicator.

4] To know the importance of listening in personal and professional life.

5] To be able to differentiate between various types of listening

6] To be a better listener

Pre-Testing: Answer the following questions.

A] Do you listen carefully to all the instructions? Or do you pay attention to only the main points?

B] Do you pay attention to the content while listening on a telephone?

C] Do you believe that language becomes a barrier while speaking with a foreigner?

D] Many times our mind creates barriers. Do you agree with this statement?

3.1 INTRODUCTION TO BARRIERS TO COMMUNICATION

Communication skills are essential for carrying out all activities in an organisation. Apart from organisational communication, in personal life also communication skills are required . But it has been observed that many times the Communication process is not complete or the intended goals of the Communication are not achieved. There are some kinds of problems or obstacles which can hamper the smooth communication process. Sometimes the messages are not delivered properly or sometimes the receiver is not able to understand the messages as they are. In such situations barriers arise in the communication process. A barrier can be any factor which can interrupt the communication process.

It may also happen that the feedback sent by the receiver is not received properly. The external factors, language and mental states of the sender and receiver can create barriers. The social conditions or cultural differences of the sender or receiver can create barriers. So barriers can be of various types. Let's learn the different types of barriers.

A] Physical Barriers

B] Semantic or Language Barriers

C] Socio-Cultural Barriers

D] Psychological Barriers

3.2 PHYSICAL BARRIERS TO COMMUNICATION

Many times we observe that while travelling in train or bus we can't hear what the other person is speaking on the phone because of the noise of people around us or traffic noise. In factories the heavy sounds of machines can cause disturbances or obstacles while speaking with each other. The time proves to be a barrier due to different time zones. The barriers in the environment or surrounding are called the Physical Barriers. These barriers can disturb oral or telephonic communication. The following are the examples of the Physical or Environmental Barriers.

A] Noise: Noises of the traffic, machines in factories or heavy noises caused due to taking off and landing of planes can disturb people around . The poor acoustics or sound system can cause trouble in the meeting or large gathering.

B] Defects in Instruments used in Telecommunication: We observe many defects in instruments such as poor telephone connections, dead telephones or lack   of Wi-fi connection because of technical issues,

jamming of mobile network ,loss of Internet network due to weather or satellite issues etc .These are the examples of physical barriers. In today's modern age these defects cause a lot of problems.

C] Time Barriers: As our earth is round and it rotates around itself , different time zones are observed in the world. We need to adjust with the time zones of other people located in other countries or parts of the world due to Time barriers. This is a purely physical barrier.

D] Weather conditions: Extreme rainfall, draughts/floods or extreme climatic conditions can cause various physical barriers .

E] Physical Distance between the people can cause the barrier as it is not easy to overcome the distances.

Check your Progress:
1. Do you ever witness the physical barrier while conversing in the train or bus? How do you overcome this barrier?
2. The call drop or poor visibility during the Videoconferencing can be an example of which kind of barrier?

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3.3   SEMANTIC/LANGUAGE   BARRIER   TO COMMUNICATION

Language is a tool of communication. We use language to express our thoughts, feelings or emotions. But languages spoken around the world are not the same. It may happen that the same language for example, English language is spoken differently or it may have different words or pronunciations. Due to such differences, Language barriers are observed. Semantic means the meaning of the words.

Words used may have different shades of meaning. The word WATER has different meanings and relations in different cultures. Thus Semantic barriers are a part of language barriers. Language is a means of cultural expression. So every person may have a certain understanding about the words or the vocabulary used. This understanding or meaning can change from person to person. This can create barriers in understanding the messages.

It is said that language changes after four miles**.** Geographically the vocabulary in the   language and pronunciation style change from region to region.

Unfamiliar languages can create barriers in the minds of the users. At the same time limited vocabulary or knowledge of the words can cause barrier in the minds of the listeners

Homophones or words which have similar pronunciations but the different spellings e.g. bear-bare, principal-principle, see –sea . These words can create confusion while writing.

The use of jargon words or commercials can cause confusion in the minds of the common reader. Jargons are special terms or technical words used by professionals such as doctors, lawyers or engineers. The use of slang words or inappropriate words should be avoided while communicating.

Check your Progress:
1. Differentiate between these words.
Bear-bare, principal-principle, except-accept, be-bee, brake-break, buy-by, compliment-complement, dear-deer

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3.4 Psychological Barriers to Communication:
Psyche means the mind. The process of the communication begins in the mind when the sender develops the need to communicate. After the encoding, the message is sent to the receiver by using certain channels. Many times barriers arise in the minds of the sender or receiver. A very interesting fact about these barriers is that most of the time people are not aware about the barriers. The barriers which exist in the minds of the sender or the receiver are called Psychological barriers. The following are the major psychological barriers.

A) Perception[Differences in the perception]: It has been observed that many times the same speech is heard by many people or the same picture is observed by many ,but different people may have different perceptions or opinions about that. Every person is unique with different background, experience, knowledge or viewpoint. Age and Socio-economic differences also cause different perceptions.

B) Inappropriate emotions: Emotions are required for a healthy mind. But excessive emotions such as too much anger can create hindrance or barriers in the communication. It can lead to arguments or illogical discussions.

C) Prejudice: Many times we have certain ideas or opinions about some people/community. This can lead to rejection of some people or ideas. This leads to misunderstanding or developing negative opinions or emotions before meeting someone.

D) Closed Mind: Many times people don't accept new ideas or new concepts. This leads to rejecting or ignoring the information which is contrary to one's belief. Lack of open mindedness can stop a person from learning new ideas.

E) Ego: This is a behavioural barrier. This prevents learning new ideas or accepting new things. Ego baggage can create a feeling of supremacy or superiority.

F) Distortion: It has been observed that many times we accept the message the way we want. This is called Perceptual Distortion. This is a very big barrier in the Communication which leads to going away from reality.

G) Self Image : Every person has an image of himself/herself. This image can be about what we think about. This image is a result of childhood experiences and one's experiences about life. A positive self image will lead to acceptance of the world positively. At the same time negative self image can lead to avoidance of the world or external factors.

H) Lack of interest: Many times the listener gets tired or uninterested in the listening of the messages. This can lead to daydreaming.

K) Halo or Horn Effect: We tend to like or dislike some people. This leads to either accepting everything a person does/speaks [Halo effect] or in case of rejecting everything that person does/speaks [Horn effect] This is also a big psychological barrier.

Check Your progress

1. Have you ever experienced that our mind creates barriers in understanding the messages?

2. What is your opinion about the Ego as a barrier of mind?

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3.5 SOCIO-CULTURAL BARRIERS TO COMMUNICATION

Apart from various barriers, there are some barriers that arise due to differences in the culture. Culture is a way of life. Our traditions, beliefs, religious practices, languages, clothing styles and different ways of serving food are part of our culture. Every nation has its own culture. When people belonging to different cultural backgrounds mingle with each other, cultural barriers may arise. These barriers are perception

barriers meaning how we judge people or evaluate them depends on our cultural background. Due to differences in the background sometimes misunderstandings can be created.

Due to globalisation and growing trade/ business practises people around the world are visiting various countries for work purposes. Various jobs are available in Multinational Companies. When Indians visit different countries, they face various cultural barriers. Let's learn what are the major cultural barriers observed around the world.

A] Ethnocentrism and stereotyping other cultures: It is human tendency to believe that one's culture is supreme. Due to this we tend to reject other cultures or values. There is a tendency to stereotype other cultures. For example some people believe that Eastern or Indian culture is supreme or has all the positive qualities. The same people can't accept good qualities in the Western cultures.

B] Contextual Differences: Social scientists believe that there are two types of cultures, High Cultures and Low Cultures. High cultures rely on non-verbal communication and environmental settings to express meaning. Laws in high culture are perceived as more flexible. Low culture relies on more written rules, agreements or laws. It is believed that Arabs, Chinese, Japanese, Spanish and Italian people belong to high culture. Whereas British, American, French, and German belong to low culture.

C] Legal and Ethical Differences: Every society believes in certain legal and ethical standards. But the values of honesty, value for money or personal ethics change from culture to culture.

D] Social Differences across the cultures: The differences are observed with the attitude towards the hard work ,material wealth or concept of success. Every culture or society has its own way of thinking.

E] Mannerisms and Etiquettes: The differences are observed in mannerisms and rules of behaviour. In Western countries people maintain a distance between their personal space and professional life. The questions relating to marital status, sexual choices or no of children are not asked .Politeness is expected from the other person. But in Indian culture, enough attention is not given to maintaining privacy or individual freedom. The methods of serving food across the world are not similar. The dining etiquettes or manners regarding treating women or women employees are not the same. The dress sense or concepts of formal or informal dresses change from culture to culture.

F] The concept of Time: Punctuality and respecting other's time is observed in western countries. In India mostly the trend is against punctuality.

G] Openness and Inclusiveness: Some cultures are open to new thoughts or ideas. The attitude towards the other cultures in terms to racial identity, religious practises, colours, sexual choices etc is essential. Some cultures are rigid in such terms.

H] Non-Verbal Differences: Body language or non-verbal gestures indicate our feelings. But all cultures do not show uniform body language. The Indian greetings or Namaste differ from the Japanese method of bowing down. The differences are observed in shake hand methods, facial expressions, eye contacts, touch, posture etc. Even people don't follow the uniform distance. Indians or Arabs don't mind hugging or coming close at the workplace. Most Europeans or Americans believe in privacy or maintaining distances.

I] Age and Gender Differences: Age wise differences and respect for the age differ from culture to culture.

J] Religious Difference: Around the world various religious practices are observed. The pattern

Check your progress
1. What do the following colours represent Black, White and Red? What are the feelings associated w
2. Body language rules change from culture to culture. Have you ever witnessed variety in the body language aspects of the people belonging to various regions?

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3.6 WAYS TO OVERCOME THESE BARRIERS:

A] Physical Barriers: It is easy to overcome physical barriers by improving the gadgets or instruments we are using. The noise barriers in the factories can be overcome by building the silencers. The Time barriers can be overcome adjusting with the time zone of other countries. The modern methods of communication of video conferencing and audio conferencing can be used for overcoming distance barriers.

B] Semantic/Language Barriers: Language barriers can be overcome by conscious efforts. The differences between the vocabulary or spellings should be studied. The grammar should be studied well. It is essential to learn a new language or to learn new words regularly. We should avoid jargon words while speaking with common people. The use of simple and clear words can lead to avoiding language barriers.

C] Psychological Barriers: It is difficult to overcome the Psychological barriers as people don't accept new ideas or opinions easily. Many times it is observed that people are not aware that the problem lies in the minds of both the sender or the receiver. So we have to be aware of the barriers to overcome in order to become better listeners. More empathic and open attitude towards others can create understanding about each other. Good listening skills are essential for overcoming these barriers.

D] Socio-Cultural Barriers: Cross cultural barriers can be overcome by developing open attitude about other person's culture .It is essential to respect the others culture. Proper training or attitudinal change is required to develop such tendency. Empathy should be built up for understanding others culture.

3.7 SUMMARY

The communication process is very complex. While communicating some types of barriers or obstacles are inevitable. There are various types of barriers. The noise or disturbances in the surrounding can lead to confusion or misunderstanding of the messages are called Physical barriers. The language barriers or differences in the words can create confusion. The psychological barriers are created in the minds of the communicators. The differences in the culture can lead to the cultural barriers. It is essential to overcome these barriers in order to be better communicator. Conscious efforts are required to overcome the barriers. For each type of barrier, a separate strategy is required to overcome it.

Case Study:
1. Read the following paragraph and understand the barrier in the following situation.
Suresh was very hardworking person. He has completed a diploma in Mechanical Engineering from a reputed college located in rural part of Maharashtra. He has secured good marks in the final year. He has sound subject knowledge. He has also good experience of internship in a company. But whenever he appears for interview, he gets nervous. He is not confident about his language abilities and English Communication Skills. Though, he possesses good knowledge of his field, he is not confident about himself. This affects his performance in the interview.

Questions
1.Which kind of barrier is observed here?
2.What should Suresh do to overcome this problem?

Listening

Pre-testing: Answer the following questions

1]   What do you think about listening is a passive or active skill?
2]   How often do you get distracted towards the dress or body language of the speaker?

3] How do you express your sympathy when your friend tells you his/her problems?

4] Do you agree with a statement 'Successful people are good listeners.'?

3.8 IMPORTANCE OF LISTENING SKILLS

Listening plays a very important role in our personal and professional life. We learn language by listening. Speaking and listening are associated to each other. Second language learning is possible only after listening to the language carefully. But listening skills are not given much importance. We tend to ignore listening because it is considered as a passive skill.

Effective listening skills develop good relationship with our closed people and friends. Good listeners get many friends or people get attached with listeners. A good listener's personality becomes more appealing and manners become friendly. So, S/he gets more acceptance in society.

For a successful organisation, good listening skills are essential for all the employees. Employees need to be alert and attentive to the requirements of the customers and clients. It has been observed that an employee spends 9% time in writing, 16% in reading, 30% time in speaking and 45% time in listening. If an employee learns to understand the real message or hidden message behind all messages, then S/he can do better business. Even for a manager, good listening skills are required. A manager spends majority of his time in Communication. The major part of this communication is involved in listening to the affairs/complaints/feedback of the staff and customers. If a manager can listen every conversation with proper attention and empathy then he can understand the situations in better manner. Every external and internal communication activity in the organisation begins with good listening.

