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(University with Potential for Excellence)



DIRECTORATE OF DISTANCE EDUCATION

M.B.A

**AIRLINE & AIRPORT
MANAGEMENT / TOURISM AND
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**MANAGEMENT COMMUNICATION/
MANAGERIAL COMMUNICATION**

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FIRST YEAR

I - SEMESTER

MANAGEMENT COMMUNICATION /

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PAPER 5: MANAGEMENT COMMUNICATION

PAPER 3: MANAGERIAL COMMUNICATION

Unit 1:

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

Unit 2:

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

Unit 3:

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

Unit 4:

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

Unit 5:

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

Suggested Readings:

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

PAPER – V MANAGEMENT COMMUNICATION

PAPER – III MANAGERIAL COMMUNICATION

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UNIT 1 INTRODUCTION TO BUSINESS COMMUNICATION



STRUCTURE

- 1.0 Introduction
- 1.1 Unit objectives
- 1.2 Role of Communication in Business
- 1.3 Concept and nature of Business Communication
- 1.4 Definition of Business communication
- 1.5 Characteristics of Business communication
- 1.6 Objectives of Business communication
- 1.7 Components of Business communication
- 1.8 Types of communication
- 1.9 Formal communication
- 1.10 Informal communication
- 1.11 Work team communication
- 1.12 Business conflict resolution
- 1.13 Summary
- 1.14 Check your progress
- 1.15 Answers to 'Check your progress'
- 1.16 Review and discussion questions

1.0 INTRODUCTION

The most important foundation skill for anyone in the new world of work is the ability to communicate. This means being able to express your ideas effectively in writing and in speech. Employers have always emphasized the importance of communication skills, and the current trends in the business environment make these skills even more critical.

The word “Communication” (which comes from the Latin word “communicate” meaning to make common) is used in common, talk, usually, to mean speaking or writing or sending a message to another person. Communication is really much more than that. It involves ensuring that your message has reached the target audience (that is, the persons to whom it is sent) and that the receiver understands and responds as you want them to. It also involves ensuring that you yourself take care to receive, understand, interpret and respond to messages that are sent to you. Communication is an important aspect of behaviour; human communication is affected by all factors that influence human behaviour.

UNIT OBJECTIVES

After reading this unit, you will be conversant with:

1. Concept and nature of Business Communication
2. Definition of Business communication
3. Characteristics of Business communication
4. Objectives of Business communication
5. Components of Business communication
6. Types of communication
7. Formal and informal communication
8. Work team communication
9. Business conflict resolution

*Introduction to
Business
Communication*

Notes

1.2 ROLE OF COMMUNICATION IN BUSINESS

Entry into a good organization requires excellent communication skills. The primary element in the skills of management is competence in communication. It is the tool with which we exercise influence on others, bring about changes in the attitudes and views of our associates, motivate them and establish and maintain relations with them.

Communication is the mortar that holds an organization together, whatever its business or its size. Without communication an organization cannot function at all. Without effective communication, information cannot be collected, processed, or exchanged; words and data would remain isolated facts. With effective communication, multinational organizations that are spread all over the world can function like a single unit.

Owing to advances in information technology, organizations need smaller staff. Owing to globalization, an organization may be spread in many locations in the world. Companies also decentralize and work is increasingly carried out by teams. Teams members must be able to work together to identify problems, analyze alternatives and recommend solutions. They must be able to communicate their ideas persuasively to others. Ability to work well in teams, to manage your subordinates and your relationships with seniors, customers and colleagues, depends on your communication skill.

Production of goods is of no use if potential buyers have no information about the product. Communicating to the public about the product is the essence of the business. A large amount of communication in the form of advertisement and public relations is needed in order to inform the public and to persuade potential customers to buy the products.

1.3 CONCEPT AND NATURE OF BUSINESS COMMUNICATION

The term business communication is used for all messages that we send and receive for official purposes like running a business, managing an organization, conducting the formal affairs of a voluntary organization and so on. Business communication is marked by formality as against personal and social communication.

It includes both written and oral communication. Letters, reports, memos, notices are all formal and part of commercial and business activity, so are interviews, meetings, conferences, presentations and negotiations. Some of these are more formal than others, a group discussion would be less formal than a company meeting, a letter is less formal than a report. Friendly

chatting, letters between friends and family, reciting poetry for one's own pleasure or telling stories to entertain friends are not included in business communication.

The study of communication and efforts to develop skills of communication are needed because communication is absolutely necessary for business. And there is no one who does not have to engage in some kind of business activity. Persons in all professions need to cultivate skills as needed for their work. Doctors, engineers, chartered accountants, actors and others in the entertainment industry, managers of all kinds of organizations, educators, besides persons engaged in business enterprises have to engage daily in some kind of business communication.

1.4 DEFINITIONS OF BUSINESS COMMUNICATION

Communication can be defined as “shared meaning between two or more individuals. The shared meaning arises out of the experiences, the background, the education and the training of the sender as well as the receiver of the message”.

According to **Prof. J. Haste**, “Communication occurred between two or more businessmen for organizing and administering business efficiently is called **business communication.**”

1.5 CHARACTERISTICS OF BUSINESS COMMUNICATION

i) Communication is a dynamic process

A process is an ongoing activity. Communication is a process and is always changing, always in motion, it goes and develops. Even if the same two persons exchanging the same ideas again, the communication will not be exactly the same as it was the first time, because the two persons have grown and

developed and exchanged since then. Every time we engage in an act of communication, we bring to it all previous experiences, feelings, thoughts, attitudes which have been formed by other communication events.

ii)Communication is systemic:

Every component of the process is affected by every other component. The source, the environment, the goal, the medium, the nature of the message, the receiver, the feedback, all affect one another. If the audience is inattentive or uninterested, the source is not able to communicate effectively. If a wrong medium is chosen, the message may fail to have the intended result, if the sender's goal is not clear, the message will be confused. Disturbance at any stage in the communication process affects the entire process.

iii)Communication is both interaction and transaction:

The two participants, the source and the receiver, exchange ideas and information and influence each other during the process of communication. They also come to a shared and common meaning as a result of the communication. They share as well as exchange thoughts and meanings.

1.6 OBJECTIVES OF BUSINESS COMMUNICATION

1) Motivation- communication in business is also necessary to increase the motivation in the workers. So if the communication is done properly and is successful in motivating the workers and workers are motivated enough the work gets done easily, efficiently and they will work independently and without supervision.

2) Communication should be used to create a right working environment. So that there is a healthy competitive environment among the workers and also that they can be recognized and rewarded for their achievements.

3) Employees working at a lower level in the hierarchy of the organization should be encouraged to provide suggestion and inputs on how to improve the working of an organization, this type of communication creates a sense of participation and belonging, it also develops more loyalty towards the company.

4) Raising Morale - Another very important objective of business communication (internal) is to keep the moral of the workers high so that they work with vigor and confidence as a team. But as morale is a psychological factor the state of high morale is not a permanent factor. An organization may have a high morale among the workers for a quarter but may find that the employees have lost their morale in the next quarter. So to keep the moral of employees high an organization has to put continuous effort in that direction.

5) Order and instructions – An order is an oral or written command directing the start, end or modifying an activity. This form of communication is internal and is carried out within a business house. Order may be written or verbal. Written orders are given when the nature of work is very important or the person who would perform the task is far away. We should always be careful while handing out written orders and should always keep a copy of the order so that follow up action can be taken. Oral orders are given when work is of urgent nature and the person is nearby. But in both the cases it is very essential to follow up.

6) Education and training- Now communication can also be used in business to increase the circle of knowledge. The objective of education is achieved by business communication on three levels such as.

(a) Education for future managers- Here junior personals in the organization is trained to handle important assignments involving responsibility, so that they can succeed their superiors in the future.

(b) Education for newbie's- When new personals join an organization they are inducted by educating them about the culture of the company, code of discipline, work ethos etc. This is usually done through a training mode to acquaint the new recruits with the functioning of the organization.

(c) Educating the public- Now this is done by advertising, informative talks, newspapers, journals. And this is done to inform the public about the product, the functioning of the company, and various schemes offered by the company.

1.7 COMPONENTS OF BUSINESS COMMUNICATION

1. Context:

Every message either written or oral begins with context, it includes the culture, country, organization and internal and external stimuli (the brain storming to prepare the message) & every organization has its own conventions to communicate any information.

2. Sender/encoder:

The person who sends the message is sender (writer or speaker) depending upon message either written or oral. As a

sender you may use symbols that express your message and create the desired response.

3. Message:

The message is the "core idea" you wish to communicate it consist of both verbal (written or spoken) and nonverbal (unspoken) symbols. The sender must first decide what the main point of your message is and then what other information to include.

4. Medium:

The channel through which the message is conveys, it can be printed words, emails, or sound. Depending upon audience, sender may consider factors like importance, number of receivers, cost and amount of information. As well communicating within your organization the written media can be memo, reports, bulletins, job descriptions, posters, notes, employee manuals and oral communication can be in the form of face to face discussions, presentations, audio tapes, telephone chats etc. While communicating outside your organization the written medium can be letters, reports, proposals, fax, contracts, etc. oral medium can be telephone or teleconferencing.

5. Receiver/decoder:

The message receiver is your reader or listener, known as the decoder; you may have more than one decoder. The receiver/decoder is influenced by context and by his/her mental filters.

6. Feedback:

Feedback can be oral or written. it can also be an action, such as receiving in the mail an item you ordered. Sometimes silence is used as feedback. Though it is almost always ineffective. Senders need feedback in order to determine the success or failure of the communication.

1.8 TYPES OF COMMUNICATION

Most of our communication is with words. Language is a common system of symbols which we use for sharing our experience with others. We do communicate a number of things by our facial expression, movements, clothing, and so on, whether we speak or not. We can also use other symbols like pictures, colours, signs and sounds to communicate. Communication with words is called verbal communication; communication with other symbols is called non-verbal communication.

I) Verbal Communication:

Verbal communication may be oral or written both are naturally accompanied by non-verbal symbols, facial expression, gestures, voice quality etc., always form part of spoken language, paper quality, type, appearance, of the document etc., form a part of written language.

Written communication can greatly extend the field and powers of oral communication. Writing overcomes the limitation of space and time which confine speech. A written message can wait for the attention of the receiver while speech requires immediate attention.

1) **Oral communication**

Oral communication occurs in situations like conversions, telephone talks, interviews, conference, presentation, negotiation, group discussion and meetings. Each of these situations requires special oral communication skills, which are discussed below.

Oral communication is more natural and immediate. It is natural to speak when the other person is present. We speak to communicate in informal situations. We also speak in formal and official situations like interviews and meetings and presentation. Many persons feel nervous and cannot speak easily in formal and official situations; it needs training and practice to speak effectively in a formal situation.

a)Face- to- face conversation:

Oral communication is best when it is face-to-face. A face-to-face setting is possible between two individuals or among a small group of persons at an interview, or in a small meeting, communication can flow both ways in these situations. There is immediate feedback, which makes clarification possible. Besides, a face-to-face setting offers a richer communication experience owing to the close presence of the living personality whose voice, tone, expression, eye contact, and movements are significant to the words.

b)Telephone conversation:

Telephone has overcome the need for both parties to be present at the same place. Telephone conference facility allows three to five persons at different places to have conversation together. Telephone talks depend entirely on the voice. It does not have the advantages of physical presence. Clarity of speech and skillful use of voice are important. Names and addresses communicated on the telephone are sometimes wrongly received. It is therefore customary to clarify spellings

by saying C for Canada, D for Delhi and so on. Telephone skills and manners are necessary for everyone who speaks on the telephone.

c)Presentation:

A presentation is a formal, well-prepared talk on a specific topic, delivered to a knowledgeable and interested audience; the audience may consist of just one or up to 50 or more. The larger the audience, the more difficult it is to make an effective presentation. If the audience is large, a microphone has to be used; old-fashioned microphones cause some restriction in the movement of the speaker, but modern collar mikes are more comfortable.

d)Interview:

An interview is a meeting at which one person or a panel of persons, who are the interviewers, discuss a matter with another person or ask questions of another person, who is the interviewee. An interview is structured, and is characterized by question and answer type of communication. The environment and arrangements in the room influence the communication in an interview.