Time Spent Communicating

Not Communicating 30%
Communicating 70%

Listening 45%
Writing 9%
Reading 16%
Speaking 30%

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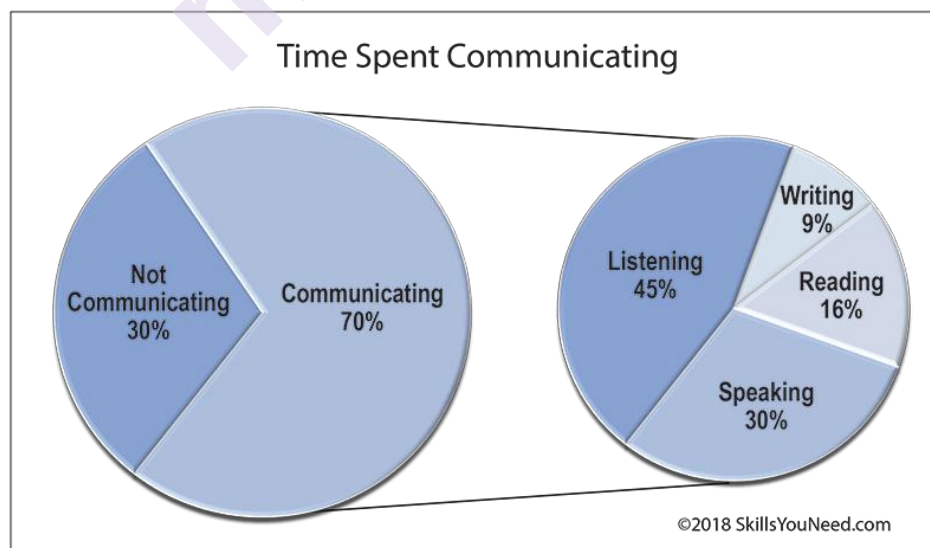
3.9 BARRIERS TO LISTENING

As listening is physiological and psychological activity, the barriers in the surroundings and in the minds of the communicators can become barriers to listening. The following major barriers are observed while listening:

A] Distractions: The listeners get various distractions while listening. These can be about the language used or the meaning of the words used. Sometimes the loud noise of the microphone or commotion of the people around can cause distractions. Sometimes the listener is not in good mood or disturbed. Daydreaming is also caused due to distractions.

B] Marginal Listening: The listener only pays attention to the information S/he wants. In this process some other contents are ignored.

C] Pretended listening: The listener pretends that S/he is listening to the speaker, by responding to the speaker through eye contact or nodding. In reality it is not so.

D] Prejudice about the speaker. Sometimes listener may not like the speaker. The hatred or jealousy about the speaker can create barriers in the minds of the listener.

E] Dislike about the speaker also can lead to ignoring the contents.

F] Physical barriers or noise barriers can harm listening.

G] The thinking and speaking rate: It is observed that the speaking rate is 125-150 words, but the thinking rate is 400 words. The listener grasps the message very fast than spoken words. This creates gap and this can lead to day-dreaming.

3.10 CULTIVATING GOOD LISTENING SKILLS

It is essential to cultivate or develop good listening Skills. Good listening skills are developed after lot of practice and with conscious efforts. We need to understand the importance of listening with patience. This requires training our minds. We need to pay attention to what the other person is speaking. There is a need to identify the barriers in the listening and we should be able to overcome these barriers. Many times, we listen in hurry or jump to conclusion. Instead of that, we should be able to understand the intention of the speaker and then give response. We should avoid marginal listening style. It is essential to remember that a good listener can become a good communicator. Interrupting in between the talk of other people should be avoided. We should be able to listen objectively and not with emotional set up.

3.11 DISTINGUISHING BETWEEN HEARING AND LISTENING

It is important to understand that listening and hearing is not the same. We use both words in the same manner. Hearing is a **physiological** activity where the sounds fall[impinge] on the listeners' ear. Our brain receives messages from the nerves located in the ear and we can feel the sounds. This is called 'Hearing'.

We hear many sounds but we pay attention to only limited or selected sounds and react. This is called 'Listening'. Listening involves hearing and paying attention to whatever is said. This is **physiological and psychological** activity. Listening is a process which involves certain steps which are as followed.

Source: jewelautismcentre.com

1. **Receiving**: A listener hears sounds or receives the message. This is called physical reception.
2. **Interpretation:** After receiving the message the listener tries to understand it by using his/her knowledge or understanding about the life. This understanding is based on his value system, beliefs, ideas and personal background. This interpretation is also called decoding or interpretation.
3. **Remembering:** Every message is stored in brain for future. Only after remembering the message, the conversation can go ahead.
4. **Evaluating**: The listener evaluates or judges every message by separating facts from the opinions. This is also done unconsciously.
5. **Responding:** Then the listener reacts to the message by words, actions, body language or even by silence.

All these steps are necessary for good listening. If any one step is missing or gets wrong then the listening becomes less effective.

To know more about the types of listening: Though we try to listen to every message, we follow various styles for listening different messages. The way we listen to our favourite music will be different than we listen to serious talk. The method of listening to lectures will also be different. So, let's understand the different types or styles of listening:

1. Content Listening or Informative listening: When the listener is paying attention to the speakers' content or the information which is expected to receive, this is called Content listening. Here the attention is not given to the speakers' style or manner. The focus is only on getting information.

2. Critical listening: When the listener listens critically to the speaker's message and evaluates content, logic of the message, the strengths and weaknesses of the message and the validity of the thought, the Critical style of listening is used.

3. Empathic listening: In this situation the listener listens to the speakers' message by understanding the speaker's message with empathy. Empathy means to understand the other person's problem or situation from his or her point of view. Here the listener allows the speaker to express his opinions or messages without giving any opinion unless asked. Empathic listening is very therapeutic.

4. Active listening: In this style the listener is engaged in understanding the message as it is said or given. The listener keeps away all the biases or prejudices while listening and pays attention to only the message which is being conveyed. Active listening is followed during very important meetings and discussions.

5. Appreciative listening: When the listener is appreciating the music or his/her favourite speaker's speech, that time attention is given to the beauty of the music or the content of the message.

6. Marginal Listening In this style the listener only pays attention to the information he/she wants.

We use all these styles of listening alternatively as per the situation.

3.12 SUMMARY

Listening is an important activity which is ignored by most of the people. Listening includes hearing the sounds in the surroundings and understanding the context. Listening is a very essential skill for developing personal relations as well as for professional success. Different styles of listening are observed in our day-to-day life. Informational listening, marginal listening, critical listening appreciative listening, empathic listening and active listening are major styles of listening. There can be various barriers to listening. It is essential to overcome these barriers while

communicating because good listener can become a good communicator. Listening skills can be enhanced by training and practice.

Case Study:
Geeta was very enthusiastic employee working in a Public Relations Department with an MNC. She used to plan and implement various ideas. But when she used to speak with her employees, she used to talk continuously. She hardly used to wait and listen to the feedback or responses of other people. Her colleagues and subordinates used to get tired while listening to Geeta's continuous chatter. This leads to developing negative opinion about her.

Questions
1. What is the major problem in the above situation?
2. What can be done to change the situation?

3.13. EXERCISE

Q.1 Fill in the blanks

I] Not being able to accept new ideas or opinions different from one's own is called _____ .
A] Prejudice
B] Slanting
C] Closed Mind

II] Religious differences can be part of _____ Barriers.
A] Psychological
B] Physical
C] Language

III] Words having same pronunciation but different meanings are known as _____ .
A] Nouns
B] Adjectives
C] Homophones

IV] Psyche means _____ .
A] Body
B] Soul
C] Mind

V] Defects in the Telephone or Mobile Network failure are examples of _____ Barriers.

A] Psychological

B] Physical

C] Language

Q.2 Explain the following concepts in 2/3 sentences.

I] Perception

II] Day Dreaming

III] Noise Barriers

IV] Jargons

V] Self Image

VI] Slanting

Q.3 Write short notes on the following.

I]   Language barriers created due to Homophones

II]   Ways to overcome Physical Barriers

III] Ways to overcome Language Barriers

IV] Ways to overcome Psychological Barriers

V]   Ways to overcome Socio-Cultural Barriers

Q.4. Descriptive Questions

A]   What are the major physical barriers we face while communicating?

B]   Perception is a major barrier many people face. Explain.

C]   How does a language becomes a barrier? Explain with examples.

D]   What are the major cultural barriers we face? Give examples.

E]   Explain Psychological barriers to communication in detail.

Q.1.Fill in the blanks.

I] When the listener listens from the point of view of the speaker, it is called _____ listening.

A] Content

B] Empathic

C] Marginal

II] Hearing is _____ process and listening is _____ process.

A] Psychological

B] Physiological

C] Social

D] Emotional

III] When we are listening to our favourite music, we are following _____ type of listening.

A] Marginal

B] Informational

C] Appreciative

IV] The average speed of speaking per minute is _____ words, where as thinking rate per minute is _____ words.

A] 180/450

B] 300/500

C] 125/400

V] When the listener listens to only selected information. it is called _____ listening.

A] Informational

B] Marginal

C] Empathic

Q.2 Explain the following concepts in 2/3 sentences.

I] Informative Listening

II] Decoding

III] Hearing

IV] Appreciative listening

V] Prejudice

VI] Day-dreaming

VII] Active Listening

Q.3 Write short notes on the following topics

I] Importance of listening in personal and professional life

II] Process of listening

III] Distractions in listening

IV] Difference between hearing and listening

V] Importance of Active listening

Q 4. Descriptive Questions

1] Explain the different styles of listening. Why listening is an important skill?

2] Explain the listening process and how to develop good listening skills?

3] Explain the types of listening and how to become a good listener.

4] Write a detailed note on importance of listening in our personal and professional life and what are major distractions or barriers we face in the listening process.

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4

COMMUNICATION AT WORKPLACE
PART III
BUSINESS ETHICS

Unit Structure

4.0 OBJECTIVES

1. The learner will be able to understand various kinds of business ethics
2. The learner will be able to identify different types of business ethics and how to implement them in business as well as profession
3. The learner will be able to distinguish between good ethics and bad practices.

4.1 INTRODUCTION

The word Ethic originated from the Greek word 'Ethos' meaning character or science of an ideal human behavior.

"A business that makes nothing but money is a poor kind of business"----- **Henry Ford**

"There's no way to succeed in business without the highest ethical standards." ----- **Jordan Belfort**

Ethics is a set of moral principles which guides the code of conduct and behavior of individuals as well as society. In today's time, business has become an important and integral part of our human society. Since humans have started trading we have become more civilized. Every business involves human activity in one way or the other. Studying

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Business Ethics becomes much more important as it deals with moral principles that guide the way a business should behave.

Acting in an ethical way involves distinguishing between "right" and "wrong." Ethics is primarily concerned with the rules of business conduct.

To understand this let us understand first the definition of Ethics:
According to John Donaldson: Business Ethics is a systematic study of moral matters or practices and beliefs pertaining to business, industry, institution or related activities.

Christina Gruble: Ethics is a set of corporate values and codes of principles…written or unwritten, by which a company evaluates its actions and business related decisions… applies to employees and managers as well as the company as a whole.

Ethics and Morality are closely linked. Ethics is related to values, a sense of right or wrong. Values are fundamental beliefs and form the base of a human conduct. Business ethics is part of the philosophy of business/organization/company. Ethics deal with moral guidelines which govern good behavior. The profit that any business house makes should not only be concerned with a high level of economic performance but also about conducting business ethically.

4.2. CHARACTERISTICS/FEATURES OF BUSINESS ETHICS

1. Code of Conduct: It helps to understand how a company can work in an ethical manner to achieve a high level of performance, thus helping in providing a good impression in the society. A company can create a better way to deal with its customers and in return think of the welfare of the society.

2. Moral and Social Values: This is important from a company's point of view. The company should have a policy of self-control: not putting pressure on a customer for their products or services; consumer protection; fair treatment to everyone internally as well as externally; no exploitation of anyone related to the company etc. The company can also be a part of this for society at large.

3. Protection to social groups: The company/organization should work for different groups related to them directly or indirectly. These groups include consumers, employees, businessmen, government, stakeholders, creditors etc. Since the welfare of these groups will lead to the welfare of organization, it is essential to protect these groups from being harmed by the company or any other element related to the company.

4. Basic Framework: Giving the right or just values to the society will give social, economic, legal and other important aspects in business to the society thus, bring back ethical and moral values in the society. This improves the overall functioning of the society.

5. Education and guidance: A proper orientation and guidance must be given to new businessmen or new entries about business ethics. Here the role of trade association plays an important role. These associations should give some basic training and understanding of the trade. This will help each and every trader to work in line with the ethical standards put forth by their associations.

4.3 IMPORTANCE OF BUSINESS ETHICS

Ethics plays a key role in running a business. Some of the important aspects of Ethics are as follows:

1. **Long-term growth:** Sustainability of any business comes from a vision from a long-term perspective. If the company has a long-term vision in which it takes care of all its stakeholders the company is sure to have achieved its target.

2. **Creates Loyalty:** If the customer knows that the company works on set values and principles and not only to earn maximum profit, the customer will always be loyal to that company/organization.

3. **Creates goodwill:** Good ethical values and behavior of a company can create goodwill among its customers. If the general public becomes aware that the company follows honesty, integrity, high values, a lot of goodwill is generated.

4. **Efficient utilization of Business resources:** If the management and senior executives follow ethical standards, this will help the juniors to emulate their actions. The employees will refrain from using office property or resources for their personal benefits. Ethical practices like not bribing, cheating suppliers and customers will help to earn a good name for the company.

5. **Raises Standards:** If ethics and values of the company is followed by all the employees of it, this will automatically raise standards of that company. People will understand that there is absence of corrupt practices and negligence in that company and people will trust such companies.

6. **Increase productivity:** Having a high ethical standard of a company the employees of such a company will naturally build a good reputation about the company. This will help in building a high morale among its employees which will lead to job satisfaction and better production.

7. **Success and development:** High ethical standards and values will lead to a series of success. A hardworking person with good ethical practices

will definitely succeed in his efforts thus resulting in getting good results for the company.

The new economy has brought new changes like greater transparency and flexibility but at the same time greater complexity and hence greater risks. Due to globalization, changes in technology, war for talented people has made things become more complex and require greater efforts to stick to the standards. To understand this let us try and understand some important aspects in a business environment.

4.4. PERSONAL INTEGRITY AT WORKPLACE:

Integrity means the quality of being good. According to John Maxwell, "Integrity results from self-discipline, inner trust and a decision to be relentlessly honest in all situations." It is, therefore, required that each person working in an organization has to show integrity ensuring that the company runs smoothly and earns profit in a correct way. This can be achieved in the following manner:

1. Practice honesty at all levels…whether the person is in the high, low or middle level.
2. Increase dependability at work place by completing the work assigned in an honest way.
3. Insist on Accountability. Taking the ownership of responsibility and carrying it out with utmost care is the need of the hour.
4. Do not hurt other people's sentiments.
5. See that the higher officials set a role model for people by working honestly and in a justified manner.

4.5 BUSINESS ETHICS AND MEDIA

Business houses have to deal with media in a number of ways. Media plays an important role in making or breaking the image of a company. It is one of the powerful tools that can be used to bring transparency in the working of organizations. It is necessary for the media to update the public with the right kind of information and not turn facts under any circumstances. To achieve this:

1. Media should be made sensible as one knows news can be manipulated by anyone who knows the full facts about a particular issue.
2. There could be different versions of truth i.e. truth Vs diplomacy. Media should find out the best interest for everyone involved in it.
3. Media should avoid gossip, and respect Privacy.
4. Media should know its limits.
5. How to deal with sensitive, controversial information should be done by an experienced person.

6. Social media platforms where a person's private and public deals are available, the media should know its boundaries. It should not cross the limit without the permission of that individual.

4.6 COMPUTER ETHICS

In today's technological world computers play a very important role. Computer and internet misuse has gained momentum. It has, therefore, become imperative to define a code of conduct to protect individuals from being harmed. Some of these rules are as follows:

1. One should not use computers to harm other people's information by accessing and destroying their files of information.
2. Creating or spreading computer viruses.
3. Using Pirated software and not using the original programme.
4. Developing software for stealing data of other people.
5. Claiming ownership on a work which is the output of someone's intellect.

4.7 CORPORATE SOCIAL RESPONSIBILITY (CSR)

CSR refers to business practices involving initiatives that benefit the society. This responsibility is rooted deep down in the belief that business houses have an obligation to care for the surroundings in which they are operating. There are many ways or categories that business houses are operating with.

1. **Initiative for Environment:** Many businesses small or large have a carbon footprint. To reduce it, these organizations can work in a way to protect the environment and thus save the planet and the society in which they are operating.

2. **Philanthropy:** Organizations also try to achieve CSR by way of donating money to local and national charities. For example, Floods, Fire, medical expenses.

3. **Ethical labor practices:** Some organizations, especially businesses that have and operate at an international level treat their workforce fairly and ethically. They pay their laborers proper wages as per the standards in which they operate.

4. **Volunteering for a noble cause:** By donating and helping people without expecting anything in return, companies are able to express their contribution and concern for specific issues thus supporting the society at large in which they are operating.

4.8 CONCLUSION

After all these discussions, it can be clearly seen that Ethics play a very important role in a Business Organization. Practicing ethics helps

businessmen not only to earn profit, but also to win over trust, respect and loyalty from its customers. It creates a bond between the organization and its public.

4.9 EXERCISES

1. Discuss the importance of Business Ethics.
2. What is meant by Corporate Social Responsibility?
3. Write a short note on Ethics and Media.
4. Discuss Computer Ethics.
5. Write a short note on Personal Integrity at Workplace.

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5

NEW MEDIA IN COMMUNICATION IMPACT OF TECHNOLOGY ENABLED COMMUNICATION

Unit Structure

5.0   Objectives

5.1   Introduction

      5.1.1 Speed and Efficiency

      5.1.2 Lack of Relationship Building

      5.1.3 Communication Log

      5.1.4 Informal Communication

5.2   INTERNET

      5.2.1 Advantages of Internet

      5.2.2 Disadvantages of Internet

5.3.   EMAILS

      5.3.1 Email Etiquette

      5.3.2 Advantages of Emails

      5.3.3 Disadvantages of Emails

5.4   BLOGS

      5.4.1 Advantages of Blogs

      5.4.2 Disadvantages of Blogs

5.5   MOODLE

      5.5.1 Advantages of MOODLE

      5.5.2 Disadvantages of MOODLE

5.6   SOCIAL NETWORKING SITES

      5.6.1 Advantages of Social Networking Sites

      5.6.2 Disadvantages of Social Networking Sites

      5.6.3 FACEBOOK

            5.6.3.1 Advantages of Facebook

            5.6.3.2 Disadvantages of Facebook

      5.6.4 TWITTER

            5.6.4.1 Advantages of Twitter

            5.6.4.2 Disadvantages of Twitter

      5.6.5 WHATSAPP

            5.6.5.1 Advantages of WhatsApp

            5.6.5.2 Disadvantages of WhatsApp

5.7   Exercises

5.8   References

5.0 OBJECTIVES

1. To introduce the use of technology in the world of communication.
2. To inform and help students to communicate and do collaborative work.
3. To help students make informed choices about digital tools and resources.
4. To bring awareness about ethical behavior and legal implications while using technology.

Sub Topics:
Types of Technology enabled Communication: Internet, Blogs, Email, Moodle, Social Media – Facebook, Twitter and WhatsApp – Advantages and Disadvantages.

5.1 INTRODUCTION

Communication is a very important aspect in the growth of human society and culture. It involves exchange of ideas, facts, opinions or emotions by two or more persons. Technology has made communicating between one another significantly easier. Newer developments in technology have introduced faster and better means and techniques of communication over time. Invention of the internet has revolutionised communication and a wide array of internet-based devices has made global communication faster and cheaper. Some of the forms of internet-based communication are data transport, video conferencing, email, web browsing, etc. This technology enabled means of communication are widely used in the business world today. But even so, it is necessary to understand and evaluate the advantages and disadvantages of a system before adopting it entirely. Let us look at the positive and negative effects of using technology for communication in a business setup.

5.1.1 Speed and Efficiency:
Today technology makes it easy to source information and to keep it handy for use. The ability to reach the customers, vendors and co-workers quickly enhances the efficiency of any business. Mobile technology in terms of cellular phones or laptops has made it easy to access data and reach out to associates involved. For example, the concept of 'Work from Home' has been successfully implemented and is being practiced widely world over because of advancements in technology. It has created a mobile workforce that is cost effective as well as more productive and happier as they have the flexibility of location and time. Technology makes it possible for them to have the same ease of access of official material and documents as an in-office employee.

5.1.2 Lack of Relationship Building:

Technology has drastically brought down the amount of physical face-to-face interaction that people used to have. People find it much easier to send a short text message rather than speak to the face or on the phone. This saves on time and effort. But, although efficient, it negates inter-personal relationships which are necessary in any business. Inter-personal relationships are important because it helps to know the customer better and interacting with them opens out new avenues and opportunities to serve them, that help in business expansion.

5.1.3 Communication Log:

Technology has made logging communications much easier. Tracking of emails is easily done to check on previously discussed matter. It is possible to record phone conversations and store them through customer retention management software. Not only does this help in maintaining records, it is also a form of legal record.

5.1.4 Informal Communication:

While it is easy to drop an email for business purposes, if not done right it can have adverse effects. A lot of people are still used to the formality of a business letter. This, sometimes, does not get reflected in emails which seem far more casual to the customer, maybe owing to its structure or the language used. This can become a problem if the customer feels the informality reflects upon the capability of the company.

When we talk of technology enabled communication, we need to understand that we have been using technology in the workspace for a few years now. Whether it was the phone, the typewriter, computer, printer, etc, technology has slowly entered our lives and we have used it to make life easier for us. But with the invention of the Internet, there has been a revolution and technology has invaded our lives changing the way we communicate entirely. Let us now look at the various ways in which the internet has influenced and affected communication.

5.2 INTERNET

Dictionary definition of Internet says it is a vast network that connects computers all over the world. This network provides an access to any information or person anywhere in the world, provided they are registered on this network somewhere. Internet was originally conceived and built by Advanced Research Projects Agency (ARPA) of the US Government, as a network for sharing of research data between universities. The potential of ARPANet as it was then called, was realised quickly and it took over the world of communication and revolutionised everything that went with it.
This global network is made up of physical cables which include telephone wires, TV cables and fiber optic cables upon which all our wireless connections like WiFi, 4G, 5G depend. Once a computer is connected to this web of network it becomes online. The World Wide Web (www) or the Web as it is commonly called, is a collection of different

websites that can be accessed via the internet. A website is a platform maintained by individuals or organisations on which text, images and resource materials are made available for browsing through. Internet gives us access to these websites through a web browser which shows us websites stored on the internet. When we visit a website the computer sends a request through the wires to the server where it is stored, collects the relevant information and carries it back in a matter of seconds. This technology has not only revolutionised the way we communicate but also the way we shop, pay our bills, manage our bank accounts, meet new people, learn new skills or even watch television.

5.2.1 Advantages of Internet:

1. It is the greatest database ever formed for any form of information one needs.
2. It provides a platform for E-Commerce, thus ensuring employment opportunities for millions.
3. It is a boon for the physically challenged as it allows for easy access of facilities.
4. It is a great place for forming interest-based communities where people from different parts of the world who share the same interest can get together and discuss common issues.
5. It provides a platform for chatting online which helps meet new people and maintain old ties, some which are revived after many years with the help of internet.
6. It forms the base for downloading different software and apps that help make our life easier.

5.2.2 Disadvantages of Internet:

1. Since a lot of our personal information is saved on the internet in some form, it renders us vulnerable to data hacking. Once the data gets corrupted or is stolen one can fall prey to bank thefts as well as blackmailing.
2. The constant accessibility and availability have blurred the line between personal time and working hours thus causing stress to many.
3. Free access to the Internet without any controlling parameters has been reported as a cause for pornography as well as internet addiction amongst children as well as adults.
4. Mindless forwarding of mails and blindly marking copies in group mails leads to spamming.
5. The wide array of information and the network of online friends leads to spending a lot of time on the internet. In the process, many lose out on the social support in the immediate physical space, leading to loneliness.

Internet provides a number of platforms for communication in the new age. Some of the most commonly used ones are Emails for sending mails,

Blogs for expressing opinions, Moodle as an online learning tool, social networking sites like Facebook and Twitter for keeping in touch with friends, and messaging apps like WhatsApp for communicating individually as well as in groups. We shall look at each of these online modes of communication for their usage as well as the advantages and disadvantages they offer.

5.3 E-MAILS

Email - short for saying electronic mail, is the most commonly used tool of communication in a business setup. As the name suggests, it is letters sent through a digital platform. The users have their own unique ids or addresses created on messenger platforms like Gmail, Yahoo, Rediff etc. Internet also provides Organisations the platform to create their own office domain or Intranet which is used for communication by the employees within the office. For security reasons, this platform is not available to them outside the office network though. Emails are delivered instantly thus increasing the speed of communication manyfold. Having a wide network and user base, emails are the best means of communication for business organisations to keep in touch with their customers, vendors and all their stake holders. Since emails are the most prolific tool of communication today, it is important to understand the proper use of this tool. There is a protocol to be followed in the use of emails.

5.3.1 Email Etiquette:

1. **Formal Language:** When using emails for all official purposes one has to maintain a formal tone and language. All mail are documented proofs and hence care must be taken while framing the message and excited exclamations are to be avoided.

2. **Professional email address:** Generally, most organisations allot email addresses to all their employees on their organisational domain. Despite that, for non-office related business communication, it is advisable to create and maintain a personal email account that shows your name and identity to the recipient.

3. **Use of Subject line:** Always use the Subject line to clearly state the topic of the message. It becomes easier for you as well as the recipient to identify and log it in terms of preference or importance.

4. **Formal salutation:** While one does not expect nor ask for a Respected Sir/Madam in todays day, a 'Hi' or 'Yo' or 'Hey' doesn't hold in good stead either. One can use a Dear Sir/Madam or a Hello with direct address of the name like Hello Mr Kapoor/Ms Sharma.

5. **Avoid humour:** One should always be aware about the difference between oral and written communication and thus avoid humour in emails. First and foremost, it could be misunderstood without the backing of intonation and gestures. Secondly, the recipient might not share or understand your point of view. And thirdly, emails are a

written record of communication, so it can be held as proof in a misunderstood circumstance.

6. **Check the recipient:** One should always make a habit of double checking the recipient before sending the mail, especially if it is a response to a group mail. One needs to be sure then about sending the response to the sender only or to everyone in the group.

7. **Always respond to mails**: Email etiquette demands that mails be responded to at least within the first 24 hours. One should respect the sender's time and effort and respond even if it is to acknowledge receipt and inform the sender that you will respond in detail later.

8. **Proofread before sending the mail:** Always make it a habit to read your mail at least a couple of times before sending it, to avoid spelling and grammatical errors and to ensure there won't be misunderstanding.

5.3.2 Advantages of Emails:

1. Emails are the most convenient form of written communication today.

2. They provide an ease of access to anyone within the company or anywhere in the world.

3. The speed of accessibility is unmatched by any other form of communication.

4. It allows for responses to be equally quick.

5. It allows for the ease of sending the mail to many recipients at once.

6. It allows documents and files to be sent as attachments.

7. It saves on paper and printing costs.

8. It can be used for marketing purposes by companies in the form of graphically enhanced emails, thus saving on printing and mailing cost.