The purpose of interview is usually, to assess, to judge whether it would be worthwhile to enter into the business relationship with the other. Each side makes an assessment of the other.

e)Group Discussion:

A group discussion is a meeting of eight to ten persons for discussing a given topic. The group has a problem or topic to discuss and find a solution or come to a conclusion within the allotted time of half an hour to one hour. It is a joint effort of the group. A group discussion is a very stimulating and useful communication activity. It helps in understanding a situation,

in exploring possibilities and generates a multiple point of view. Group discussion is used as a tool for selecting a candidate by observing their behavior and ability in group activities.

f)Negotiation:

Negotiation is official discussion between representatives of opposing groups who are trying to reach an agreement. Buyers and sellers negotiate to settle the final price, management and employees negotiate to settle their differences. Negotiation is very difficult form of oral communication and requires complex skills.

g)Meeting:

A meeting usually involves many persons; there is a chairman or leader who leads and guides the communication and maintains the proper order. A meeting is a highly structured event. There is a fixed agenda that is a list of items to be discussed at the meeting. Persons attending the meeting are informed of the agenda in advance and are expected to be prepared for a discussion. The items are discussed strictly in the order of the agenda, and other discussions are not permitted during the meeting. Meetings are of many types, from the small committee meeting of three or more persons to the large conferences or the “shareholders” meeting.

2)Written communication:

Written communication used for many purposes. First of all it is need for communicating with persons who are not present although the telephone overcomes the problems of distance between the two, it is not necessary to incur the expense of a telephone call unless the matter is urgent.

A medium of communication that entails the written words. Letters, circulars, notices, memos, reports, emails, and manuals are forms of written communication.

a) Letter:

Letters are the most widely used a form of written communication. They are used mostly for external communication. A letter has a complex layout which has to be carefully followed as each part of the layout has a purpose and its needed for a reference. It is typed/printed and the company's letterhead. It may be send by mail, speed post, courier or hand delivery.

b) Memo:

Memo is usually an informal message between members of an organization and generally relates to daily work. Information or instructions can be conveyed by a memo. Many organizations provide pads of memo forms (with bank sheets for carbon copies) for the exchange of short messages among individuals. Memo forms are usually small and are used for brief messages.

c) Notice:

A notice is used when many people in the organization have to be given the same information. It is the most common method of mass communication within an organization. A notice is short, the language is simple, and the type is large and well spaced for easy reading.

d) Circular:

A circular is a detailed document giving information, instructions or orders on a specific matter. A circular has a number and a date for reference, and is signed by the authorized signature of the issuing office. Circulars are

generally issued by government departments and other official bodies like councils, universities and Head Office of an organizations.

e) Minutes:

Minutes are written record of decisions taken at a meeting. Different bodies have their own convention of recording the discussion and the decisions. Minutes may be written by hand or typed and pasted in a minute book, or type and filed in a minute file. Minutes are a legal document.

II) Nonverbal communication:

Nonverbal communication is behavior, other than spoken or written communication, that creates or represents meaning. In other words, it includes facial expressions, body movements, and gestures. Nonverbal communication is talking without speaking a word. It is very effective, maybe even more so than speech. Remember the saying, "Actions speak louder than words." There are two main types of nonverbal communication.

1) Body language:

Body language is body movements that depend on a person's attitude or feelings. Body language includes the way people walk, how they stand, and their facial features. In other words, any kind of meaning that is shown by a person's body attitude or movements.

2) Gestures:

Gestures are communications like facial expressions, hand signals, eye gazing, and body postures. Examples include smiles, handshakes, waving, and raising certain fingers to say something.

1.9 FORMAL COMMUNICATION

Formal communication is organized and managed information that is shared with relevant individuals in order to secure coordinated action throughout the organization. Formal communication channels are based on an individual's role in the organization and distributed in an organized way according to the established chain in organizational charts.

A formal communication channel transmits information such as the goals, policies, and procedures of an organization. Messages in this type of communication channel follow a chain of command. This means information flows from a manager to his subordinates and they in turn pass on the information to the next level of staff.

Types of Formal Communication

1) Vertical Communication

i) Downward Communication:

The communication by top hierarchy with their subordinates is called downward communication. This communication includes orders, rules, information, policies, instructions, etc. The chief advantage of the downward communication is that the subordinates get useful timely information which helps them in their work performance,

ii) Upward Communication:

This is quite the reverse of the downward communication. This flows from the subordinates to the superiors. The subject-matter of this communication includes suggestions, reactions, reports, complaints, etc. This sort of communication helps the superiors in taking decisions.

2) Horizontal Communication

Horizontal communication takes place when two individuals of the same level exchange information. Horizontal communication is used by the same level officers to solve the problems of similar nature and profit by the experience of other people. The subject-matter of horizontal communication includes information, requests, suggestions, mutual problems and coordination-related information.

Formal Communication Network

The way in which formal communication is done, is known as formal communication network. Formal communication can be done in different ways-it may be vertical communication or horizontal communication. There are different forms of formal communication network.

1) Chain Communication:

Chain communication refers to the communication between a superior and a subordinate. All the people in an organization from top to bottom are linked with the help of a scalar chain as has been shown in diagram (1). A is placed at the highest rank, B is a subordinate of A, C is the subordinate of B, D is the subordinate of C and E is the subordinate of D.

2) Wheel Communication:

In this form of communication, all the subordinates of a superior talk to one another through his medium. The superior works as a hub of a wheel. In the diagram (2), A is the superior and B, C, D and E are the subordinates. All the four subordinates communicate through the medium of A.

3) Circular Communication:

This communication takes place among the members of a group. Every member of a group can communicate with the nearest two members. In the diagram (3), A can have communication with B and E. Similarly, B can have communication with A and C. The same applies to all the members of the group. In this case the communication moves at a slow speed.

4) Free Flow Communication:

This form of communication also takes place among the different members of the group. Its special feature is that every member of the group can talk to all the other people in the group.

This has been clarified in diagram (4). A can talk directly to B, C, D, E. In the same way B can talk directly to A, C, D, and E. The same applies to all the members of the group. In this case, the communication moves at a rapid pace.

5) Inverted 'V' Communication:

In this form of communication, a subordinate is permitted to communicate with the boss of his boss. In this form of communication the messages move at a rapid speed, in the diagram (5), C and D are the subordinate of B who, in turn, is a subordinate of A. Here C and D can talk directly to A who happens to be the boss of B.

1.10 INFORMAL COMMUNICATION

Informal communication satisfies a variety of needs, particularly social and emotional, and is not based on the positions individuals occupy within the organizations. As a result, the communication is not managed or planned in any

organized fashion. It's more relaxed, casual and tends to be spread by word-of-mouth quickly throughout a department or organization because it's not restricted to approvals and an established path of distribution.

Probably the most common term used for the informal communication in the workplace is "grapevine" and this communication that is sent through the organizational grapevine is often considered gossip or rumor.

1) Grapevine

Grapevine is an informal communication. It is called so because it stretches throughout the organization in all directions irrespective of the authority levels. Despite existence of formal channels in an organization, the informal channels tend to develop when he interacts with other people in organization. It exists more at lower levels of organization.

Grapevine generally develops due to various reasons. One of them is that when an organization is facing recession, the employees sense uncertainty. Also, at times employees do not have self-confidence due to which they form unions. Sometimes the managers show preferential treatment and favour some employees giving a segregated feeling to other employees. Generally during breaks in cafeteria, the subordinates talk about their superior's attitude and behavior and exchange views with their peers. They discuss rumors about promotion and transfer of other employees. Thus, grapevine spreads like fire and it is not easy to trace the cause of such communication at times.

1.11 WORK TEAM COMMUNICATION

The effort needed to perform a task and achieve an outcome that is both productive and effective depends a great deal on the effectiveness of team communication. A good team communication is about recognizing the different types of communication, understanding people's beliefs and keeping the message simple.

The function of team communication is to direct all team members towards the desired outcome while making sure all team members have access to the information needed and are able to share their own information and insights with other team members. The most effective teams channel communication lines by appointing a chairman or team leader. The chairman or team leader functions much like a team captain in sports and directs the communication, makes decisions when the team is indecisive and coordinates team communication in the most effective way.

It is very important for the effectiveness of team communication to introduce a feedback system. A feedback system will inform the team and its members about its achievements, successes and shortcomings. In order for the team to learn from the past it is vital that the feedback is open, direct and simple. There should be no room for misinterpretation or confusion. Feedback is another, and most vital, form of information to improve team communication and productivity.

1.12 BUSINESS CONFLICT RESOLUTION

The process of ending a disagreement between two or more people in a constructive fashion for all parties involved. To equip delegates with the knowledge and skills needed to reduce risk in their lone and office based work, and to deal with the range of challenging behaviours and situations that they can face.

Understand relevant aspects of health and safety legislation, the use of reasonable force.

Assessing risks - Recognise the risks presented in the workplace, by persons or situations.

Communication - Verbal and non-verbal communication skills.

Self awareness - Understand what happens to us when we are under threat. Explore, fight, flight or freeze.

Avoiding conflict - Identify warning signs and danger signs of potential threats.

Understand causes of conflict - Rational versus Emotional brain, triggers, stereotyping and cultural differences.

Pro-activity - Develop the ability to empathies, calm and resolve an emotive situation.

Post incident - De-briefing, recording and support.

Summary and conclusion - Delegates share what they will take away from the day and what they will do with what has been learnt.

1.13 SUMMARY

Business communication meaning.

Objectives of business communication.

Characteristics.

Work team communication.

Verbal communication.

Non verbal communication.

CHECK YOUR PROGRES

*Introduction to
Business
Communication*

Notes

1. What is Communication?
2. Explain the Components of communication?
3. Define Verbal Communication and Nonverbal communication.
4. Explain the types of Formal communications?
5. What is Informal communication?

ANSWERS TO CHECK YOUR PROGRESS

1. Communication is an ongoing process activity. Every component of the process is affected by every other component. The two participants, the source and the receiver, exchange ideas and information and influence each other during the process of communication.
2. Every message either written or oral begins with context, the person who sends the message is sender, the message is the "core idea" you wish to communicate, the channel through which the message is conveyed, the message receiver is the reader or listener and feedback can be oral or written.
3. Verbal communication may be oral or written. Nonverbal communication is behavior, other than spoken or written communication.
4. Formal communication is organized and managed information in the organization. The communication by top hierarchy with their subordinates is called downward communication and reverse of this is upward communication. Horizontal communication takes place when two individuals of the same level exchange information.
5. Informal communication satisfies a variety of needs, particularly social and emotional, within the organizations. Grapevine stretches throughout the organization in all directions irrespective of the authority levels.

1.15 REVIEW AND DISCUSSION QUESTIONS

1. Define business communication and types of business communication.
2. Discuss formal and informal communications.
3. Explain work team communication.
4. Enumerate effective business communication.
5. Discuss components of business communication.