9. Mails are now allowed by courts as documentary evidence and legal proof of transactions and contracts.

5.3.3 Disadvantages of Emails:

1. Emails pose as potential security threats as miscreants send viruses and hack into accounts and systems through emails.

2. Mindless bulk marketing and forwarding of junk mails leads to littering the inbox with Spam mails.

3. If not worded well, emails can lead to misunderstandings.

4. There is always a possibility of wastage of time if employees access personal emails to get their work done.

5. Due to ease of forwarding matter, confidential information or material could land up in the wrong hands.

5.4 BLOGS

Blog is the truncated version for the term Web log. Since a log means keeping an account or a record of something, a web log would mean an

account or a record of something kept on the Web. This account is normally informational and is written in an informal manner, more like a Diary piece. A website that consists of such discreet, informational matter is thus known as a blog. It is like an online journal where people share their ideas, experiences, or opinions with anyone in the world who cares to read it. They normally follow the reverse chronological order wherein the latest blog will be found at the top followed by the one before and so forth. Since a blog is open to readership the world over, it becomes a platform for people to interact, agree, disagree, etc and get to know one another forming communities of like-minded individuals.

Depending upon who maintains it, there are four different types of blogs.

1. Personal blog: it is written and maintained by a single person. It takes the form of a continuous account or commentary of an individual with space for interacting with others in the comments section provided. While the others have can comment, only the owner of the blog has access to publish a new blog entry.

2. Collaborative blog: This form of a blog is maintained by a group of people. More than one person has an access to publish on such a blog. It normally has a thought or a theme that runs common upon which the blogs are based.

3. Organisational blog: These are blogs maintained by Organisations so as to keep the customer and the public informed about the latest goings-on in the company. The content of such blogs is designed such that it answers the prospective customers' questions and lets them know about the company's products and services.

4. Microblogging: These are mini blogs where only a specified amount of content can be posted on the site. This content can be in the form of text, pictures, videos, links or any other form of media. The restriction on the size of content ensures quality material and lack of repetition or rambling.

5.4.1 Advantages of Blogs:

1. Before starting a new business, blogs help to get a feel of the market and get the pulse of the prospective customer base. This helps to plan the business strategy better.

2. A constantly updated blog, especially business/corporate blogs help to keep the customers and other stake holders informed. This wins the trust of the customer ensuring customer loyalty and over a period of time an increased customer base too.

3. The constant need to write and publish hones the writing skill and makes the owner of the blog a better writer.

4. Depending upon the quality of published content and the reader response, a blogger can become a published author.

5. The space for comments provides instant feedback.

5.4.2 Disadvantages of Blogs:

1. Since a blog is open for the world to read, the information has to be extremely accurate to avoid conflicts and even legal battles involving Intellectual Property Rights (IPR). To avoid this the blogger needs to do a lot of research and learn to acknowledge the sources. This can be extremely time consuming.

2. Every writer suffers through a writer's block at least some time in his/her writing career. A blogger is no different. So also, he/she needs to be prolific. The constant struggle for the need to find a topic to write upon frequently proves to be a disadvantage.

3. The blogger is also always in a struggle to maintain his readership. If the readership is low, no matter how good a writer he/she may be, it curtails the chances of getting advertisers to the blog, as also the chances of becoming a published author.

4. Lastly, as is the case with most internet-based communication, there is barely any conflict resolution. Sometimes misunderstandings or disagreements occur owing to the comments section. It is essential then that the blogger keeps a cool head and deals with the issue amicably.

5.5 MOODLE

MOODLE is an acronym used for **Modular Object-Oriented Dynamic Learning Environment.** It is a Learning Management System (LMS) that provides a platform for e-learning or learning online. It is a software that needs to be downloaded and installed onto a computer. It provides a common platform for learners, educators and administrators to form a system for personalised learning environments. Being an online platform, it offers a wide reach and ease of accessibility that is devoid of time constraints. Moodle has a system that helps educators to design course structures and curriculum for the courses that they conceptualise. Once a course is created it also helps the educator to interact with the students, create forums to facilitate discussions among them, create assignments and tests, grade the student responses and maintain records just as is done in a physical classroom without having to meet physically even once. One can share content from the computer with the participants, collect data, attach files to forum posts, link external resource material, etc.

5.5.1 Advantages of MOODLE:

1. In a classroom, Moodle can be used as an organisational tool by the teacher.
2. It transcends the restrictions of space and time, so anyone the world over can learn at their own convenience.
3. The ease of access allows for all forms of learning content to be shared, uploaded or linked.

4. It provides a forum for students to discuss learning related issues or topics.

5. It provides a base for personalised interaction between the learner and educator.

5.5.2 Disadvantages of MOODLE:

1. Being an online platform, it does not provide the comfort of face-to-face learning.

2. Without internet connectivity, use of Moodle is not possible.

3. Educators as well as learners who are not Tech Savvy might find it difficult to use the tool.

4. Some of the adult learners might put up resistance in using technology for learning.

5.6 SOCIAL NETWORKING SITES

Social Networking Site, or SNS as it is called, are online platforms that allow people to interact with other like-minded individuals and form interest-based communities. It is a platform where people form social networks and relationships with those around the world based on similar backgrounds, interests, career content, lifestyles, beliefs or even real life connections. SNS uses internet based social media platforms where one needs to create their individual public profile to enable them to interact with others. These SNSs vary in form and format as also in the number of features they provide. Accordingly, they can either be websites or Phone Applications with the common purpose of connecting people globally. Some of the popular SNSs are Facebook, Twitter, Instagram, LinkedIn, WhatsApp, etc.

5.6.1 Advantages of Social Networking Sites:

1. They provide an easy access to people globally.

2. They make for a good break when people need one from their work or just relax at home.

3. Since these SNSs have user generated content, they provide for Real-Time News. One needs to be careful about the authenticity though.

4. Social networking is the new tool for marketing and networking for business.

5. SNSs allow businesses to reach out to customers for promotions, sales after sales service as well as feedback.

6. As every site needs to be registered onto with their individual ids recruiters today find it easier to reach out through social media sites.

5.6.2 Disadvantages of Social Networking Sites:

1. Decreases face to face etiquette as also kindness, understanding and thoughtfulness towards others.

2. With almost every second person being a part of social media expressing their opinions and posting information, there are chances of feeling overwhelmed by the information overload.

3. Every site needs one to register with personal data which can lead to privacy issues.

4. The pressure is tremendous to 'fit in' with the trend, especially amongst teens and young adults and sometimes also leads to cyber bullying.

5. Despite the large number of cyber friends, online friendships lack the emotional connect offered by real relationships.

6. Due to lack of personal contact, people sometimes tend to be negative and hurtful towards others who don't conform to their ideas.

7. Leans towards an addiction and brings in laziness.

Let us now look at a few social networking sites and apps in detail.

5.6.3 Facebook:

Facebook is by far the most popular social networking site today. What was founded as a platform for socialising and interacting with fellow students on the Harvard campus in 2004 by Mark Zuckerberg, Eduardo Saverin, Andrew McCollum, Dustin Moskovitz, and Chris Hughes, is today one of the five big giants of the IT world today. And from being used for networking on campus, Facebook boasts of over a billion users today. There is hardly anyone, young or old, who doesn't know or hasn't used Facebook. It has brought together old friends and helped the world make some new ones.

5.6.3.1 Advantages of Facebook:

1. An app version for smart phones is available for download making it easy to access.

2. It helps to get in touch with people across the world.

3. Provides a messenger service and online chat facility for ease of communication.

4. Can share and store photographs, videos and web pages or links creating a personal portfolio.

5. Is used as an effective business tool as it provides a highly targeted audience.

6. Can be used as a login button as it provides access to millions of websites.

5.6.3.2 Disadvantages of Facebook:

1. It is highly addictive leading a person to believe he's spending a few minutes which extend to hours unknowingly.

2. Privacy becomes an issue as a lot of personal information is available for the world to see.

3. Private status is published publicly making one an easy prey for stalkers.

4. It is easy to create fake profiles for miscreants and then use it for trolling others.

5. It is used as a platform for cyber bullying and spreading hate messages by extremist groups.

5.6.4 Twitter:

Twitter is another social networking site that works as a blog does. It is a platform for people to publish their thoughts, ideas and/or opinions free of cost for the world to read. There is a limit of 260 characters per post though. Therefore, Twitter is called a micro blogging site. It becomes challenging to compress one's thoughts into such a short limit, but that does not diminish its popularity. These posts published on Twitter are known as Tweets. One is allowed to read and update these tweets as well as read and comment upon those of others. One can restrict the readership of one's posts by choosing the circle of friends.

5.6.4.1 Advantages of Twitter

1. It is available as an app that can be used on the smart phones.
2. It can be used to promote ideas and business.
3. There are no restrictions on the number of people that can be followed or those that can follow you.
4. It allows for SMS notification.
5. It can be used to login to other websites with the same twitter id.

5.6.4.2 Disadvantages of Twitter

1. As is true for most online pages, fake ids exist in abundance causing trouble for other users.
2. The posting limitation of characters makes it difficult to express everything within the limit set.
3. Restrictions on the number of followers is looked at as a disadvantage.
4. As is with all SNSs, Twitter is addictive and brings along all the drawbacks of addiction.
5. Overloading sometimes causes a crash of the website.
6. Twitter has millions of users but most are silent and quite a few are fake.

5.6.5 WhatsApp:

WhatsApp is a free instant messaging phone-based application owned by Facebook. It has a cross-platform centralised voice-over-IP service. Thus, it can be used for messaging text and voice messages, as well as to make voice and video calls. WhatsApp can also be used for sending files and

documents, share photographs and pictures, location and other content too. Being an instant messaging service, the speed of delivering messages and news is tremendous. Because of its user friendly design, the user base of WhatsApp has grown to such an extend that in certain countries it is allowed to be used as the official channel of communication amongst corporates.

5.6.5.1 Advantages of WhatsApp:

1. It is extremely user friendly.
2. Can be used to speak to people anywhere in the world absolutely free of cost.
3. Saves on cost in terms of sending documents.
4. Automatically imports the phone contact list which exists in the device and is ready for use.
5. There are no advertisements on the App, hence allowing for a seamless experience.
6. It allows sharing of location which is then synced with Google maps making it easy to trace the person or address.

5.6.5.2 Disadvantages of WhatsApp

1. An Internet access is mandatory for being able to enjoy all the features of the App.
2. It can be used by only those who have smart phones and have an account on WhatsApp.
3. Because of the constant availability and accessibility, it becomes a nuisance in terms of invasion of privacy.
4. One's profile picture can be seen by everyone using the software irrespective of whether they're friends or otherwise.
5. There is a limit of 100 MB in terms of uploading files.
6. Because of the constant exchange of material, there are chances that huge data gets consumed, be it cellular or WiFi plan.

5.7 EXERCISES

1. Explain the importance of technology in Communication.

2. Elucidate the demerits of technology enabled communication.

3. How has internet changed the face of communication?

4. What is Moodle? What are its uses?

5. How does Facebook help in improving business?

6. What are the different types of blogs and how are they used?

7. What are the advantages of Social networking sites?

8. List out the email etiquette that should be followed.

9. What is the distinguishing feature of twitter? How does it function in communication?

10. How is WhatsApp different from other social networking sites? Explain in detail.

5.8 REFERENCES

- https://technicaltoday.in/impact-of-technology-on-communication/
- https://Researcg-methodology.net/impact-of-communication-technology-on-business/

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BUSINESS CORRESPONDENCE
PART-I

Unit Structure

6.0 Objectives

6.1 Components of Business Letter

6.2 Types of Letter Layout

6.3 Seven C's of Communication

6.4 Summary

6.0 OBJECTIVES

1. To introduce students about various components of business letters.

2. To inform and help students to understand various letter layouts.

3. To help students draft well knitted business letters.

6.1 COMPONENTS OF A BUSINESS LETTER

The Basic/Obligatory Parts:

1. The address of the Sender/ Letter Head/ The Head address

2. Date

3. Inside Address/ Receiver's Address

4. Salutation

5. Body of the letter

6. Complimentary Close

7. Signature

Optional Parts of a Business Letter:

1. Reference number

2. Attention Line

3. Subject/ The Caption Line

4. Enclosures

5. C.C. [Carbon Copy]

6. P.S. [Post Script]

7. Identification Line

The Address of the Sender/ Letter Head or the Head Address

- Printed at the top of the letter.
- It includes
  - i. the name of the sender— an individual or the organization

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ii. the postal , web, e-mail address

iii. contact details such as telephone, telex, fax numbers

iv. logo or emblem of the sender
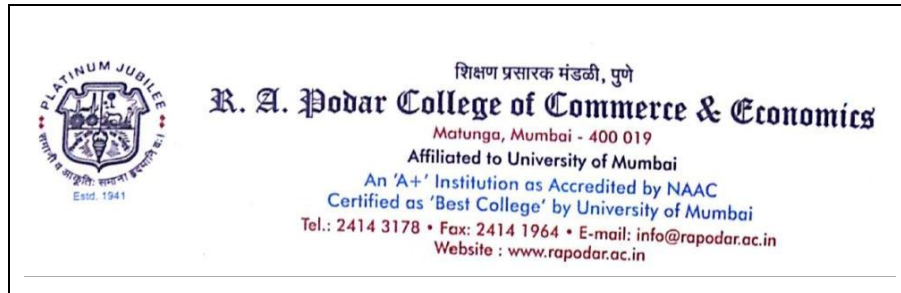
Date

- Lets the receiver know when it was written.
- Legal validity
- Essential for the purpose of filing and sorting of letters
- Helps in tracing a letter
- The American Way:

September 9, 2008

- The British Way:

9th September, 2008

Inside Address:

- Address of the receiver

Details: full name and designation of the receiver, and his/her official address for correspondence

Dr. Manisha Patil
Assistant Professor
Gurunanak College,
GTB Nagar, Mumbai- 400 037.

Salutation:

- Mode of addressing or greeting the receiver

Indication of the relationship between the sender and the receiver

i. **Sir /Madam**

   [Subordinate addressing the superior, very formal]

ii. **Dear Sir/Dear Madam**

   [Most commonly used form]

iii. **Sirs or Dear Sirs**

   [To be used when one is writing to a company and not to an individual]

iv. **Respected Sir/ Madam**

[no longer being used, avoid using it while applying for a job]

v. Dear Mr. So and So
[When one knows the receiver]

Body of the Letter

- Core message
- Opening paragraph: gives the required information
- Middle paragraph: gives the required details Closing paragraph: suggests the expected action

Dear Sir/Madam,

I am pleased to inform you that you have been appointed as **course writer** to contribute at **M.A. Part – I English Lit. Paper- IV Drama**

In this connection, I am to request you to attend the course writer's meeting to be held at **IDOL** in Room No.312, Third Floor on 26th June at 3.00P.M.

T.A. will be paid as per rule.

Kindly make it convenient to attend the said meeting positively.

Complimentary Close:

- Conventional way of signaling a polite end of the letter Salutations and complimentary closes go hand in hand
- Sir or Dear Sir **Yours faithfully** or

Yours truly

- Dear Mr. …… **Yours sincerely** or

Yours cordially

Signature

- A letter is incomplete without signature.
- Signature authenticates a letter.

Legal validity

i.   Sd/-

M Ahuja

Mrs. Mona Ahuja, Manager.

ii. A person holding special power or power of attorney signing on behalf

of the firm. Per pro

S4 Solutions Sd/-

Ashish Awasthi

iii. A person signing in place of a senior authority in his absence For the Principal

Sd/-

Mrs. Job Vice-Principal.

Reference Number

- Helps in maintaining the record

Serves as a context in which the messages get exchanged

No. IDOL/SMU/ 2045 of 2019
Date : 5/07/19

Attention Line

- Attention line is inserted when the sender wants to focus the attention of the receiver to whom the letter is addressed.

For your kind attention:

Subject/ The Caption Line

- Highlights the main purpose of the letter
- Helps while sorting letters by the subject and storing them accordingly

The subject line should be written in as few words as possible, and should capture the essence of the letter.

Sub : M.A.Part – I English Lit. Paper- IV Drama Course Writer's Meeting at IDOL...

Enclosures

- Attachments: additional papers that one sends along with the letter such as the copies, photographs or any other supplementary documents
- The items enclosed must be listed in a serial order. This helps the receiving or the filing clerk.

Encl: 1. Resume

2. Photocopy of NET certificate:

C.C.:

- Carbon copy notations that tell the receiver who the other receivers of the letter are.
- i. C.C. Chairperson, Students' Council; Chairperson, Gymkhana

ii. When, instead of a carbon copy, a fresh copy is sent to more than one receiver, it is sent with a caption:

Copy to Chairperson, Students' Council.

iii. When a copy is sent to another receiver without the knowledge of the original receiver, then the copy is marked

B.C. [blind copy]

P.S. [Post Script]

- Inclusion of any piece of information, which the writer had forgotten to include in the main message and which was important from the writer's point of view.

However, insertion of P.S. implied carelessness on the part of the writer who had not planned his message properly.

Identification Line

- Initials of the person dictating the letter and typist

- Helps in pin-pointing the responsibility and thereby increasing the accountability of individuals

VSG/VAP

6.2 TYPES OF LETTER LAYOUT

Full Block Form:

- Widely used form

- Neat and uncluttered appearance

- Convenient form for the typist

- All the components are arranged close to the left hand margin.

- Double line spacing between paragraphs

Open punctuation: no comma at the end of sender's and receiver's addresses and complimentary close as well.

Modified Block Form

1. Sender's Address
………………..
                  2. Date : ………………

3. Inside Address
…………….
4. Salutation
………….
5. *Subject*

…………………….…………………..……………..
6. Message
...............………………………………………………………
…………………………………………………………………

<table>
<tr><td>
………………………………………………………………………………
………………………………………………………………………
……………………
                         7. Complimentary Close
…......……………
8. Signature
……………………
9. Encl:
</td></tr>
</table>

- It modifies the Full Block Form in order to break its monotony.
- Date, complimentary close and signature are shifted to the right hand margin.
- Double line spacing between paragraphs

Open punctuation: no comma at the end of sender's and receiver's addresses and complimentary close as well.

<table>
<tr><td>
Semi Block Form
                    1. Sender's Address
                    ………………..
                    2. Date : ………………
3. Inside Address
………………
4. Salutation
……………
5. Subject
…………………..……………….………………..
6. Message
…………………………………………………
……………………………………………………………………
……………………………………………………………………
……………………………………………………………………
……………………
7. Complimentary Close
…......……………
</td></tr>
</table>

- Traditional form
- Balanced appearance
- Sender's address: top centre of the page
- Date: right side
- Inside address and Salutation: left side
- Complimentary close: right side
- Subject line: close to the left hand margin
- Addresses: closely punctuated First line indent

6.3 SEVEN C'S OF COMMUNICATION

- Clear→ easy to understand

- Concise$\rightarrow$ precise and to the point
- Concrete$\rightarrow$ no abstract words leading to confusion
- Correct$\rightarrow$ factually and grammatically correct
- Coherent$\rightarrow$ logical flow
- Complete$\rightarrow$ cover everything
- Courteous$\rightarrow$ polite, consideration for feelings and viewpoints of the receiver

6.4. SUMMARY

- **The Basic/Obligatory Parts**! Head address, Date, Inside Address, Salutation, Body of the letter, Complimentary Close, Signature

- **Optional Parts**! Reference number, Attention Line, Subject, Enclosures, C.C. [Carbon Copy],

- P.S. [Post Script], Identification Line

- **Layouts**$\rightarrow$ Full Block, Modified Block, Semi Block

Seven C's of Communication$\rightarrow$ Clear, Concise, Concrete, Correct, Coherent, Complete, Courteous

*****

7

BUSINESS CORRESPONDENCE PART II

Unit Structure

7.0 Objectives

7.1   Job Application Letter and Resume

7.2 Letter of Acceptance of Job Offer

7.3 Letter of Resignation

7.4 Statement of Purpose

7.5 Letter of Recommendation

7.6 Letter of Appreciation

7.7 Exercises

7.0 OBJECTIVES

1.   To introduce students about various components of business letters.

2.   To inform and help students to understand various types of business letters.

3.   To help students draft well organized business letters.

7.1 JOB APPLICATION LETTER AND RESUME

Write a job application letter along with resume for the following advertisement:

Wanted: Administrative Secretary for Priya Enterprises, Delhi (Job id: 64399580)

- **Job description:** Administrative secretaries perform a variety of administrative and clerical duties. They might answer phones and support customers, organize files, prepare documents and schedule appointments.

- **Qualification:** Any graduate

<div align="right">
Mr. PQR,
21, Gagan Society,
M.G. Road,
Mumbai 400035
4th August 2019
</div>

The HR Manager,
Priya Enterprises,
Delhi

Sub: Application for the post of Administrative Secretary (Job id: 64399580)

Respected Sir/ Madam,

With reference to your advertisement in Times of India dated 1st August 2019, I wish to present myself as a suitable candidate for the post of Administrative Secretary.

I have obtained my B.Com degree from University of Mumbai with O grade in 2016. Thereafter I have also completed the course of Company Secretary. Currently, I am working as secretary in PLUS Informatics, a reputed BSE listed company. I am well-versed with routine administrative duties such as answering phones and supporting customers, organizing files, preparing documents and scheduling appointments. I am a diligent, hardworking person with an eye for details and vision for the future. At the same time, I also have a good sense of humor and tact of handling stress. I have attached my detailed resume along with this application.

I hope that my qualification and experience would satisfy your short-listing criteria and I would soon get an opportunity to present myself to you personally at an interview.

Thanking you.

<div align="right">
Yours faithfully,
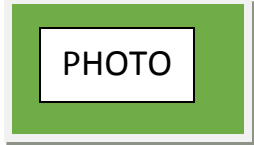Sd/-
PQR
</div>

Mr. PQR
Secretary, PLUS Informatics, Mumbai 400037
Mailing Address (Residence): 21, Gagan Society, M.G. Road, Mumbai 400037, Maharashtra(India)

Email: pqr@rediffmail.com   MobileNo: XXXXXXXXXX

Date of Birth: 24th July 1992 Nationality: Indian Category: Open Status: Single Languages known: English, Hindi and Marathi	PHOTO

Educational Qualification: BCom

Sr. No.	Degree	University	Year	Subject	Percentage
1.	SSC	Maharashtra State Board of Secondary and Higher Secondary Education	2007	All	84.13%
2.	HSC	Maharashtra State Board of Secondary and Higher Secondary Education	2009	Arts	76.33%
3.	BCom	University of Mumbai	2012	Export	61.50%

- **Details of Employment**

Sr. No.	Institution	Designation	Period
1.	PLUS Informatics, Mumbai 400037	Junior Secretary	June 2016-December 2017
2.	PLUS Informatics, Mumbai 400037	Secretary	January 2018 till date

➢ **Special Skills**
- Excellent writing and editing skills
- Mastery over all MS-Office applications

➢ **Awards and Achievements**
- Awarded the National Talent Search Scholarship in the year 2007

➢ **Other Credentials**
- Completed Certificate Course on Computer Concepts with B grade in the year 2012 conducted by the DOEACC Society
- Completed Company Secretary Course conducted by ICSI in December 2017

➢ **Hobbies and Interests**
- Reading
- Singing

➢ **References**

Sr. No.	Name	Designation	Address	Contact Number	Email
1.	Mr. RMB	HR Manager	PLUS Informatics, Mumbai 400037	XXXXXX	rmb@gmail.com

*****

7.2 LETTER OF ACCEPTANCE OF JOB OFFER

Imagine that you have been selected for the post of Administrative Secretary by Priya Enterprises, Delhi. Write a letter of acceptance.

Mr. PQR,
21, Gagan Society,
M.G. Road,
Mumbai 400035.
30th August 2019.

The HR Manager,
Priya Enterprises,
Delhi.

Sub: Acceptance of Job Offer (Job id: 64399580)

Respected Sir/ Madam,

I sincerely thank you for selecting me for the post of Administrative Secretary and I am very happy to inform you that I accept your offer.
As per the norms, I need to serve a notice of one month to my present employer. Accordingly, I would take charge of my duty in your company on 1st October 2019. I would like to know what documents are required to be submitted at the time of joining.

Looking forward to the great team work in future.

Thanking you.

Yours faithfully,

Sd/-

PQR

*****

7.3 LETTER OF RESIGNATION

Imagine that you have been selected for the post of Administrative Secretary by Priya Enterprises, Delhi. Write a letter of resignation to your previous employer.

Mr. PQR,
21, Gagan Society,
M.G. Road,
Mumbai 400035
30th August 2019

The HR Manager,
PLUS Informatics,
Mumbai 400037

Sub: Resignation Letter

Respected Sir/ Madam,

I sincerely thank you for the wonderful work experience in your company for last three years. I joined your company as fresher, made mistakes and learnt many new things in the process. I must say that all the concerned people have been good to me. However all the good things in life come to an end and this is not an exception. Life moves on and so should we. Accordingly, I am joining a new company in a new city from 1st October 2019. During the notice period of one month, I would finish all my pending work and handover the charge. Still it won't be the severing of all the ties; I will be available whenever I am needed.
Thanking you.

Yours faithfully,
Sd/-
PQR

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7.4 STATEMENT OF PURPOSE

Write a Statement of Purpose for Fulbright (Foreign Language Teaching Assistant) Program.

Ms. XYZ
Mumbai

"You must not let anyone define your limits because of where you come from. Your only limit is your soul."
—Ratatouille

Growing up in a cosmopolitan city like Mumbai, has numerous advantages. Mumbai is fundamentally different from other cities in India not just in the size of population but also in its culture. Originally belonging to fisher folk, this small island has become the megacity by incorporating within it people coming from all parts of India, belonging to different castes, class, religions, languages and races. At the forefront of economic and technological development, Mumbai has become the melting pot where diverse people mingle together more harmoniously than anywhere else. Majority of people who come to Mumbai come here in the search of better future and hope and are more willing to co-operate. The city of Mumbai is also the hot spot of many socio-political-cultural movements. Here one gets equal opportunity to develop oneself which in turn leads to the social engineering as a whole. So being born and brought up in Mumbai, I naturally absorb the multi-colors of its vibrant rainbow with the motto of 'sky is the limit'.

After completing my graduation in English literature from the prestigious Ruia College, I pursued my MA, BEd and PhD from University of Mumbai. My doctoral research on the novels of Noble Laureate Toni Morrison is an attempt to identify key issues of post colonial theory like hegemony, displacement, stereotyping, resistance, subversion and hybridity which are reflected in the vivid experiences of Morrison's characters.