UNIT 2 CROSS CULTURAL COMMUNICATION

STRUCTURE

- 2.0 Introduction
- 2.1 Unit objectives
- 2.2 Definition of culture
- 2.3 Nature and concept of cross cultural communication
- 2.4 Types of cross cultural communication
- 2.5 Meaning of Business Meetings
- 2.6 Types of business meetings
- 2.7 Importance of Business meetings
- 2.8 Advantages of Business meetings
- 2.9 Disadvantages of Business meetings
- 2.10 Meaning of Business Etiquette
- 2.11 Importance of Business Etiquette
- 2.12 Advantages of Business Etiquette
- 2.13 Summary
- 2.14 Check your progress
- 2.15 Answers to check our progress
- 2.17 Review and Discussion Questions

2.1 INTRODUCTION

The world economy today is characterized by an ever growing number of business relationships resulting in communication between people with different linguistic and cultural backgrounds. This communication takes place not only because of alliances in the area of business, but also because of military cooperation, science, education, mass media, entertainment, tourism and immigration.

Organizations that felt they were too small to expand even to the next city are discovering potential markets overseas with the help of technological advancements and telecommunications.

Apart from globalization and the multicultural workforce, technological advancement and faster modes of communication have also played a significant role in the increasing inter cultural interactions. In this kind of business environment, it is important that the employees of an organization understand each other's cultures and variables. Learning about the impact culture has on behaviour helps to reduce friction and misunderstanding while dealing with people from other cultures.

Culture can be explained as something we are taught, directly or indirectly by our elders and members of the cultural group into which we are born, for example behaviour which is acceptable, values and traditions.

2.1 UNIT OBJECTIVES

After reading this unit, you will be conversant with:

1. Meaning and definition of cross cultural communication.
2. Types of cross cultural communication.
3. Concept and types of business meetings
4. Importance of business meetings
5. Advantages and disadvantages of business meetings
6. Meaning of Business Etiquette
7. Importance of Business Etiquette
8. Advantages of Business Etiquette

2.2 DEFINITION OF CULTURE

Culture is a set of attitudes, values and beliefs and each national group has its own culture reflecting in attitudes, values and beliefs. Thus, all the members of a culture are seen to act on the basis of these similar assumptions about how people should think, behave and communicate.

According to Lustig and Koester defines culture as a 'learned set of shared interpretations about beliefs, values and norms which affect the behaviors of a relatively large group of people'.

2.3 NATURE AND CONCEPT OF CROSS CULTURAL COMMUNICATION

The phrase cross-cultural communication describes the ability to successfully form, foster, and improve relationships with members of a culture different from one's own. It is based

on knowledge of many factors, such as the other culture's values, perceptions, manners, social structure, and decision-making practices, and an understanding of how members of the group communicate--verbally, non-verbally, in person, in writing, and in various business and social contexts, to name but a few.

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Like speaking a foreign language or riding a bicycle, cross-cultural communication involves a skill component that may best be learned and mastered through instruction and practice: simply reading about it is not enough

Cross-cultural communication occurs when two people have a need to communicate with one another but do not share a common language or cultural background. Successful cross-cultural communication is dependent on:

Clear and open verbal communication

Clear and open non-verbal communication

An understanding of cultural influences on communication.

Serious problems can occur when communication is confused by cultural misunderstandings. A misunderstanding may be due to ignorance, misinformation or incorrect stereotypes or may simply occur when a person misinterprets the message that someone was trying to convey.

2.4 TYPES OF CROSS CULTURAL COMMUNICATION

1) Verbal communication:

Verbal communication includes both speaking and listening. If two persons share a language, communication between them is usually easy and reliable. But if they speak different languages, one language has to be translated in to the other, and the translation process has serious imperfections. The

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richness of vocabulary in one language is unique to it and no two languages can be compared in this respect. This is an opportunity to formally learn English, so the communication of the language may have been limited to common phrases or work-related necessities.

Some of the strategies you can use are to:

- determine whether there is a need to get an interpreter

- speaking slowly and clearly

- avoid jargon and slang

- check whether the person understands; do this by asking them open-ended questions or by asking them to explain back what you have been discussing

- Keep your language as plain as possible.

2) Non-verbal communication:

The majority of communication is transmitted through non-verbal means. These may include gestures, body movements, facial expressions and touch, all of which are influenced significantly by a person's cultural background.

Non-verbal messages can get easily mixed up if people are attempting to communicate cross-culturally. A common example of this is eye contact. In general it is accepted that maintaining eye contact through communication is a sign of honesty and interest. However, in many other cultures, it may be taken as a sign of disrespect.

The most important things are to:

- make sure the setting is comfortable and private

- start off with a quiet manner rather than being noisy or blustering

educate yourself about the main aspects of non-verbal communication within cultures you are dealing with.

communicate warmth and interest by giving the person your full attention and by smiling and welcoming them into your space

try to use a similar tone of voice and general gestures to the other person

make sure your non-verbal messages are consistent with what you are saying

try to tap into the emotions that the person is communicating to you.

3) Understanding cultural influences:

Understanding cultural influences is part of the bigger picture of your approach to working with people for communications. Some of the ways you can improve your communication skills are to:

Avoid stereotyping people on the basis of their cultural background.

Be aware that people may be politely agreeing with you without really understanding.

Take the time to understand the cultural 'norms' of communication across cultures.

Find out about culturally specific resources in your local area.

Develop working relationships with multicultural health and community workers and organizations in your local area.

Learn phonetically correct key words and simple phrases from the languages of people you deal with most commonly.

Find out about common issues for specific cultural groups – for example, migration and settlement patterns, domestic politics and attitudes to government authorities.

Reflect on your own belief systems and cultural norms and how these influence your communication with clients.

Seek feedback from clients and/or their family about whether the communication is effective or how it could be improved

2.5 MEANING OF BUSINESS MEETINGS

A meeting consists of two or more individuals assembled to discuss an issue, to resolve a conflict, to exchange views, to deliberate on a problem, or may be merely to pool or to transmit information. Meetings are an integral aspect of the corporate world. Meetings of the members of a particular department, meetings of the department heads, or meetings between the management and the employees are internal meetings. There may be a meeting between company officials and some external agency like a bank, insurance company.

2.6 TYPES OF BUSINESS MEETINGS

Formal Meetings

Informal Meetings

a) Formal Meetings:

Formal meetings are held according to pre-established procedures. A notice announcing the date, venue, agenda has to be circulated among the members in advance. The meeting cannot be held without a quorum that is, the presence of a minimum number of members is necessary.

To accept the meeting as valid. The secretary required to keep a record of these meetings. Board meetings, statutory meetings, annual general meetings, extra-ordinary meetings and meetings of shareholders or debenture holder are all formal meetings.

b) Informal Meetings:

Informal meetings can be held any time, without a formal notice or a fixed agenda. Such meetings take the shape of brain storming or discussion, session and it is not necessary to record the minutes formally. Advance circulation of the agenda among the members and keeping a proper record of the proceedings are to useful practices that ensure that the discussion will be focused and the meeting will be closed on a positive note.

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2.7 IMPORTANCE OF BUSINESS MEETINGS

1. Meetings can help to create a sense of community among team members.

Not all meetings have to be based around a problem-and-solution scenario. Meetings can and should be scheduled to keep the members of your work team in contact with one another. Communication and familiarity needs to be kindled and meetings meant solely for growth within your company as a team will promote workflow cohesion and positivity. Using meeting technology allows employees to anonymously answer questions or submit queries.

2. Meetings allow for clarification and easy communication between management and employees.

When something goes wrong in a business, it's usual because somewhere along the road, a miscommunication occurred. Whether this miscommunication was between a manager and an employee, an employee and a client, or any other combination of people, it is an avoidable problem.

3. Meetings help with collaboration and problem solving.

It is an idea to think that we can solve all of our problems on our own, that's not necessarily true. The beauty of multiple people coming together to spot check and problem solve is that often others' perspectives will bring new things to light. Different people look at things differently, and that means they can see solutions that you haven't tried yet.

4. Meetings promote concentration on imminent and potential problems.

When we work by ourselves, we are a lot more likely to become distracted or attempt to multi-task. This is natural; working on a computer leaves a thousand and one things that can get in the way of optimal concentration. Meetings bring people together and force them to focus, so not only are the individuals made to let go of their other distractions to communicate, the teamwork benefits workflow and gets more things done, faster.

2.8 ADVANTAGES OF BUSINESS MEETINGS

1) Information Sharing

A business meetings, from those held within the office among staff to meetings between a company and its client is that it provides an opportunity to share information. This could be as simple as sharing updates on financials or recognizing new employees to more complex issues, such as contract negotiations, new client presentations or addressing problems with an account. An actual meeting pinpoints a time and place to have in-depth discussions without other distractions or work getting in the way.

2) Encourages Teamwork

Business meetings are the perfect environment for encouraging teamwork, be it among staff or between client and account manager. It provides a forum with which to set team goals and brainstorm ways to meet them, considering input from everyone in the meeting, versus just one person. When the meeting is between client and company rep, the teamwork may happen in the form of feedback, when the client may suggest certain things, to which the other party may respond and go back and forth in a dialogue until a consensus is reached.

3) Meetings Boost Individual Morale

Attending meetings is a good chance for a person to practice good and open communication with others. Some individuals have brilliant ideas but find it hard to easily express themselves verbally for fear of not getting appreciated and recognized. If the meeting facilitator is effective in making everyone participate, even the most timid attendee will learn to open up and share. Make it a point to be heard and notice that your confidence level will start to build up.

4) Meetings Enhance Team Building

When you work in an office where people are so busy they barely find time to get together to catch up with each other, holding meetings can be considered a team building or socialization activity. Despite its serious atmosphere in nature, meetings can be turned into a fun gathering among individuals. One way of doing this is to find a venue that invites a good break from the office environment.

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2.9 DISADVANTAGES OF BUSINESS MEETINGS

1) Time

Business meetings can be a serious drain on company productivity. When staff has to spend time in meetings, then that's action that is not being taken to meet company goals and objectives. And the more staff involved in meetings, the more this lack of productivity can affect the company's output on any given day.

2) Lack of Leader

Another potential disadvantage of a business meeting is a lack of a leader to run. This may result in a deviation from the agenda, or a lack of one altogether, which in turn makes the meeting run much longer than it should. Moreover, without a clear leader to run the meeting, no one quite understands the rules of the meeting -- waiting until the end of presentations to ask questions or leaving discreetly if an immediate need must be addressed.

2.10 MEANING OF BUSINESS ETIQUETTE

Expected behaviors and expectations for individual actions within society, group, or class. Within a place of business, it involves treating coworkers and employer with respect and courtesy in a way that creates a pleasant work environment for everyone.

Good business etiquette allows your business to put its best foot forward and can protect business owners and employees from internal and external conflicts by setting a high standard for behavior by all. Business etiquette is a set of standards for

behavior in which individuals treat everyone respectfully and display good manners in all interactions. Proper etiquette sets a tone for clients and customers that the business has a productive and successful environment, and the impression created when everyone displays professional manners helps the company's profitability.

2.11 IMPORTANCE OF BUSINESS ETIQUETTE

1) Builds Strong Relationships

Professional behavior helps build strong relationships among management, staff and clients because proper etiquette entails honest and fair dealings with everyone. People appreciate honesty in their business dealings. If a manager is honest with a client about a mistake he made instead of trying to cover it up, the client is likely to feel respected and will trust the manager and the business in the future. Loyalty to a business is generated through the solid relations developed by consistent professionalism and integrity shown by all company employees.

2) Promotes Positive Atmosphere

A good working environment is fostered by good business etiquette. When management and workers treat one another with the respect and sensitivity dictated by good business manners, it creates a positive working atmosphere. For instance, when the staff takes the time to express gratitude to fellow workers for their work efforts, it makes for a more congenial workplace. When employees feel comfortable, they are likely to be more productive, work better as teammates and maintain upbeat attitudes that help sell their products or services.

3) Reflects Confidence

Fine business etiquette reflects confidence because the individual is seen as someone who is together and knows what to say and how to say it. A worker dealing with an upset customer, for example, can take the customer to a private office or space, listen attentively to the concerns and speak calmly and respectfully to the client so the client relaxes and responds well to the confident worker who used business etiquette to successfully handle the situation. A confident approach helps the company's marketability. Customers feel more secure dealing with a manager or other staff member who displays exceptional business manners.

4) Prevents Misunderstandings

Taking business etiquette seriously in your company will help prevent misunderstandings because proper etiquette requires everyone to interact professionally with one another and to communicate clearly and honestly. For example, managers who always speak on a professional level with employees need not fear making inappropriate remarks as they guard against casual types of interactions. Those in management who allow non-business-like joking or teasing can find themselves in hot water should employees feel they are being harassed.

2.12 ADVANTAGES OF BUSINESS ETIQUETTE

Success in business requires preparation, hard work and determination. Even after putting together the perfect presentation, you may still lose the business because you did not attend to the important detail of business etiquette. There are many different advantages to business etiquette that, when learned, can become business tools to use for your career.

1) Avoid Personal Involvement

One of the aspects of business etiquette knows when to say something and when to keep the information you have to yourself. When you are able to refrain from disclosing something that may get you personally involved in a situation, you can help maintain a professional appearance and avoid making a situation worse. For example, if two executives are involved in a personal dispute and you have information that could benefit one or the other, business etiquette says to not get involved. This allows you to maintain business relationships with important people.

2) Customers Remember Kindness

Contacts are made every day in business, and it can sometimes be difficult to remember one business associate from another. When you use the business etiquette practice of personally thanking customers for their business that helps the customer remember you the next time they have a need. Use a handwritten note in a "thank you" card to remind customers that you had the courtesy to personally thank them for their business.

3) Creates Confidence

When you consistently get positive reactions from business associates when you use business etiquette, it starts to build your confidence. Getting positive reactions from the use of business etiquette gives you just one more way to help turn a business conversation into a sale.

4) Organizational Quality

Insisting on business etiquette throughout your organization creates a boost in morale. People feel better about what they

are doing because everyone in the organization takes the time to be courteous and positive. That morale boost works its way through the company and can help increase productivity, improve product quality and retain employees.

2.13SUMMARY

Culture can be explained as something we are taught, directly or indirectly by our elders and members of the cultural group into which we are born.

Expected behaviors and expectations for individual actions within society, group, or class within a place of business.

The scope of business etiquette established strong relationships.

The importance of business meetings can help to create a sense of community among team members.

Verbal communication includes both speaking and listening.

2.14ANSWERS TO CHECK YOUR PROGRESS

1. Clear and open verbal communication
2. Encourage Team work, meeting enhance team builds, Meetings Enhance Team Building.
3. Meetings formal meetings, informal meetings

2.15.CHECK YOUR PROGRESS

1. Explain the Types of cross cultural communication?
2. What are the Types of Business meetings?
2. Discuss the Business etiquette.
4. Describe the business meeting.
5. What are the characteristics of Business etiquette?

2.16. ANSWERS TO CHECK YOUR PROGRESS

1. Verbal communication includes both speaking and listening. If two persons share a language, communication between them is usually easy and reliable. The non-verbal communication may include gestures, body movements, facial expressions and touch.

2. Formal meeting are held according to pre-established procedures. A notice announcing the date, venue, agenda has to be circulated among the members in advance. Informal meetings can be held any time, without a formal notice or a fixed agenda.

3. Business etiquette for individual actions within society, group, or class. The management and workers treat one another with the respect and sensitivity. Fine business etiquette reflects confidence because the individual is seen as someone who is together and knows what to say and how to say it. Professional behavior helps build strong relationships among management, staff and clients because proper etiquette entails honest and fair dealings with everyone.

4. A business meetings, is held within the office among staff it provides an opportunity to share information. Attending meetings is a good chance for a person to practice good and open communication with others. Find time to get together to catch up with each other, holding meetings can be considered a team building or socialization activity.

5. Business requires preparation, hard work and determination. Contacts are made every day in business, and it can sometimes be difficult to remember one business associate from another. It get positive reactions from business associates when use business etiquette, it starts to build the confidence and creates a boost in morale.

2.17 REVIEW AND DISCUSSION QUESTIONS

Define cross culture management, Explain its objective

Types of cross cultural communication.

What is meeting? And explain the importance of business meetings

Types of business meetings?

What is the meaning of BUSINESS ETIQUETTE? State the importance of it.

UNIT 3 CORPORATE COMMUNICATION

STRUCTURE

- 3.0 Introduction
- 3.1 Unit objectives
- 3.2 Concept and nature of corporate communication
- 3.3 Scope of corporate communication
- 3.4 Importance of corporate communication
- 3.5 Types of corporate communication
- 3.6 Corporate communication methods
- 3.7 Good corporate communication skills
- 3.8 Corporate communication policy
- 3.9 Summary
- 3.10 Check your progress
- 3.11 Answers to Check Your Progress
- 3.12 Review and Discussion Questions

3.0 INTRODUCTION

The essence and success of every relationship lies in effective communication and in the business world, it is the magic mantra for profit. Business communication in any venture essentially targets promotion of a product or service. Communication is a tool of awareness and understanding when an organization or a company wants to implement its strategies. It plays an important role while taking the reputation of the company to glorious heights or even stands as a 'dependable' force during crisis. The productivity of an organization solely depends on communication.

Effective corporate communication not only involves just the message but it also involves the medium that delivers it. It is

very important to see that your target audiences are clearly getting your point. So, make use of the best communicating devices for this purpose. Never fool yourself thinking that it's the problem with the audience for not getting the message into their heads. People involved in corporate communications have the responsibility of analyzing the receiver's habits and responses much before taking a decision on the message and the medium. A good understanding of the audience helps in determining the best medium to employ in order to deliver your message.

3.1 UNIT OBJECTIVES

After reading this unit, you will be conversant with:

1. Meaning and scope of corporate communication
2. Importance of corporate communication
3. Types of corporate communication
4. Corporate communication methods
5. Good corporate communication skills
6. Corporate communication policy

3.2 CONCEPT AND NATURE OF CORPORATE COMMUNICATION

Corporate communications is the process of facilitating information and knowledge exchanges with internal and key external groups and individuals that have a direct relationship with an enterprise. It is concerned with internal communications management from the standpoint of sharing knowledge and decisions from the enterprise with employees, suppliers, investors and partners.

The sharing of information within a business. Corporate communication elements of a corporation. To facilitate corporate communication, a business manager will usually need to have or develop considerable interpersonal skills - such as effective speaking, writing and listening - in order to best assist information sharing within their department. Also called organizational communication.

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Corporate communication is an essential aspect of communication, which needs to be studied and put to use in corporate organizations for greater efficiency of work. Corporate communication collectively refers to the communication processes that are meant for corporate or business purposes. Corporate communication refers to the communication within corporate organization as well as the communication between different corporate entities. Corporate communication can make use of different types of mass media.

3.3 SCOPE OF CORPORATE COMMUNICATION

Business communication can either take place within an organization or outside it. Within the organization, communication takes place among the management and employees. Internal communication involves effective understanding of strategies and plans and emphasizes the corporate culture and shared values. Guiding principles to the new and existing staff are also taken care of via internal communication. Within the organization, it ensures the establishment of avenues for employee motivation and ideas.

On the outside, the communication takes place between the organization and another one that is affiliated or related to the

operations in some way or the other. External business volubility involves the establishment of company branding and marketing ideas and strategies. Effective advertising and after sales services, customer and media relations with external links and individual parties are also dependent on communication. Probably, the most important area where business communication helps a lot is negotiating transactions.

3.4 IMPORTANCE OF CORPORATE COMMUNICATION

1) Convey Messages

Corporate communication allows a process to take place. The sender sends a message through a medium. The receiver receives it, processes it and then gives a feedback, which completes the communication process. Without this process, no two people could ever communicate in business effectively. There would be no information dispatched and hence no work done.

2) Clarity of Ideas

When one communicates with another in a business scenario, it is important to understand that the message has to be conveyed in such a way that there is complete clarity in what is being said. The message should be so clear that all doubts and vague and unclear thoughts will be dispelled. The corporate communication process also allows for the person who has received the message to give a feedback and therefore the communication format achieves a 360 degree solution.

3) Get Work Done

It is only by adapting the varied corporate communication processes like speech, body language, gestures and other

feedback mediums that any work can be expected to get done. An instruction, for example, that is given by a boss to his subordinate needs to be carried through till the final stage of execution. If the process of communication and feedback is missing, an end result is never possible.

4) Avoid Misunderstandings

When two people work together, there is bound to be miscommunication at times, which can lead to misunderstandings and other problems in the workplace. Which naturally affects the work adversely and the business suffers. Corporate communication offers a platform whereby all the misunderstandings can get cleared and one can hope for solutions. This is crucial if there has to be a success made of the plan.

5) Increase Productivity and Efficiency

When there is a proper corporate communication process taking place then the productivity and efficiency of the employees increases. This is because the right information is dispelled and the correct action executed. Therefore there is no, or very less scope for mistakes to happen.

6) Employee Job Satisfaction

When there is scope for open communication at the work place. There is a clear path provided, whereby the seniors and subordinates can talk and solve workplace conflicts amongst themselves. If a surety is provided by the employers that open workplace communication will be given scope and it will be accepted in a healthy manner, then the problems and conflicts that a company faces will be dispelled and the productivity will increase, thereby increasing the profits as well. Along with that, the employees will have a scope for improvement in

their work and duties. Every time they make a mistake or are unable to carry forth their duties effectively and they get a feedback and ways of improvement from their employers, they will begin to understand the pulse of the job and get better at it.

3.5 TYPES OF CORPORATE COMMUNICATION

1) Internal Corporate Communication

Internal corporate communication means the communication within a particular company. Some of the commonly used tools for internal communication can include business meetings, conferences, interviews, presentations or print media like brochures, newsletters, memos, or business letters. Corporate communication is used to make announcements, take decisions and in general share information, views and opinions within organization. Corporate communication is a great way to create a conducive work atmosphere, thus increasing the productivity of the organization. Factors like work hierarchy come into picture during internal corporate communication. Depending on the direction of communication, internal corporate communication can be further classified as horizontal or vertical communication - horizontal referring to communication within peers and vertical referring to communication within different hierarchies in the organization.

2) External Corporate Communication

External corporate communication process includes communication of the corporate organization with its current/potential investors, customers and other corporate entities. The external corporate communication process

includes elements like advertising, marketing and public relations. The external communication is responsible for the way the company portrays itself to the entire corporate world. Thus, external corporate communication is instrumental in creating the brand image or brand identity. The advertisement campaigns and promotional events can be included in external corporate communication as well. Television ads, newspaper ads, radio jingles, promotional events, or even business proposals, affiliation or partnership proposals are included in external corporate communication.

a) Communication by Letters

Letter communication is a widely used technique to communicate with the outsiders. This makes the outsiders understand the points which the company management wishes to convey easily. Moreover, the company can have a copy of the letters with them as a proof of communication with outsiders.

b) Seminars and Exhibitions

The use of information or promotional seminars and exhibitions is one of the best modes of external communication. Seminars can help the organization display their products and have the company representatives explain their use to the customers in detail. This can help in solving any kinds of doubt which the consumers might have about the company's products.

c) E-mails

E-mails are yet another effective way of external communication in this age of advanced technology. E-mails can help us instantly reach out to several people at a time over

long distances, and create awareness about the products and services of the company.

d) Meetings

For the listed entities, meetings and conferences with shareholders and stake holders can be the best ways of external communication that can bring in more business for the company. Meetings are the place where all points regarding the company fundamentals and expansion plans can be fully discussed with the outside parties like creditors.