As an African American woman writer, Morrison consciously thinks and theorizes about enslavement. In her creative reflections about slavery and racism in America, she anticipates many of the post colonial concerns. Indeed, her canon itself reflects the pattern of colonization and decolonization. Her early work (first four novels) struggles with the effects of colonization on African American individuals and the community while her later work (her trilogy) moves into an exploration of decolonized African American culture and history. Highlighting the 'geometrical oppression' of race, sex and class, Morrison vividly portrays the double heritage of African Americans. Racially they are essentially African but white blood has undoubtedly mixed into it. Similarly, culturally every attempt was made by the white masters to wipe out African language, culture and heritage yet a very powerful black undercurrent has been instrumental in the very conception of America as a nation.

Indeed, USA is an odd combination of colonization and decolonization. Historically, America was the first colony to break away from the 'mother' country England and declare its independence. At the same time, as a settler colony it established itself by displacing the original inhabitants and practicing institutionalized slavery. This paradox has entered the very genes of America. Even today on one hand there are the 'neo-cons' who wish to establish the empire of (Protestant, white, male) Americans all over the world and on the other there are those minority groups— feminists, homosexuals, African Americans, Hispanics, environmentalists—who inspire the marginalized people all over the world

to fight for their rights. For instance, Harlem Renaissance instigated Negritude movement in Africa and black literature in America motivated Dalit literature in India. To cite another famous example Martin Luther King adopted the non-violence technique of Mahatma Gandhi and in turn influenced Nelson Mandela.

This link between America and India as nations and cultures can be traced as back as 19th century. It was education that brought these seemingly diverse worlds of east and west closer creating wonders and legends. One cannot forget that the first lady doctor of India Dr. Anandibai Joshi received her medical degree from Women's Medical College of Pennsylvania in 1886. Similarly the Architect of Indian Constitution Dr. B. R. Ambedkar studied his masters in Economics at Columbia University in 1915-16. An alumnus of Harvard University in early 1920s, Indian polymath prodigy D.D. Kosambi freely wandered the fields of mathematics, statistics, numismatics, philology, anthropology, history and historiography. Renowned scientist and National Research Professor Bharat Ratna Dr. C. N. R. Rao pursued his doctoral research in chemistry at Purdue University in 1958. Ratan Tata, Chairman Emeritus of Tata Group, underwent Advanced Management Program at Harvard Business School in 1975 after which not just the profit but also the charity of Tata's skyrocketed. Former RBI Governor and former Chief Economist of IMF Raghuram Rajan received his management training for PhD at MIT Sloan School of Management in 1991. Apart from them innumerable students from India could widen their intellectual horizons in America and consequently be instrumental in bringing about social engineering in India thanks to the various educational and cultural exchange programs like the Fulbright Program.

Fulbright Foreign Language Teaching Assistant Program (FLTA) is not just a part of the cultural diplomacy but also a whole new experience of academic adventure. It's an opportunity to decolonize the minds by transcending all the biases and prejudices regarding caste, class, gender, religion, race, nationality and place of origin etc. Though English language and literature was introduced in India as a 'mask of conquest', ironically it became instrumental in crystallizing modern Indian nationalism on rational and egalitarian foundation. In the post World War II era, the expansion of literary canon worldwide led to the inclusion of Indian/ American/ Caribbean/ Canadian/ Australian/ African/ African American and other subaltern voices in the mainstream English studies. The appropriation of English by former colonized subjects aptly called 'chutnification' of English by Salman Rushdie aims at expressing and preserving one's original identity in an alien language by making that language one's own. Borrowed from the culinary practice of preserving original food stuff for future consumption by processing it which may change its flavors completely, this process has expanded the horizons of English studies beyond imagination. It has also revolutionarized the attitude of various stakeholders of higher education including curriculum designers, teachers and students worldwide to chart the future course of

action towards a more progressive and inclusive policy of education. It is noteworthy that today English studies as a discipline is concerned with not only the literature written or translated in English language but also the idiosyncratic, personal, historical, cultural and socio-economic-political currents responsible for its production and circulation which in turn influence those currents as well. The policies underlying the inclusion/ exclusion of particular texts plus the various literary and critical theories (such as Cultural Studies, Deconstruction, Eco-criticism, Ethnic Studies, Feminist Theory, Formalism, Gender and Sexuality, Geo-criticism, Marxist Theory, Narrative Theory, New Criticism, New Historicism, Postcolonial Studies, Postmodernism, Post-structuralism, Psychoanalysis, Reader-Response Theory, Structuralism and Subaltern Studies etc.) applied to those texts in a classroom comprising of students coming from different cultural backgrounds is both challenging and exciting.

In my current position as an Assistant Professor teaching Communication Skills in English mostly to first generation learners of underprivileged migrant working class to Mumbai, I have come across students from the cross-section of Indian society comprising of diversity of castes, religions, genders and languages grappling to master the ability of self-expression. What I found interesting in my teaching experience is how instantly and intuitively all of them respond to Walt Disney cartoons identifying with the protagonists, replicating their dialogues, playing their roles, telling and retelling their stories, then gradually spinning their own stories and transforming those imaginary inspirational tales into reality by learning significant life lessons along with the language. Their learning experience in turn has expanded my horizons of experience and taught me how identity is really performative and reality is certainly a construct, both of which can be deconstructed and reconstructed at will. With this premise in mind, I look forward to Fulbright FLTA Program, to be a part of a venture aimed at constructing a better world for all through education. To conclude once again I will quote from a Disney film:

"Venture outside your comfort zone. The rewards are worth it."— Rapunzel (Tangled)

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7.5 LETTER OF RECOMMENDATION

Write a recommendation letter for Ms. XYZ as a suitable candidate for Fulbright (Foreign Language Teaching Assistant) Program.

To whom so ever it may concern
I am happy to write this Letter of Recommendation for Ms. XYZ as a suitable candidate for the prestigious Fulbright FLTA program in US. I have witnessed her transformation from a bright student to an empowering

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teacher over the last one decade. As her mentor, I can authenticate her outstanding professional skills and sound moral character.

Ms. XYZ's intellectual inquisitiveness, open-heartedness to meet and befriend new people, passion for worldwide literatures and cultures plus adventurous spirit make her a perfect scholar-explorer capable of collaboration with a wide variety of people. As a student, a researcher and a teacher, she has successfully worked in numerous teams at college and university level; completed two research projects funded by the University of Mumbai; published around 18 research articles/papers; attended a number of seminars, conferences and workshops; taken advantage of several professional development opportunities offered in the country and undergone professional training such as Orientation Program, Special Summer School and Refresher Course in Linguistics at three distant places in other states like Shillong (Meghalaya) Rajkot (Gujarat) and Ranchi (Jharkhand) respectively.

In spite of her training in English literature, she is well-versed with ancient as well as modern Indian languages (such as Sanskrit, Hindi and Marathi) and literatures. As a writer, her talent lies in synthesizing idiosyncratic, cultural perspectives in a kaleidoscopic panorama and presenting those vistas in lucid language of common sense. Her exceptional verbal skills and depth of knowledge can build bridges of communication and understanding across languages and cultures.

Ms. XYZ is scrupulous, caring, charming, and liberal-minded with a strong commitment towards global cultural harmony and world peace. As a Foreign Language Teaching Assistant, she will foster a similar attitude among her students for sure. Therefore, I enthusiastically support her pursuit of Fulbright FLTA program in US. Please feel free to contact me for any more information in this regard.

Thanking you.
Sincerely,
Sd/-
Dr. ABC,
Professor,
Department of English,
J. G. R. College, Mumbai,
Maharashtra, INDIA.

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7.6. LETTER OF APPRECIATION

Write an appreciation letter for Ms. XYZ praising her dedication towards her work as a teacher.

Dr. NCR
Asso. Professor and Head,
Department of English,
R.J.V. College,
Mumbai 400086
14th April 2019

Ms. XYZ,
21, Gagan Society,
M.G. Road,
Mumbai 400035

Sub: Letter of Appreciation

Dear Ms. XYZ,

It's my great pleasure to write this Letter of Appreciation for you. It's only last year that you have been inducted as a post graduate teacher for MA (English) program at R.J.V. College and in such a short span of time, you have become the most favorite teacher of all the students.

I am impressed with your commitment to purposeful teaching-learning whereby education is not restricted only up to the curriculum but instead treated as an exciting experience of leading a prodigious life. Equipped with deep insights in English literature along with a solid training in pedagogical methods, you introduce your students to new ideas with great energy and enthusiasm. You also encourage your students to relate their own experiences to that of literature thereby enriching their critical appreciation. Your charismatic personality, creative mind and excellent classroom management skills are instrumental in developing rapport, understanding and mutual respect with students and inspiring them to aspire for great goals.

Your research abilities are equally noteworthy as reflected in your doctoral research, two research projects and 18 research articles/papers. Your contribution in various seminars, conferences and workshops has also been very significant. I must say that the critical insights from diverse theoretical standpoints come naturally to you.

You indeed have an outstanding career with ample opportunities to demonstrate your abilities at the global level. You have my highest recommendation as an excellent teacher and I look forward to your future professional growth with utmost excitement.

Thanking you.

Sincerely,

Sd/-

Dr. NCR

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7.7 EXERCISES

Q.1 Draft a reply to the following advertisement:

Wanted immediately an experienced accountant, capable of taking charge of all the accounts of a reputed departmental store. Apply Box X-236, Indian Express, Express Towers, Mumbai 400023, with particulars of qualification, experience, salary expected etc.

Q.2 Write a resume to be enclosed with the above application letter.

Q.3 Assuming that you have been selected for the above job, write a letter accepting the job offer. (Use Full Block Layout)

Q.4 Assuming that you have been selected for the above job, write a letter of resignation to your previous employer. (Use Modified Block Layout)

Q.5 You are applying to the University of M for a post graduate research program in their School of Economics. Write a Statement of Purpose to that effect.

Q.6 Write an unsolicited application for the post of a junior sales representative in Joyce & Mauntford Pvt. Ltd. Mumbai.

Q.7 Attempt any two of the following.

Q.8 Write a resume to be enclosed with the above application letter.

Q.9 Assuming that you have been selected for the above job, write a letter accepting the job offer. (Use Full Block Layout)

Q.10 Assuming that you have been selected for the above job, write a letter of resignation to your previous employer. (Use Modified Block Layout)

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8

WRITING SKILLS: PARAGRAPH WRITING

Unit Structure

8.0 LEARNING OBJECTIVES

a. To explain the meaning of "Paragraph"

b. To help students understand the essentials of good paragraph writing: structure of a paragraph, and various elements (cohesion, coherence), and types of paragraphs

c. To introduce students to the idea of self–editing

d. To enable students to write a cohesive paragraph on a given topic

e. To train students to write a topic sentence and employ different types of sentence constructions

8.1 INTRODUCTION

Writing is an important part of communication. Being able to write well is a matter of skill. Fortunately, writing skills, like other skills, can be learnt and mastered through training and practice. Since effective writing makes it possible for us to communicate messages clearly, correctly, concisely, courteously, and completely, it is important to develop these skills.

Proficiency in writing involves appropriate use of words, correct spellings, suitable punctuation, and the ability to frame syntactically, and semantically correct sentences, using the devices of cohesion and coherence where necessary. And further, to be in a position to analyse, and critically evaluate one's own writing or a given piece. Depending on the type of writing it is, ideas, thoughts, opinions, information etc. should be presented in a suitable and appropriate form: one that enhances readability, comprehensibility, and understanding of a paragraph. Such a mode of presentation would make reading a pleasurable and profitable experience which the reader would seek to replicate, and which, in the course of time, would develop into a habit and an area of special interest.

8.2 WHAT IS A PARAGRAPH?

A paragraph is a distinct unit of a written composition, which typically expresses a particular single topic, description, idea etc. It is a complete, well-formed, and well-organised composition, a short part of formal writing used to organize longer text. It could sometimes consist of even a single meaningful sentence; or could be a series of related, well-connected sentences constituting a unified whole. Every paragraph must begin on a new line. Usually the first sentence of the paragraph contains the main idea. This could be followed by an example, illustration, explanation or discussion to bring out the implications clearly and forcefully.

8.3 TYPES OF PARAGRAPHS

There could be paragraphs of different types depending on the intended purpose:

A. Descriptive paragraph: In this case, there is description of factual and sensory details, places/processes/things/persons, causes and effects. It appeals to the five senses: touch, smell, sight, sound, and taste.
For example,
A Paragraph on: 'A Beautiful Scenery'; 'Celebration of a Festival'; 'An Accident Scene'

B. Narrative Paragraph: Here it is as if a person is telling a story by presenting a sequence of action , or a series of events as they actually happened in a particular time and space.
For example,
A Paragraph on: 'A Student narrating to his parents what happened when he faced the college Principal that day in connection with his name appearing in the attendance defaulters' list'; 'A young person narrating to his family what happened at his first job interview'

C. The Expository paragraph: In this, the writer takes the reader step by step through a description, explanation or a course of instructions.

For example,
A Paragraph on 'How to prepare for the M.P.S.C. examination'

D. Persuasive paragraph: The writer presents the reader with a collection of facts, reasons, or arguments, so that the reader may be influenced, convinced, and won over by the writer's point of view and be of the same opinion.

For Example,
A Paragraph on 'An Appeal for Blood Donation'; 'The Text of An Advertisement'

8.4 The Mechanics of Writing a Paragraph Including Cohesion (Using Appropriate Linking Devices) and Coherence

Writing a well-composed paragraph may not be all that easy. A paragraph having a collection of sentences with a proper structure, cohesion, coherence, and unity would be considered a well-knit paragraph.

Consider the following set of sentences:
Manisha Mehta runs a small-scale industry. She has decided to send her daughter to a foreign university for higher studies. She has to take care of her elderly parents. She owns a three-storeyed building in Nagpur.