3.6 CORPORATE COMMUNICATION METHODS

1) Verbal Communication

No other communication method can replace verbal communication because of the high degree of impact it can create on an audience. Sounds, words, speaking and language are the main components of verbal communication. Public speaking is believed to be the most efficient form of verbal communication as it can help us interact with several people at a time. However, to make verbal communication successful in corporate, one needs to put in efforts and train him/her to meet the high industry standards.

2) Written Communication

Written communication is one of the most widely used and popular ways of communicating from ages. A person can communicate with others in the 'written' form with the help of letters, proposals, reports or memos. This is one of the types of external corporate communication in which the person who sends written documents can have a copy of them with him as

a proof that he had communicated the same with the other person.

3) Visual Communication

While we talk about the different forms of communication in corporate is the sideline visual communication. Photographs, signs, symbols, designs are the best ways of visual communication. Among the electronic forms of visual communication, video clips, television and video conferencing are the main ones.

3.7 GOOD CORPORATE COMMUNICATION SKILLS

1) Helps Build a Good Team

Building a good team requires a leader that communicates with each individual who is a part of it. Taking everybody with you, requires personal attention from the leader and addressing of their issues and concerns. By eliminating fear and instilling confidence in their abilities through direct communication, a leader can create a team that can outperform and excel in every department.

2) Avoids Misunderstanding & Miscommunication

With regular communication, many misunderstandings and miscommunication issues can be resolved amicably. This makes it easier for any employee to cut out unnecessary friction and free his or her mind to focus on the task at hand.

3) Helps in Improving Business Process

No business process is perfect and there is always room for improvement. There are various separate departments that work together to create a finished product and each member of

the team has concerns and suggestions regarding how they could improve the process. If communication channels are opened through weekly or monthly interaction meetings and issues are discussed, a more smoother and efficient business process can be developed.

4) Improves Quality of Service

From the point of view of a business and customer relationship, interaction with customers can help a business provide better service. When customers issues are resolved promptly through immediate communication, he is bound to continue buying your product or service.

5) Creates an Inclusive Culture in the Workplace

When there is communication from the top level management with junior most of the employees and there is interaction between different management hierarchies of a business, every one feels included and looked after. This feeling of included in the scheme of things, makes an employee feel more encouraged to work. Appreciation of work objectives achieved by employees through personal meetings can help boost his or her performance to higher levels.

6) Creates a Positive Atmosphere

Positive communication among the various team members that make up business departments, helps sort out internal problems quite easily and smoothen the rough edges that create friction in a business process. Most importantly, when doubts, misunderstanding and other such issues are sorted out through, a positive atmosphere is automatically created as every one focuses on their work and feels like he or she is a part of the big picture.

7) Interaction with Marketing & Sales

With better communication models that establish interaction channels with customers, the marketing and sales teams can implement a more focused approach, which can bring in rich dividends in the long term, in the form of improved sales figures and soaring profit margins. Customer feedback from the distributors of company product can provide an insight into the customer psyche, which can help the company in improving their products and meeting customer products. For software development companies, interaction with their customers and understanding their business models through communication is vitally important to provide better software solutions, tailor made to their requirements.

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8) Better Understanding of Market Conditions

Communicating with the customers through surveys can help understand the market conditions in a better way. What's lacking in a product is best pointed out by a customer. When the management team has a better understanding of market conditions and reads the mind of the consumer, coming up with the right product is easier.

3.8 CORPORATE COMMUNICATION POLICY

1) Information to employees- Internal communications

All the relevant information should be communicated to the employees through internal channels. Integrity is expected at every stage from the employees. It is the function for effective communication among participants within an organization. Major advantage of sharing information with employees is that it builds employer pride and enhances employee's loyalty. This communication can be both ways wherein employee's

grievance can also be redressed and also include managing INTRANET and internal web Portals.

2) External communications

The external communication involves building and maintaining a positive relationship with the media (TV, print, web etc.). Be it drafting and dissemination of press releases, organizing press conferences and meeting with media professionals, events for media etc. The policy may define as to:

Who shall spokesperson for the company,

Who shall handle the queries relating to various matters,

Who shall communicate with handle vendor/supplier/distributor,

How meetings with external authorities and events are to be managed.

3) Investor Communication

Investor Relation cell can held responsible for coordinating communications with investors. It also needs to coordinate with the secretarial department for general information communication. Investor queries should be wisely handled and immediately referred to the secretarial department.

4) Brand management

Major responsibility of Corporate Communication is Image or Brand Building. This should be a well focused area bringing out how brand should be publicised. Various channels may include speeches, presentations, exhibitions, launch events, annual report, advertisements and website.

The company may consider having a brand management guideline which shall cover all the issues.

5) Legal communication

Regulators are the external players having considered role in communication by the company. At various points communication are to be made to the stock exchange, government and judicial authorities. Secretarial and Legal department may be held responsible for timely and accurate communication.

3.9 SUMMARY

Corporate communication is the process of facilitating information and knowledge exchanges with internal and key external groups and individuals that have a direct relationship with an enterprise.

The main scope of business communication can either take place within organizations or outside it. Within the organization, communication takes place among the management and employees.

The main objective of corporate communication not only involves just the message. But it also involves the medium that delivers.

Importance of corporate communication. The sender sends a message through a medium.

3.10 CHECK YOUR PROGRESS

1. What is corporate communication?
2. Explain the Types of corporate communication?
3. Describe the Communication methods?
4. Discuss the Corporate communication skills.
5. Explain the Corporate communication policy?

3.11 ANSWERS TO CHECK YOUR PROGRESS

1. Corporate communication is a process where the sender sends a message through a medium.
2. Internal corporate communication and External corporate communication
3. Verbal communication is the components of Sounds, words, speaking and language. 4. Written communication is in the form of letters, proposals, reports or memos. Visual communication is Photographs, signs, symbols, designs.
4. Building a good team requires a leader that communicates with each individual. With regular communication, many misunderstandings and miscommunication issues can be resolved amicably.
5. Integrity is expected at every stage from the employees, the external communication involves building and maintaining a positive relationship with the media.

3.12 REVIEW AND DISCUSSION QUESTIONS

Define Corporate Communication? Explain its objectives.

Importance of Corporate Communication and its needs

Types of Corporate Communication?

State the Corporate Communication Policy?

Discuss the Corporate Communication Methods?

UNIT 4 EMPLOYEE COMMUNICATION

STRUCTURE

- 4.0 Introduction
- 4.1 Unit objectives
- 4.2 Nature and concept of employee communication
- 4.3 Methods of employee communication
- 4.4 Effective employee communication
- 4.5 Employee communication in multiple channel
- 4.6 Government relation
- 4.7 Investor relation
- 4.8 Public relation
- 4.9 Media relation
- 4.10 Mass media in employee communication
- 4.11 Summary
- 4.12 Check your progress
- 4.13 Answers to Check Your Progress
- 4.14 Review and Discussion Questions

4.0 INTRODUCTION

In addition to conveying a company's messages to external audiences, corporate communicators may also be called on to function as employee communications managers, which includes designing printed publications and writing emails to announce company news, benefits information and training opportunities. Corporate communicators may facilitate focus groups to learn what issues matter most to front-line employees. They advise senior leaders on how to improve relationships with their staff and gain support for their initiatives. The corporate communications staff may also manage a company's Intranet and internal blogs.

*Employee
Communication*

Notes

Creating an employee communications program is crucial to a productive organization. Many companies are successful communicating with managers downward, but employee communications is actually a two-way process. Employees must have the ability to communicate upward to their managers as well.

A number of negative issues can result from the lack of an employee communications program including: employee turnover, reduced productivity, absenteeism, delayed projects, mistrust of management, failed initiatives and an out-of-hand rumor mill.

4.1 UNIT OBJECTIVES

After reading this unit, you will be conversant with:

1. Nature and concept of employee communication
2. Methods of employee communication
3. Effective employee communication
4. Employee communication in multiple channel
5. Government relation
6. Investor relation
7. Public relation
8. Media relation
9. Mass media in employee communication

4.2 NATURE AND CONCEPT OF EMPLOYEE COMMUNICATION

Communication is often defined as the sharing of information, feelings and ideas. In the business world, exchanging information is essential for your company's success, and there are many different avenues available to communicate with

your employees and customers. With the advent of social media, the number of communication options has exploded. You can share among your employees almost instantaneously. As the speed of communication accelerates, your challenges to communicate effectively also increase. Keeping your communications accurate and informative becomes a daily challenge.

4.3 METHODS OF EMPLOYEE COMMUNICATION

Communicating with your employees has traditionally been a top-down process: Management created policies, procedures, documents and memos and distributed them to workers. You now deliver communication usually through internal email messages and website updates. Employees most likely communicate through email and phone calls, with occasional meetings to update status and review accomplishments. Paper memos still exist, but their use is declining as most organizations now rely almost exclusively on email for their important communications.

1) Email and Instant Messaging

Your employees most likely use email and instant messaging for most of their daily communications. From daily updates to the latest news from your field offices, associates can stay up to date and informed at all times. The advantages of email and instant messaging are the speed of information and the ability to communicate to everyone in your company at the same time. A big disadvantage is that they do not allow you to see body language and hear voice inflections, non-verbal communication that constitutes a large portion of the content of most messages. This can cause miscommunication issues.

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2) In-Person Communication

In-person communication among your employees has been declining over the past few years because of the increased use of email, instant messaging, social media and other technologies. Speaking with employees one on one is the most effective form of communication because it allows you and your employees to see body language, make eye contact and detect other nuances of communication. With in-person communication, you also can ask questions, obtain feedback and clarification and watch for reactions. If you need to be 100 percent certain that a person accurately receives your communication, deliver it in person.

3) Telephone and Social Media

Your employees also communicate by telephone, although that phone no longer is attached to a desk. Cell phone technology enables your associates to stay in touch with the office even while they are away from their desk. Social media websites also enable your employees to communicate with each other and stay mobile, as they can access these websites through many cell phones. These sites and the increasing use of handheld communication devices allows everyone in your company to be constantly in touch with your office and each other, helping to rewrite the definition of communication.

4.4 EFFECTIVE EMPLOYEE COMMUNICATION

1) Sharing good news

Effective communication matters even when an employer is improving its benefits package. One client without our help introduced an improvement to their benefits plan. Years later, many employees still think negatively about the change

because the communication wasn't clear. Good communication is especially important when there's a lack of trust in such an environment, employees are more likely to create their own version of what happened.

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2) When “nothing changes”

Sometimes a client will change medical carriers and the employer wants to say they are not changing the benefits. But different carriers administer plans differently with real-world consequences for employees. We know the questions to ask and can help employers figure out all the smaller but important changes that may affect their employees, or, if those details are unknown, advise them on how to best communicate with employees that there may be some differences between the two plans.

3) Influencing behavior

Motivating employees to act (or not act) can be one of the most challenging tasks for an employer. In focus groups conducted for a client, we learned that the biggest motivating factor to getting and staying healthy for this particular group was that employees wanted to be around for their family, to see their grandkids grow up. This insight guided the team in positioning and communicating the employer's wellness program. Once you understand what motivates employees, it's easier to change their actions.

4) Announcing significant changes beyond benefits

Whenever an organization is undergoing change of any kind, the effectiveness of communication can greatly influence how the change is perceived by employees and how quickly they adapt to the new normal. While a good portion of

communication work is in the benefits arena, we also help organizations develop an appropriate strategy and implement communication campaigns during a major change, such as mergers and acquisitions, or when trying to get key stakeholders to use a new system.

4.5 EMPLOYEE COMMUNICATION IN MULTIPLE CHANNEL

An employee communication strategy may include a wide variety of media, including print publications, email and online newsletters, websites, how-to videos, total compensation reports, plan descriptions, posters displayed in the workplace, and in-person meetings. The content and delivery channels used will depend on the stakeholders' needs. How much do they know about what's going on? Do they have influence over the target audience? What is their role and what are their responsibilities in the process? Are they supportive or resistant to what's happening? These aspects are teased out by a discussion and drive the ultimate strategy.

Keeping up with technology and electronic media adds an additional challenge. Websites, blogs, intranets, SharePoint, Face book, Twitter, LinkedIn...it's overwhelming and hard for employers to stay up to date. Clients know they can't just ignore these new channels, because people of all ages are using them extensively in their personal lives, but deciding how and what to integrate into the workplace can be a challenge. At the same time, traditional media typically continue to play some kind of role. People absorb information differently and key messages are more effective when reiterated in multiple ways across a variety of media.

4.6 GOVERNMENT RELATION

The role of the Communications and Government Relations team within Shell is to maintain and enhance reputation and license to operate in what is a vibrant sector in the Indian economy.

Government relations are another piece of a corporate communications strategy that involves external audience's lawmakers, lobbyists, watchdog groups and, of course, the government itself. Communications departments that spend time on dealing with government relations usually will delegate this role to a specialized individual or team. A government relation professional will need to have extensive knowledge of government processes, have relationships with key lawmakers and understand how to work with lobbyists. A company might even employ a lobbyist to represent its interests and try to influence decision makers. Examples of communications include materials outlining a company's industry and needs, and the effect certain laws might have.

Our communications and government relations specialists will ensure a holistic approach to communications, including reputation management, government and media relations, issues and crisis management, corporate communications, social performance and investment, and stakeholder engagement.

Our specialists contribute to the success of Shell by engaging effectively both internally and externally building trust and maintaining relationships with our key stakeholders from staff

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to community members, joint venture partners to customers, government representatives to media professionals.

Public policy shapes the environment in which communication department operates. Understanding the processes, by which decisions are made, the people who make the decisions and the impact of those decisions is absolutely vital.

Communication department team provides in-depth analysis on how public policy affects you and designs strategic programmer to ensure that those who make the decisions, benefit from hearing your views, concerns and ideas. We help our clients develop key messages, build a compelling narrative and engage with the key government officials and political stakeholders responsible for shaping policy in our industry.

Our networks have been built up over many years and are constantly expanding as we seek out those with judgment, leadership ability, political nous and creativity to operate at the most senior levels in domestic, regional or global contexts.

We have global capability and differ by working alongside colleagues who are sector experts. We give clients and candidates a more knowledgeable service combining functional and sector expertise. Corporate Affairs & Communications champions the reputation of JTI, building relationships with governments and public bodies on a national and intra-national level.

4.7 INVESTOR RELATION

Investor relations are an important part of public companies' corporate communications. Like employees, investors are considered an internal audience, since they have a particular stake in a company's financial security. Communications to investors include annual reports, quarterly updates, stock news, market analysis, board of trustees meeting minutes and financial reporting. A corporate communications office might also send its investors industry updates, which can include media coverage the company has received negative or positive and updates on what the competition is doing and how the company compares.

4.8 PUBLIC RELATION

Building relationships with customers and responding to inquiries from the public fall under the public relations function of corporate communications. Duties in this area include producing newsletters, brochures and other printed materials designed for the general public. Corporate communicators also manage a company's website and social media presence, which includes monitoring what customers and clients are saying about the company on social networking websites and responding to inaccurate posts or requests for information. Communication professionals may respond directly to calls and emails from citizens and customers with questions about a company's plans or activities. They arrange for speakers from the company to make presentations to local community groups and may facilitate group tours of a company's operations.

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4.9 MEDIA RELATION

Mass media refers to communication devices, which can be used to communicate and interact with a large number of audiences in different languages. Be it the pictorial messages of the early ages, or the high-technology media that are available today, one thing that we all agree upon, is that mass media are an inseparable part of our lives. Entertainment and media always go hand in hand, but in addition to the entertainment, mass media also remain to be an effective medium for communication, dissemination of information, advertising, marketing, and in general, for expressing and sharing views, opinions, and ideas. Mass media is a double-edged sword which means that there are positive as well as negative influences of media.

4.10 MASS MEDIA IN EMPLOYEE COMMUNICATION

1) Print Media

Print media encompasses mass communication through printed material. It includes newspapers, magazines, booklets and brochures, house magazines, periodicals or newsletters, direct mailers, handbills or flyers, billboards, press releases, and books.

Newspapers: Newspapers enjoyed the position of the most preferred medium to reach a wider audience until electronic communication emerged on the media scene. A newspaper carries all kinds of communication related to a variety of topics like politics, socialism, current affairs, entertainment,

finance, stocks, etc. This captivates the imagination and interests of readers, from all age groups. Newspapers are an important platform of mass communication as they reach every nook and corner of the world where electronic media fails to reach.

Magazines: Magazines are another type of popular culture print media. They usually cater to a specific type of audience who are looking for information based on a particular subject. Magazines cover a plethora of topics like current affairs, business, finance, consumers, gadgets, self-help, luxury, lifestyle, beauty, fashion, entertainment, travel, etc.

The frequency of magazines can be weekly, fortnightly, bi-monthly, quarterly, half-yearly, or yearly. These magazines are the best forum for advertisers as they have a niche readership.

Booklets and Brochures: Booklets and brochures are a part of the promotional literature of a product, or an organization. There are two types of booklets and brochures.

Pre-buying promotion: Usually in malls and stores, promotional literature is distributed free to all (with discount offers).

Post-buying promotion: These booklets and brochures are usually given with a product for better customer experience and easy usage, post purchasing.

Direct Mailers: Direct mailers are small pamphlets, which are devices for direct advertising and marketing. Usually they arrive at our doorstep through the postal mails. Direct mails are a relatively cheaper option of marketing as bulk advertising is cost-effective through post.

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Handbills or Flyers: Handbills or flyers is a form of communication which is printed on a small paper. It is easy to carry, colorful, attractive, and legible to read. They are handed out to all the passers-by.

2) Electronic Media

Electronic media is the kind of media which requires the user to utilize an electric connection to access it. It is also known as 'Broadcast Media'. It includes television, radio, and new-age media like Internet, computers, telephones, etc.

Television: Television appeals both the auditory and visual senses, and hence is an important communication device as it beholds the attention of the audience. Television has become an advertising hub where advertisers are ready to spend huge amounts for an ad of few seconds, especially for programs with high viewership.

Radio: Radio has a significant reach. A considerable number of individuals tune into radio every day while on their way to work. Advertising on the radio with catchy jingles and phrases is a tried and tested means of communication.

3) New Age Media

With the advent of Internet, we are now enjoying the benefits of high technology mass media, which is not only faster than the old mass media, but also has a widespread range. Mobile phones, computers, and Internet are often referred to as the new-age media. Internet has opened up several new opportunities for mass communication which include e-mail,

websites, podcasts, e-forums, e-books, blogging, Internet TV, and many others which are booming today.

Mobile Phones: Mobile phones have become a boon to mankind. It has made communication possible at anytime, and from anywhere. You can also get alerts of your monetary transactions on a mobile phone.

Computers: With the invention of computers the impossible has become possible. We virtually get information about everything from pin to piano with the help of computers. It has added speed and multimedia to the information which was earlier available only in the print format.

Internet: The discovery of Internet can be called the biggest invention in mass media. In earlier days, news used to reach people only with the morning newspaper. But today, live updates reach us simultaneously as the events unfold. Internet has inspired interaction and connectivity through its social networking medium. It has become one of the core means of mass communication.

E-mails: e-mails or electronic mails have drastically reduced the time it took for drafting and sending letters, or mails. Electronic mails have also facilitated lesser usage of paper.

Websites: Internet has a plethora of websites dedicated to various people, companies, brands, causes, activities, etc. The most significant utility of these websites is for providing information, search engines, downloads through libraries, and interaction through the social networking sites.

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E-Forums: E-Forums are bulletin boards on websites where people start threads on topics. These are usually hosted on a website. People give their opinions and share their experiences on various topics.

E-Books: There are a number of websites which have hosted eBooks and online libraries. The main benefit of having eBooks is that you don't have to carry bulky books. You can read them on your eBook readers, mobiles, computer screens, or other devices.

Blogging: A blog is a space on the Internet where a single person or a group of people record their information, opinions, photos, videos, etc. It is an interesting and free platform to talk about any topic. Interaction happens in the form of comments or feedback.

Internet TV: It is also known as online TV. It usually has an archive of programs. You have to choose the program; you wish to view from the list. You can either view the programs directly from the host server, or download the content on your computer. It is an effective means of communication.

Facebook: It is the most popular social networking website. Facebook has several applications which people utilize. It is the best platform to meet old friends, or make new ones. Advertisers also like this forum for communicating about their products.

Twitter: Twitter is a micro blogging site which allows interaction and feedback of different people. There was a time when it was very popular among celebrities and individuals.

Today, the governments of various nations have understood the importance of "tweeting" information to the public, and regularly share information through Twitter.

YouTube: It is a website which uploads content in a video format. It houses a range of interesting videos that appeal to people of all generations. From films to educational videos, you will find everything on YouTube.

4.11 SUMMARY

Communication is often defined as the sharing of information, feelings and ideas. In the business world, exchanging information is essential for your company's success, and there are many different avenues available to communicate with your employees and customers.

The main objective of Employee Communication is share among the employees almost instantaneously. As the speed of communication accelerates, your challenges to communicate effectively also increase.

Mass media refers to communication devices, which can be used to communicate and interact with a large number of audiences in different languages. Be it the pictorial messages of the early ages, or the high-technology media that are available today, one thing that we all agree upon, is that mass media are an inseparable part of our lives.

Building relationships with customers and responding to inquiries from the public fall under the public relations function of corporate communications.

The role of the Communications and Government Relations team within Shell is to maintain and enhance reputation and

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license to operate in what is a vibrant sector in the Indian economy.

4.12 CHECK YOUR PROGRESS

- 1.Explain the Methods of employee communication?
2. What is Employee communication?
- 3.Discuss the Communication of Government relation.
- 4.Explain the concept of Communication with investor relation and public relation.
5. Describe the Mass media in employee communication?

ANSWERS TO CHECK YOUR PROGRESS

1. Methods of employee communication are Email and Instant Messaging, In-Person Communication and Telephone and Social Media.
2. Employee communication is Sharing good news, when “nothing changes, Influencing behavior and announcing significant changes beyond benefits.
3. Communication of Government relation.
- 4.Communication of investor relation and public relation.
- 5Mass media in employee communication are Print Media and Electronic Media

4.12 REVIEW AND DISCUSSION QUESTIONS

Explain the nature and concept of employee communication?

Discuss the Methods of employee communicationand Effects of Employee

Communication?

Enumerate the Mass Media In Employee Communication?

Explain the Employee Communication in multiple Channel?