This set of sentences cannot be considered as a well-knit paragraph because it lacks cohesion and coherence. **It is, therefore, necessary to consider the following elements** to form a good paragraph:

- Unity
- Clarity
- Cohesion and Coherence
- Logical Order
- Variety
- Completeness

8.4.1 Unity: This is an essential element as it acts as a binding force in a paragraph. Unity can be attained through the focus on a single particular topic (the controlling idea) . The theme is introduced through the Topic sentence (usually placed at the beginning of a paragraph). This is followed by the other related sentences which either support or illustrate the topic and thus help to reinforce the central idea. The set of coherent sentences makes a paragraph look like a single unified piece and not patch work.

8.4.2 Clarity: A very well-structured paragraph presents the connected ideas / relevant information in a simple, lucid style, and has consistency of purpose. The use of proper tense, and grammatically, semantically, and

technically correct, concise, and simple sentences will help to bring out the message clearly and forcefully.

8.4.3 Cohesion and Coherence: These important elements facilitate readability, comprehensibility, and connectivity in a paragraph. The use of cohesive devices like conjunctions, word markers, and linking words/phrases help to hold together different parts of a paragraph. These integrate information into a sequential order; establish logical relationship between sentences according to relevance. The following are the cohesive devices which can be used for the purpose:

i. **Synonym:** (words having the same/similar meaning)

ii. **Antonym:** (opposites)

iii. **Parallelism:** (This means parallel/equivalent structures of clauses/phrases e.g. 'She enjoys dancing, singing, and walking'.)

iv. **Transition:** (These words/phrases help connect sentences/paragraphs, and thus, allow ideas to flow smoothly. e.g. to illustrate a point: 'for example', 'for instance')

v. **Tense of the Verb :** (Past, Present or Future)

vi. **Grammatical references:** (These internal references show the connection between ideas/sentences. Types of Grammatical Reference: a. Pronouns: (e.g. 'he', 'it', 'they' etc are used to refer back to something previously mentioned.) b. Demonstratives ('this', 'that', 'these', 'those') c. Comparatives (another, more, such).

vii. **Conjunctions:** help to join sentences/clauses (e.g. 'and', 'but', 'if')

Such cohesive devices are used to create coherence. Coherence is achieved when ideas and sentences flow naturally from the preceding ones organising themselves into observable patterns like problem-solution; general to particular; particular to general; steps in a process etc.

Observe the following two paragraphs. The first lacks both cohesion and coherence whereas the second is written coherently:

A. My father is a very busy person. My mother is also working. Even I go to school everyday. My brother is playing in the garden. Cows are grazing in the field. Sunrise in our village is a beautiful sight. My village is situated in the midst of the mountains. My name is Megha.

A. My father, Mr Shyam Patil, is a very busy person. Since his reporting time at office is 8 am, he has to catch the train at 6.00 am from Virar to reach Churchgate. Everyday he returns home by 9.30 pm. Though Sunday is his weekly off, he has to work even on Sundays. This busy schedule doesn't allow him to enjoy his life.

8.4.4 Logical Order: Ideas/points should be structured in a particular sequence, for example, logical argument; chronological order; spatial pattern; order of importance/size. This establishes logical progression which makes for easy readability and comprehension. The following are

some of the linking devices/connectives/ **transitions/word markers,** which are used to connect sentences within a paragraph :

Purpose	Linking words
To add to the previous point:	again, and, also, besides, equally important, first second, etc., further, furthermore, in addition, in the first place, moreover, next, too, additionally
To support or illustrate	for example, for instance, in fact, specifically, that is, to illustrate, as follows, to give a specific example, namely, as an illustration
To compare/to show similarity:	also, in the same manner/way, likewise, similarly, similar to, correspond to, like, in like fashion.
To show contrast between ideas:	although, yet, at the same time, but, despite, even though, however, in contrast, in spite of, nevertheless, on the contrary, on the other hand, still, dissimilarly, otherwise, unlike, while, in any case, regardless of this, still, notwithstanding
To explain, define:	in other words, to explain, to clarify, on the whole, to paraphrase
To indicate Generalization	generally, generally speaking, in general, on the whole, overall, all in all
To give opinion	from my point of view, in my opinion/view
To summarize or conclude	at last, eventually, in the end, all in all, in conclusion, conclusively, in closing, in other words, in short, in summary, on the whole, that is, therefore, to sum up, to conclude, as you can see, in sum, to summarize, as a result, thus, finally, to be brief, in a word
To show logic/to support further	furthermore, in addition, in fact, another example/reason is…, moreover
To denote time:	after, afterwards, as, as long as, as soon as, at last, before, during, earlier, finally, formerly, immediately, later, meanwhile, next, since, shortly, subsequently, then, thereafter, until, when, while, the first, now, at the beginning,

	before, by this time, soon, in the middle of, in the meantime, at the same time, presently, at the end, at that instant, after a short time, at last, simultaneously, in the morning, yesterday, second, before noon, today, a more recent, third, in the afternoon, tomorrow, the most recent, in the evening, the day after tomorrow, in the past, the next day, this year, the earliest, in the present, two weeks later, next year, the next available opportunity, in the future, six months later, in the next few years, the most recent
To show place or direction	above, below, beyond, close, elsewhere, farther on, here, nearby, opposite, to the left (north, etc.)
To indicate logical relationship/show results	accordingly, as a result, because, consequently, for this reason, hence, if, otherwise, since, so, then, therefore, thus, due to
To indicate consequence	If so, if not, in that case, under the circumstances, otherwise
To show importance	the best, the most important, the first, the next best, equally important, more important than, the least best, the next most important, the worst, the least important
To show space	behind, on the edge of, beside, in front, over, towards, around, facing east, against, under, throughout, near, alongside, below, to the right of, side by side, in the centre, South of, ahead of, beneath, to the left of, close to inside, here, low down, on top of, next to, outside, there, on the bottom, at the top, down, at the end of, on, beyond, on the corner, between, above, farther on.
To show size	the largest; larger than; the large-sized; the next to largest; the smallest; smaller than; the small-sized; the next to smallest; the tallest; the shortest; equal to; the medium-sized;
To show sequence	first, second, third, firstly, first of all, in the end, finally, lastly

To show Chain-Link	on the one hand, one example of, in the first place, in other words, the first, for instance, in the second place, in fact, the second, another example, in the third place, also, the third, again, a further example, besides, for example, moreover, for another example, another, since, second, still another, a further, in addition, still, specifically, In the same way, furthermore, while more specifically, in fact, instead, in particular, the opposite of, additionally, on the contrary side, lastly, the last indeed, as a result, to the contrary, consequently, in contrast, even though, naturally, in spite of likewise, nevertheless, even if after all, despite , similarly, nonetheless, a dissimilar
To give reason	For this reason, because of, with this in mind, in view of
To change the subject	By the way, incidentally
To emphasize idea	Above all, indeed, certainly, truly, of course

(Taken from Muthal, M. *Business Communicatio*n: University of Mumbai: page
103;https://reinert.weebly.com/uploads/1/4/2/7/14270413/paragraph_writi
ng_cue_cards.pdf and *Lingua Essays for TOEFL/IELTS*: pages 11, 12)

8.4.5 Variety: This is achieved through the use of various images, words, illustrations and varying sentence lengths and structures. Every sentence should begin in a different way and repetition of words should be avoided: synonyms may be used instead word order could be varied to avoid monotony.

8.4.6 Completeness: A well-structured and well-developed paragraph is always complete as far as all the details are concerned. After statement of the main point, there could be supporting ideas to consolidate it, and the last sentence should round off the paragraph. This kind of structure ensures that it stands independent while still being integral to the main text of which it is the part.

8.5 PARTS OF A PARAGRAPH AND SENTENCE TYPES USED IN EACH PART

The following Table gives different parts of a paragraph and types of sentences used in each of these parts:

Parts of Paragraph	Types of sentences used
A. Introductory Part	Usually the Topic Sentence. However, sometimes a sentence or a few sentences may lead up to the Topic Sentence
B. Middle Part	Sentences (two or more) containing supporting matter e.g. description, explanation, discussion, example etc
C. Closing/ Ending	Clincher Sentence. This sentence usually rounds off the paragraph while holding a hint /suggestion of what is to follow in the succeeding paragraph

Each of the above-mentioned parts is important because it contributes to coherence, and provides for a clearer understanding .

A. Introductory Part: The opening sentence (which is usually the Topic sentence) of a paragraph introduces the central theme of the paragraph. However, sometimes, this part may begin with a sentence or a few sentences, which lead up to the Topic Sentence.

A well-organised paragraph contains a Topic/key Sentence, an   important sentence that clearly defines the theme of a paragraph. It not only introduces the purpose of a paragraph, but also provides the overall idea, and thus, sets its tone. It may be placed in the middle or towards the end of the text. It decides the order of the rest of the sentences and binds them together. A good Topic sentence is neither too general nor too specific. Similarly, it should not be too wordy or difficult. A clearly-worded Topic sentence enhances the understanding and readability of a paragraph. A good topic sentence contains the main idea of the paragraph followed by a concomitant part which helps to govern the choice of the supporting ideas or points, which are to follow in the subsequent sentences in the paragraph.

Examples of strong Topic sentences:
i.   Corruption in India has become common   due to various reasons.
   - Main Idea: Corruption in India has become common
   - Concomitant part: due to various reasons

ii.   To be successful in life requires certain qualities
   - Main Idea: To be successful in life
   - Concomitant part: requires certain qualities

iii.   Unemployment can be reduced   by taking certain measures.
   - Main Idea : Unemployment can be reduced
   - Concomitant part: by taking certain measures

Examples of weak topic sentences:

i. "Mumbai is the   capital of Maharashtra"

ii. "Delhi is highly polluted city."

The above Topic sentences can be revised as follows:

i. Mumbai, the capital of Maharashtra, is a prosperous city.

ii. Delhi is a highly polluted city due to various reasons.

B. Middle Part: This includes a set of supporting sentences that explain the topic, provide relevant analysis, arguments, examples, discussion, information etc. as may be required, to elaborate upon the main idea. They help to present the subject-matter clearly by providing facts, concrete, specific details, examples and evidence. These upporting sentences, are logically connected to the Topic sentence and   expand, explain, clarify, illustrate, exemplify it. To boost and back up the supporting ideas, the following devices may be used: comparison/contrast,   definitions, analysis, description, classification, cause   and   effect, facts, details, examples, short quotations, statistics, percentages , research data, personal experiences, select reasons, , names, numbers, senses .

C. Closing/Ending: This is the closing sentence which clinches the argument, concludes the discussion and rounds off the paragraph. It often leads the reader logically to anticipate what is to follow , and be taken up in the next paragraph.

The following well-organized paragraph shows how the use of transition words (which are indicated in Bold Print) lead the reader smoothly from the Beginning through the Middle to the Ending /Close of the Paragraph:
I don't wish to deny that the flattened, minuscule head of the large-bodied "stegosaurus" houses little brain from our subjective, top-heavy perspective, BUT I do wish to assert that we should not expect more of the beast. FIRST OF ALL, large animals have relatively smaller brains than related, small animals. The correlation of brain size with body size among kindred animals (all reptiles, all mammals, FOR EXAMPLE) is remarkably regular. AS we move from small to large animals, from mice to elephants or small lizards to Komodo dragons, brain size increases, BUT not so fast as body size. IN OTHER WORDS, bodies grow faster than brains, AND large animals have low ratios of brain weight to body weight. IN FACT, brains grow only about two-thirds as fast as bodies. SINCE we have no reason to believe that large animals are consistently stupider than their smaller relatives, we must conclude that large animals require relatively less brain to do as well as smaller animals. IF we do not recognize this relationship, we are likely to underestimate the mental power of very large animals, dinosaurs in particular. (Stephen Jay Gould, "Were Dinosaurs Dumb?")

(Taken from: https://wts.indiana.edu/writing-guides/pdf/paragraphs-and-topic-sentences.pdf)

8.6 SELF EDITING

This means editing your own writing work. It is an important skill that helps you to improve upon your own piece of writing. It is necessary for the writer to read and re-read what S/he has written, critically examine and evaluate it, making corrections, if required, as far as choice of words, sentence pattern, style, and spelling and grammatical errors are concerned. The writer may feel the need to modify or revise parts of it, perhaps, to eliminate irrelevant matter, in order to make it more effective. In this way, the writer ensures that it is well-written and hence, easily comprehensible to the reader. (By "evaluation" is meant analysing the content and confirming whether its purpose is fulfilled or not. "Revision" implies improving the subject matter and sentence structure.)

8.6.1 The checklist presented below could facilitate self-editing:

a. Follow the Cs of effective communication: Communication must be Correct, concise, complete, candid, courteous, and clear. Use spell/grammar/punctuation check. Language used should be short, and pithy.
For example, use single word instead of phrases: 'at the rear of':' behind'; 'Make an assumption':'to assume'; 'In the direction of': 'towards'; 'at the present time': 'now'

b. Use a simple, lucid style: Use short, common, familiar words instead of long polysyllabic ones.
For example, 'buy' instead of 'purchase'.
'confusion' instead of 'pandemonium'

c. Use the "You-attitude": Explaining things from the receiver's point of view.

a. Avoid the use of jargon that is technical terms: Every field has its own jargon, which people outside it, will not understand it. For example, the word 'Syntax' used in Linguistics means 'Grammar'. The "Copy" in the field of Advertising means the text of the advertisement.

b. Avoid using trite expressions: for example, Instead of 'your good self', use 'yourself'. 'What is your good name?', use what is your name?

c. Avoid redundancy (e.g. 3 pm in the afternoon), cliches, and repetition

She follows diet in order to reduce her weight.
She follows diet to reduce her weight.

d. Use the proper tense of the verbs: There should be consistency in the use of the tense.