UNIT 5 CORPORATE COMMUNICATION IN BRANDPROMOTION

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STRUCTURE

- 5.0 Introduction
- 5.1 Unit of objectives
- 5.2 Corporate communication services
- 5.3 Meaning of branding
- 5.4 Nature and concept of corporate branding
- 5.5 Benefits of corporate branding
- 5.6 Essential of corporate branding
- 5.7 Managerial communication
- 5.8 Organizational communication
- 5.9 Marketing communication
- 5.10 Advantages of corporate branding
- 5.11 Disadvantages of corporate branding
- 5.12 Summary
- 5.13 Check your progress
- 5.14 Answers to Check Your Progress
- 5.15 Review and Discussion Questions

5.0 INTRODUCTION

As markets continue to mature and competition within industries grows fiercer, companies will not succeed purely on the basis of what products or services they offer. Although these core functions of the business are unquestionably still crucial, other aspects such as company culture and corporate citizenship have increased in relative importance in determining a company's ability to compete.

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What a company is and how it presents itself to the consumer are defined by its corporate brand personality. Corporate brand personality is a form of brand personality specific to a corporate brand. Brand personality is understood as the human characteristics or traits that can be attributed to a brand.

Although the concept of brand personality is relevant to both product brands and corporate brands, there is an important distinction that can be drawn between the two types of brands that affects how the brand personality concept should be applied. A corporate brand is distinct from a product brand in that a corporate brand can encompass a much wider range of associations.

Consequently, corporate brands will typically have a set of personality traits that is broader and differently composed than the set of personality traits for each product brand owned. By its nature, a product brand is defined by what it does and represents, whereas a corporate brand is defined as much by whom it is as what it does. Unlike a product brand personality that typically relates to consumers and user imagery for a specific product brand, a corporate brand personality can be defined in terms of the human characteristics or traits of the employees of a corporation as a whole. A corporate brand personality will therefore reflect the values, words and actions of employees, individually and collectively.

5.1 UNIT OF OBJECTIVES

After reading this unit, you will be conversant with:

1. Corporate communication services
2. Meaning of branding
3. Nature and concept of corporate branding
4. Benefits of corporate branding

5. Essential of corporate branding
6. Managerial communication
7. Organizational communication
8. Marketing communication
9. Advantages of corporate branding
10. Disadvantages of corporate branding

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5.2 CORPORATE COMMUNICATION SERVICES

There are various **Corporate Communication Services** for esteemed organization. Corporate Image Building, Corporate Positioning and Brand Promotion. Corporate communication is the set of activities involved in managing and orchestrating all internal and external communications aimed at creating favorable point-of-view among stakeholders on which the company depends.

1) Corporate Image Building Service

It is the process of building a brand image of an organization by promoting and communicating its corporate image through the use of effective communication tools or the means of communication. It is generally accepted image of what a company stands for. In creating corporate image, marketing experts use public relations and other forms of promotion to suggest a mental picture to the public.

2) Corporate Positioning Service

It helps to know the industry leading standards related to **Corporate Positioning Service**. A company's reputation is one of its most important assets and plays an important part in determining market value. It provide a deeper understanding of what motivates your most important stakeholders and can

develop a structured and measurable approach to managing communications with them. Also, we provide remarkable varieties of global positioning systems (GPS).

3) Brand Promotion

Brand Promotion is a strategy that is commonly used in marketing in order to increase customer loyalty, awareness of products and sales. The customers can avail from a world-class Brand Promotion Service. For this, we have professionals who are well versed in implanting the brand attributes, firmly in customer's mind.

5.3 MEANING OF BRANDING

In branding, every opportunity to impress the organization's brand upon the customer is called a brand touch point. Examples include everything from TV and other media advertisements, event sponsorships, webinars, and personal selling to even product packaging. Thus, every experiential opportunity that an organization creates for its stakeholders or customers is a brand touch point.

5.4 NATURE AND CONCEPT OF CORPORATE BRANDING

Corporate branding is defined as the sending of cues to create a favorable reputation. Marketing is defined as the processes involved in selling goods. This can be broadened to include selling the organization, the corporate brand.

Brand building activities aimed at special stakeholder groups include government relations, community relations, financial

relations, etc. Organizations may have specialists who deal with these stakeholder groups and use a broad range of communication options such as brochures, annual reports, and lobbying, personal communications and so on.

Corporate advertising is a term given to paid-for messages placed by the organization telling about the organization, not necessarily its products. These may include image advertising, advocacy or issues advertising, and cause related marketing.

Advocacy advertising is a way for organizations to communicate their position on public issues that are connected with their business activities. This may include taking a position on social or business issues, resolving misunderstandings or countering a negative editorial.

A corporate brand is the perception of a company that unites a group of products or services for the public under a single name, a shared visual identity, and a common set of symbols. The process of corporate branding consists creating favorable associations and positive reputation with both internal and external stakeholders. The purpose of a corporate branding initiative is to generate a positive halo over the products and businesses of the company, imparting more favorable impressions of those products and businesses.

5.5 BENEFITS OF CORPORATE BRANDING

1) Loyalty.

When people have a positive experience with a memorable brand, they're more likely to buy that product or service again than competing brands. People who closely bond with a brand

identity are not only more likely to repurchase what they bought, but also to buy related items of the same brand, to recommend the brand to others and to resist the lure of a competitor's price cut. The brand identity helps to create and to anchor such loyalty.

2) Familiarity.

Branding has a big effect on non-customers too. Psychologists have shown that familiarity induces liking. Consequently, people who have never done business with you but have encountered your company identity sufficient times may become willing to recommend you even when they have no personal knowledge of your products or services.

3) Premium image, premium price.

Branding can lift what you sell out of the realm of a commodity, so that instead of dealing with price-shoppers you have buyers eager to pay more for your goods than for those of competitors. Think of some people's willingness to buy the currently "in" brand of bottled water, versus toting along an unlabeled bottle of the same stuff filled from the office water cooler.

4) Extensions.

With a well-established brand, you can spread the respect you've earned to a related new product, service or location and more easily win acceptance of the newcomer. For instance, when a winery with a good reputation starts up regional winery tours, then adds foreign ones, each business introduction benefits from the positive perceptions already in place.

5) **Greater company equity.**

Making your company into a brand usually means that you can get more money for the company when you decide to sell it. A Coca-Cola executive once said that if all the company's facilities and inventory vanished all around the world, he could walk into any bank and take out a loan based only on the right to the Coca-Cola name and formula.

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6) **Lower marketing expenses.**

Although you must invest money to create a brand, once it's created you can maintain it without having to tell the whole story about the brand every time you market it.

5.6 ESSENTIAL OF CORPORATE BRANDING

Plan the Marketing communications calendar in tune with company's objectives

Responsible for strategic inputs into brand/creative development and executing communications strategy

Develop & communicate marketing briefs and liaise with Advertising PR and Event management for communication designs and brand executions

Co-ordinate with the agencies for timely and effective delivery on advertising promotions/media relations etc.

Coordination with agencies and ensuring effective execution, Media buying and Brand building activities

Create an exhaustive merchandise program/ online co-branded stores. Also have a steady bench of merchandising vendors to continually improve quality and array of merchandise and reduce/challenge costs

Translate Marketing vision and strategies into tactical/strategic execution plans

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Make sure other marketing personnel like online manager, social media manager are aligned on the brand strategy and all initiatives are in line with overall vision for the brand

Manage newsletters and mailers for ixigo.com users and ensure regular and timely delivery of the same

Write and review press releases and ensure it is being disseminated in the media

Create speaker opportunities for company spokespersons and ensure nomination of the company to awards/recognition

Liaise with journalists and bloggers to ensure relevant coverage in offline/online media

Represent at industry events and engage with potential consumers/partners

Network with marketing/media/influential people in order to deliver a great perspective / brand image

Manage the blog/Travel Diaries and ensure posting of relevant, interesting, engaging content on our corporate blog

Ensure an ongoing conversation / buzz about the blogosphere

Manage consumer feedback emails and timely respond to them

Talk to select consumers over phone / email and get feedback on our brand / product - suggest product improvements

Implement a work system that ensures adherence to timelines and quality with specific reference to agency reviews, MIS, competition tracking & budget monitoring

5.7 MANAGERIAL COMMUNICATION

Managerial Communication helps in the transfer of information from one party called the sender to the other party called the receiver.

Managerial communication is a function which helps managers communicate with each other as well as with employees within the organization. Managerial Communication helps in the smooth flow of information among managers working towards a common goal. The message has to be clear and well understood in effective communication.

The team members should know what their manager or team leader intends to communicate. Effective managerial communication enables the information to flow in its desired form among managers, team leaders and their respective teams.

Managerial communication is of the following two types:

Interpersonal Communication - Interpersonal communication generally takes place between two or more individuals at the workplace.

Organizational Communication - Communication taking place at all levels in the organization refers to organizational communication.

A successful manager is one who communicates effectively with his subordinates. It is really essential for managers to express their views clearly for the team members to understand what exactly is expected out of them. Managers must also take special care of their body language, facial expressions, gestures for effective communication.

Usually there are two ways managers communicate amongst themselves and with their subordinates:

i. Verbal Communication

Communication done with the help of words is called as verbal communication. No written records are available in verbal communication.

In verbal communication individuals need to be very careful about their speech. What they speak and how they speak. Managers must choose the right words to address their team members. One has to be loud and clear while interacting with employees at the workplace.

ii. Written Communication

Communication is also done through emails, letters, manuals, notices and so on. Such mode of communication where written records are available is often called written communication.

Managers must inculcate a practice of communicating through emails with their juniors as it is the one of the most reliable modes of communication. It is essential for the managers to master the art of writing emails.

5.8 ORGANIZATIONAL COMMUNICATION

Organizational communication broadly to refer to communications and interactions among employees or members of an organization.

Organizational Communication is of the following two types:

i. Formal Communication

Communication which follows hierarchy at the workplace is called as formal communication. Employees communicate

formally with each other to get work done within the desired time frame.

ii. Informal Communication

Employees also communicate with each other just to know what is happening around. Such type of communication is called as informal communication and it has nothing to do with designation of individuals, level in the hierarchy and so on.

Direction of Communication Flow:

i. Upward Communication

Flow of information from employees to managers is called upward communication. Upward communication takes place when employees share their views with their managers on their nature of work, job responsibilities and how they feel about the organization on the whole.

ii. Downward Communication

Downward communication takes place when information flows from managers to the subordinates.

Managers often give orders and directions to their subordinates as to what to do and how to do various tasks. Such type of communication is called downward communication.

5.9 MARKETING COMMUNICATION

Marketing communications (or marcom) consists of the messages and related media used to communicate with a market. Those who practice advertising, branding, direct marketing, graphic design, marketing, packaging, promotion, publicity, public relations, sales, and sales promotion are termed marketing communicators, marketing communications managers, or more briefly as macro managers.

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Marketing communications is focused on the product/service as opposed to corporate communications where the focus of communications work is the company/enterprise itself. Marketing communications is primarily concerned with demand generation and product/service positioning while corporate communications deal with issue management, mergers and acquisitions, litigation, etc.

Marketing communications practitioners focus on the creation and execution of printed marketing collateral; however, academic and professional research developed the practice to use strategic elements of branding and marketing in order to ensure consistency of message delivery throughout an organization. Many trends in business can be attributed to marketing communications; for example: the transition from customer service to customer relations, and the transition from human resources to human solutions. In branding, opportunities to contact stakeholders are called brand touch points (or points of contact.) Marketing communications is concerned with the general behavior of an organization and the perceptions of the organization that are promoted to stakeholders through these touch points.