For example,

"Yesterday, she is going to the beauty parlour." (wrong sentence as verb is wrong. 'Yesterday, she went…'

e. Use varying sentence structure. Also, use synonyms if words, already used, need to be repeated. In this way, monotony will be avoided, and the style will become more interesting.

d. Maintain consistency in the use of the various parts of speech; active and passive voice; subject-verb agreement; singular/plural etc. For example, avoid sentences like the following:

- "My daily schedule is to dance, singing, and meditating."

  Say, instead,

- "Drugs are often used for its medicinal value."

Say, instead,

o "Drugs are often used for their medicinal value."

- "She do not like eating vegetables"

Say, instead,

o "She does not like eating vegetables."

- "My daily schedule is dancing, singing and to meditate."

Say instead,

o "My daily schedule is dancing, singing and meditating."

j. Use the active voice as far as possible as it is more direct. For example, say "She picked up a stone "rather than "A stone was picked up by her."

k. Check for clarity of Introduction, proper flow of ideas and proper closing/ending.

8.7 HOW TO COMPOSE A COHESIVE PARAGRAPH ON A GIVEN SITUATION (DEVELOPING AN IDEA)

The following is an illustration of the kind of points that could go towards forming the introductory, Middle and Closing parts of a paragraph:

Example A.

- **Introductory Part (Topic Sentence):**

Rain-Water harvesting is the need of the day as water scarcity is a serious problem .

- **Middle Part (Supporting Points):**

Rain-water harvesting is a simple method by which rainfall is collected for future use. There are two methods of Rainwater harvesting: a. Surface run–off Rainwater harvesting b. Roof-top Rainwater Harvesting.

- **Closing/Ending Part:**

This mode of water management will help to maintain ecological balance.

Based on this structure the following Paragraph may be composed:

Rain-Water harvesting is an urgent need, as water scarcity is a serious problem, globally. Fresh water sources are becoming scarce day by day. But precious rain water, which could be saved and utilised, is unfortunately either left to flow into drains leading to wastage; or to cause flooding, and consequently soil erosion. Rain water harvesting can tackle such a situation productively by seizing the opportunity of collecting the available water, and accumulating it. Rain-Water harvesting is a simple method by which rainwater is collected, purified, and stored for future use by using one or both of the following methods: a. Surface run–off Rainwater (which could be allowed to seep into the ground and help replenish groundwater.) b. Rooftop Rainwater Harvesting (wherein Rain water from the roof of the building is directly collected, and passed into a tank). Arid regions, which face a scarcity of water, could benefit from both these methods: making provision for water availability for domestic use, while also maintaining the ecological balance as far as ground water levels are concerned. Effective water management strategies can supplement other sources of water supply, and are useful in areas without ground water or with contaminated ground water. Cost-wise too, they are affordable. Thus, this kind of water management can solve the major problem of water shortage, which is affecting the population and environment badly.

Example B:

- Topic sentence and the supporting sentences:

  Introductory Part (Topic Sentence):

- Goa is known as "Tourists' Paradise" for a variety of reasons.

  Middle Part (Supporting Ideas):

- Its scenic beauty is enchanting. Its unique history and rich culture are fascinating. Its heritage and architecture are captivating. Adventure sports and a peaceful Goan life-style are the centre of attraction for tourists. People come here also to relish Goan food.

  Closing part:

- Suggestion to prospective/potential tourists

Based on this structure, the following paragraph can be composed by adding details, examples, further information:

Goa is known as "Tourists' Paradise" for a variety of reasons. Its scenic beauty is enchanting. There are some 36 beaches within North and South

Goa. The sandy beaches, waterfalls, lush green forests, coconut palms, and pure cool breeze add their special touch of natural beauty. Nature here refreshes the mind, and rejuvenates the body, strengthening it against infection. Goa's unique history, and rich culture are fascinating. Its heritage and architecture are captivating. The influence of Portuguese and Goan Culture are evident in the architectural design of temples, churches, forts, and even houses. Adventure sports (like surfing, scuba-diving, parasailing, paragliding, water-scooter riding etc.), and a peaceful Goan lifestyle are additional attractions for tourists. People also come here to relish Goan sea-food specialities, and delicious sweets. Don't you think, everyone should visit this amazing place at least once in a lifetime?

Example C:
A paragraph can be developed by raising questions and answering these questions:

Let us compose a paragraph based on the following set of questions:
a. What is MOOC?
b. How does it work?
c. What types of courses are conducted through MOOC?
d. What are its advantages?
e. What are its disadvantages?

MOOC is the acronym for Massive Open Online Course. This is a free web-based distance learning program that gives an open access via web. Students can access it from remote areas through the internet. It is originally designed for higher education, and career advancement. But because of the Corona Virus Pandemic, its application has been extended even to schools. Students get online access to study material which includes video lectures, interaction, quizzes, examination etc. MOOC requires a course provider (university, College, school, Corporations) that provides course material; and also a course platform (EdX, Coursera/Udacity and Canvas) that supports course module design, user access, and other learning resources. Matter uploaded on MOOC is presented in the form of modules. A Module includes a lesson, lectures, interactive sessions, graphics, diagrams, study material, test/examination etc. Courses conducted through MOOC are of two types: i. Synchronous (This is an instructor-facilitated course, wherein there is a course schedule, and all participants are required to attend, "virtually", at the same time). ii. Asynchronous (This is a self-directed course, wherein all participants need not be present "virtually", at the same time).

These online courses are very useful. They provide easy access to higher education, and allow "virtual" attendance, hence, there is no geographical barrier. Even cost-wise, these courses are affordable. The flexi learning schedule makes for convenience, allowing students to learn and progress at their own time and pace. All these features promote unlimited participation.

But MOOC has its limitations, too. Lack of digital literacy, poor internet connectivity, absence of the personal touch etc affect these courses adversely. Despite its shortcomings, MOOC has its own significant role to play in the educational field.

8.8 THE SPECIMEN EXAMPLE OF WELL-KNIT PARAGRAPH

Sample 1

Many poor boys have risen to high positions. Abraham Lincoln was born in a humble log cabin, spent part of his life as a rail splitter, and later became the emancipator of the slaves and the President of the United States of America. Louis Pasteur was born of poor parents, but through great struggle, became world-renowned for his pasteurisation process. Giuseppe Verdi was born poor in a small Italian village, and as a youth, played an organ for the community Church. In his later years, he wrote the unforgettable opera. Dr APJ Abdul Kalam, former President of India, was born in a middle-class family in a village in Tamil Nadu. Through sheer grit and hard work, he rose to become the 'Missile Man' and later the President of India. Indeed, there are many people in this world who were born of poor parentage, but as men or women, made it to high positions in life. (Taken from *Total English 10* by P. Pinto Xavier Pinto)

8.9 HOW TO INTERPRET TECHNICAL DATA

Certain kinds of data (for example, statistical figures, quantities etc.) often need to be collated, so that, in perspective, they yield information on the particular matter that is being represented. The visual method of communication best presents ideas about progress, extent, comparison, contrast, relations between quantities etc., which would be very difficult to convey by using words. The number of words, and nature of sentence construction that would be necessary to generate the desired impression would be so cumbersome that they would only confound , instead of helping, the reader understand the position at hand. When such technical data is put in pictorial form (Graphs, Pie Charts, Maps etc), a "picture" emerges of the situation being described. Representation in pictorial form also helps the reader to grasp and remember the matter easily.

Technical data can be presented in various forms such as:
1. Tables
1. Graphs: Line Graph; Bar Graph and , Pie Chart
2. Maps
3. Diagrams
4. Pictograms

This mode of communication has become very popular and important in today's fast-paced and competitive world for the following reasons:

1. Information can be obtained at a glance, thus, saving time.
2. It promotes critical thinking
3. The displayed data facilitates analysis, evaluation, and discussion
4. It helps the reader understand and remember things better
5. It brings out the connection , pattern or relationship between data points.

In order to compose a paragraph based on graphics, a set of questions can be raised. By answering these questions, a coherent paragraph can be written.

For Example,
Write a composition based on the data given below: "Problems affecting the Indian nation"
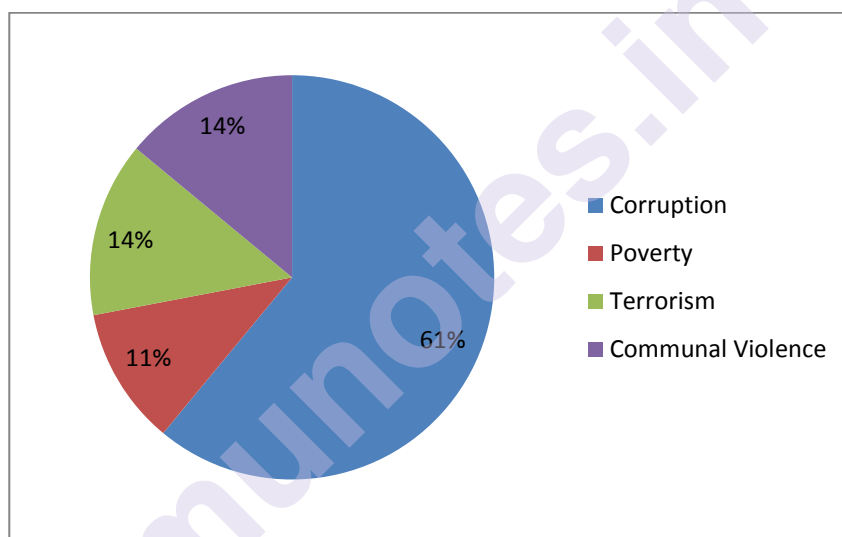
(Taken from *Total English 10* by P. Pinto and Xavier Pinto)

A set of questions could be framed to interpret this data:

i. What is this data about?
ii. Mention the type of pictorial representation used.
iii. What information can be gleaned from this data?

Answers to the above-mentioned questions:

i. The data is about the problems faced by the Indian nation and the extent of each problem. .
ii. Pie-Chart
iii. The most prevalent problem is Corruption and the least is Poverty.

A paragraph based on the answers could be framed, thus:

Problems affecting the Indian nation

The above Pie-Chart represents the problems faced by the Indian nation namely, Corruption, Poverty, Terrorism, and Communal violence; and the extent to which each affects it. We, therefore, observe that Corruption (61%) is the greatest problem. Terrorism, and Communal violence affect it in equal measure (14%). And finally, Poverty (11%) affects it the least. So, it is obvious that Corruption (compared to the other three mentioned problems) is a gigantic one, whereas the other three appear quite minor in comparison. There is a huge difference between the extent to which Corruption affects the Indian nation, and the extent to which the other three do so.

8.10 SUMMARY

Writing is a skill that can be acquired, like any other skill with perseverance, and practice. As a paragraph is the basic unit of any piece of writing, learning to compose a well-written, and coherent paragraph is the first step towards developing one's writing skills. Adherence to a few rules could go a long way in helping the learner understand how a paragraph could be built up. A step by step approach, which includes detailed explanation, examples, and points of consideration provide the much-needed guidelines.

8.11 GLOSSARY

a. Paragraph
A section of a piece of writing that begins on a new line and contains one or more sentences. (MacMillan Dictionary)

b. Coherence
The quality of being logical and consistent/ of forming a unified whole. (Oxford Dictionary)

c. Cohesion
Forming a unified whole by linking individual sentences and parts of sentences by using various devices (Oxford Dictionary)

8.12 EXERCISES

1. Write a paragraph for the following Topic sentences:
a. Topic Sentence: Trees play an important part in maintaining ecological balance.
b. Topic Sentence: Air pollution poses a serious threat to Mother Earth

2. Write a Topic sentence for the following paragraph:

--. It is essential for all of us to inculcate this good practice as this is very safe to practise by any age group. Yoga keeps us healthy, fit and fine. It not only improves muscle tone, but also instils a greater sense of well-being. Additionally, stress management, mental health, and concentration on work are all possible with Yoga. With a few simple Yoga postures, students can make their study schedule workable and enjoyable. Thus they can easily handle the examination stress. Yoga techniques help to relax/concentrate. For example, gazing at distance relaxes eyes. Another way is to close your eyes and concentrate on things other than studies. Try to visualize your face, eyes etc. Focus on things with deep concentration and let thought flow free. Now bring the mind to the place where you are sitting. Also visualize the things around you. In Yoga Prana is life force energy. Pranayama is the conscious regulation of breath that circulates revitalizing prana throughout the body. This breathing sends the message to the body that all is well, and thereby interrupting the stress cycle.

3. Write a paragraph on each of the following topics:

- My Favourite Sport
- Bollywood versus Hollywood
- How I spent my last weekend
- The Problems of Old Age
- The Life of a Teenager
- The Best Season of the Year
- The disadvantages of Social Media.
- Mobile phones have certainly done considerable harm
- A dress code should be compulsory for colleges.

2. Study the following data and compose a paragraph on it.

Nationality wise Foreign Tourists Arrivals in India according to Age Group, 2015:

Country of Nationality	Arrivals in Numbers	Distribution by Age Group (%)						
		0-14 Year	15-24 Year	25-34 Year	35-44 Year	45-54 Year	55-64 Year	65 Year & above
Canada	281306	15.3	6.8	12.1	17.2	18.5	15.3	14.8
USA	1213624	20.0	6.9	10.4	17.2	14.4	14.4	10.6
Argentina	9351	2.2	5.9	28.5	21.6	15.8	15.8	9.1
Brazil	20610	2.6	8.1	29.2	23.9	13.5	13.5	5.3
Mexico	14049	2.7	9.2	27.3	22.2	14.4	14.4	6.5
Total	1538940							

(Taken from: India Tourism Statistics 2015 -: Ministry of Tourism: tourism.gov.in)

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