5.10 ADVANTAGES OF CORPORATE BRANDING

1) Communication

One advantage of corporate branding is the way it facilitates communication between a company and its customers. Corporate branding generally makes use of trademarked images and slogans, each of which is carefully selected to convey the company's image of itself and its preferred way of appearing to customers. The words a company uses to brand itself get at the core values and goals of the company. They

may also indicate what type of customers the company wants to attract. Consumers synthesize this information and develop opinions even before they experience a company's products firsthand.

2) Simplicity

Corporate branding allows a company to employ a single marketing strategy across all of its divisions or products. There is less of a need to develop individual branding strategies for specific products. For example, a technology company may brand itself as forward-thinking and innovative. With this established through corporate branding, each product that the company sells gains the same futuristic image simply by featuring the logo or brand name of the company. New products can take on the same corporate branding without the need to spend time and money on a new branding strategy.

3) Cost Control

Corporate branding spreads out the cost of developing a brand image over an extended period of time. This saves money versus creating and promoting a new brand image for each new product. It also allows companies to roll out new products without a new brand strategy; instead they can rely on the existing corporate brand when time is of the essence. An established corporate brand offers price flexibility. The company can choose to develop new brand images within the corporate brand for major new products while relying on the existing corporate brand for others.

4) Value

Strong corporate brands gain value that is separate from the products they represent. This value comes from the time and

money corporations invest in developing a brand that, over time, becomes recognizable to consumers. Those who have positive experiences with products that carry the corporate brand will naturally respond more favorably to the brand in the future, while consumers who are familiar with the brand but not its products will already have a built-in sense of the brand that makes marketing easier. Companies with established brands can license the brand, sell it outright or use it as leverage in negotiating mergers and acquisitions.

5.11 DISADVANTAGES OF CORPORATE BRANDING

1) Cost

If you wish to create and maintain a strong brand presence, it can involve a lot of design and marketing costs. A strong brand is memorable, but people still need to be exposed to it, this often requires a lot of advertising and over a long period of time, which can be very costly.

There are also costs involved with the creating of a brand image or logo, and although most of these are only one off costs, they are still relatively large for most small businesses.

2) Impersonal

One of the main problems with many branded businesses is that they lose their personal image. The ability to deal on a personal basis with customers is one of the biggest advantages small business have, and poorly designed branding could give customers the impression that your business is losing its personal touch.

3) Fixed Image

Every brand has a certain image to potential customers, and part of that image is about what products or services you sell. If you are known for selling just one product, and you want to sell another product, will you be able to do so effectively? If you sell computers, would your brand name be suitable for selling vacuum cleaners? If your brand is focused too strongly on one product, it can limit your ability to sell other products.

4) Timescale

The process of creating a brand will usually take a long period of time. As well as creating a brand and updating your signs and equipment, you need to expose it to your potential customers. It is commonly shown that people need to see an advert at least three times before they absorb it, which means you will need to advertise and promote the brand for a considerable amount of time before it will become well known.

5.12 SUMMARY

Corporate communication is the set of activities involved in managing and orchestrating all internal and external communications aimed at creating favorable point-of-view among stakeholders on which the company depends.

Corporate branding is defined as the sending of cues to create a favorable reputation. Marketing is defined as the processes involved in selling goods.

Corporate advertising is a term given to paid-for messages placed by the organization telling about the organization, not necessarily its products. These may include image advertising, advocacy or issues advertising, and cause related marketing.

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Managerial communication is a function which helps managers communicate with each other as well as with employees within the organization. Managerial Communication helps in the smooth flow of information among managers working towards a common goal.

Organizational communication broadly refers to communications and interactions among employees or members of an organization.

Marketing communication is primarily concerned with demand generation and product/service positioning while corporate communications deal with issue management, mergers and acquisitions, litigation, etc.

5.13 ANSWERS TO CHECK YOUR PROGRESS

1. Loyalty, Familiarity, Premium Price, Premium Image, Extension
2. Corporate Image Building Service, Corporate Positioning Service, Brand Promotion.
3. Verbal Communication, Written Communication, Interpersonal Communication, Organizational Communication.
4. Formal Communication, Informal Communication, Upward Communication, Downward Communication.

5.13 CHECK YOUR PROGRESS

1. Explain the Corporate communication services?
2. Describe the Corporate branding?
3. Explain the types of Managerial communication?
4. Describe the types of Organizational communication?
5. What is Marketing communication?

5.14. ANSWERS TO CHECK YOUR PROGRESS

1. Corporate communication services are Image Building, Positioning Service and Brand Promotion.
2. Corporate branding is Loyalty, Familiarity, Premium image, premium price, Extensions, Greater company equity and Lower marketing expenses.
3. Managerial communication types are Interpersonal and Organizational Communication.
4. Organizational communication is Formal and Informal Communication.
5. Marketing communication

5.14 REVIEW AND DISCUSSION QUESTIONS

Meaning of Corporate Branding and explain the Nature, concept of Corporate Branding.

Essentials of Corporate Branding and benefits of Corporate Branding?

Discuss the Managerial Communication and Organisational Communication?

Explain the Advantages and Disadvantages of Corporate Branding?

What is mean by Marketing Communication and it's essential?

UNIT 6 FINANCIAL COMMUNICATION AND CRISES COMMUNICATION

STRUCTURE

- 6.0 Introduction
- 6.1 Unit objectives
- 6.2 Nature and concept of financial communication
- 6.3 Role of financial communication
- 6.4 Effective financial communication
- 6.5 Advantages of financial communication
- 6.6 Meaning of crises communication
- 6.7 Need of crises communication
- 6.8 Crises communication process
- 6.9 Crises communication model
- 6.10 Steps in crises communication
- 6.11 Summary
- 6.12 Check your progress
- 6.13 Answers to Check Your Progress
- 6.14 Review and Discussion Questions

6.0 INTRODUCTION

As the economy continues its uneasy path to recovery, many private businesses still face a tight lending environment. Venture capital, angel investment, and private equity remain attractive financing options for many private companies, especially for those businesses in a startup or growth phase. Despite the importance of raising capital from private sources, many companies mishandle a critical component of capital raises: investor relations. Broadly defined as any

communication with investors, CEOs and executives of private companies must develop and maintain strong investor relations. Surprisingly, it's rare to see consistent communication between companies and investors.

Investors are not disinterested pots of money. Rather, if we invest in a company, we want that company to succeed. Indeed, we have a vested interest in that company and its success. Treat investors as advocates and resources. We are members of your team and should be kept informed of developments. Too often, executives approach investors only when a company needs more money. Instead, you should establish consistent investor communications and build relationships with them.

A more substantial report should be issued to investors on a quarterly basis. This report can include detailed financial information and be longer than the monthly updates. Executives also should consider quarterly meetings or brainstorming sessions with investors, either in person or via conference call. A company's investors would be delighted to give advice and pulling together a great deal of brainpower could lead to some exciting developments. At the very least, the company should host an annual meeting for investors.

6.1 UNIT OBJECTIVES

After reading this unit, you will be conversant with:

1. Nature and concept of financial communication
2. Role of financial communication
3. Effective financial communication
4. Advantages of financial communication
5. Meaning of crises communication

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6. Need of crises communication
7. Crises communication process
8. Crises communication model
9. Steps in crises communication

6.2 NATURE AND CONCEPT OF FINANCIAL COMMUNICATION

Effective financial communications is critical to attaining and maintaining investor interest, supporting the optimal pricing of shares and executing successful deals, whether public or private.

It requires a deep understanding of the regulatory environment in each market, analyst and investor expectations and the ability to develop a compelling narrative to support the company's investment story. It also demands a proactive approach and preparedness to quickly react to market speculation, unfavorable analyst reports, leaks or lawsuits.

Financial communication works with companies to surmount the challenges of today's volatile markets and sustain shareholder value through effective communications to investors, analysts and rating agencies. It also serve as strategic communications partners to hedge funds, private equity and venture capital firms, exchanges and other institutional market participants.

Financial Communications practice in three areas:

1) Investor Relations and Financial Communications:

It helps companies communicate their investment merits directly and through traditional and social media. It gives on

all aspects of the earnings cycle, from messaging to conference call script and presentation development. Financial community perception survey research and investor day presentation development are also substantial parts of the practice.

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2) Strategic Transactions:

Financial communications advisor on the full spectrum of strategic transactions:

Mergers & Acquisitions –it create and manage communications with analysts, shareholders and the press, as well as with regulatory authorities, rating agencies, customers, suppliers and employees in both friendly and contested transactions, representing both initiators and targets.

Spin-offs – Ascorporations create value by spinning-off operating companies, financial communication advises on messaging, presentation development, and developing the new company's identity in the public markets.

IPOs and Exchange Listings – financial communication focuses on preparing corporations to meet the rigors of public company life. It work closely with CEOs, CFOs, who typically serve as IPO “project manager,” and in-house communications executives on matters including pre-quiet period positioning, developing the IR function, handling IPO Day media relations and conducting the critical first earnings call.

Restructuring and Reorganization Communications – it helps in restructuring the clients key aspects of corporate restructuring in even the most complex situation. We ensure that our clients create and deliver messages that eliminate

uncertainty, highlight competitive advantages and address the interests of key audiences.

3) Institutional Financial Marketing and Corporate Communications:

It work with private equity and venture capital firms to achieve their three main objectives – promote deal flow, secure capital and attract talent. The work for hedge funds typically involves developing a clear identity through message development, media relations and thought-leadership. For major international investment banks, financial intermediaries, exchanges and other institutional firms, we provide the full-range of corporate and marketing communications services.

6.3 ROLE OF FINANCIAL COMMUNICATION

The role of the Corporate Communication is to formulate, monitor and review policies regarding:

- (a) External communication, inclusive of communication to shareholders, brokers and investment banks, the public;
- (b) Target investor groups, the Corporation consider desirable to be investors of the Corporation;
- (c) Identify investment banks and or brokers to assists management in promoting the Corporation to relevant investor groups; and
- (d) The investor relation function. The financial communication shall advise or assist management in the execution of these policies, hereunder assist management in formulating press releases and prepare for meetings with analyst and shareholders.

6.4 EFFECTIVE FINANCIAL COMMUNICATION

Effective communication is important in business dealing with employees and outsiders, such as vendors and clients. Because accounting is an intrinsic part of any business, good communication skills are vital in this area. Important financial tasks such as budget preparation and reporting, bill paying, payroll and recording income need to be presented properly to management and others to be useful and meaningful.

1) Management

The most important use of accounting data is to communicate meaningful information, allowing management to make good decisions. To be effective, accounting information must make sense and be understood; or else, it is just a list of numbers with no real significance. Many businesses use templates for internal reports to communicate information in a matter that is familiar and easy to use by management.

2) Investors

Another important user of accounting information is the investor, who wants to know how a business is doing financially. Usually this type of information is communicated through standard reports, such as balance sheets and income statements, compiled using generally accepted accounting principles. A balance sheet shows assets, including cash, liabilities and equity. An income statement presents income and expenses of a business at a certain point in time. Both statements are compiled the same way every month or period, allowing for comparability and analysis, from an investors point of view. Many investors may also want to see cash flow statements with information about money coming in and going out in a business. They may also request special reporting.

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3) Government

Accounting information needs to be communicated properly to government entities in the case of taxes. For example, Texas requires sales and use tax on certain items and accounting information must be presented a certain way to be significant. Another example of government communication is the annual tax return with the Internal Revenue Service, where information is shown following specific rules and regulations. Communication regarding financial matters to government should be done in writing as much as possible. Talking about accounting numbers on the phone can create confusion and should be avoided as much as possible.

4) Banks

Banks may want to be apprised of financial situation of businesses, making communication of accounting matters a priority in many firms. In case of bank loans, there may be periodic reports using accounting information. Banks are usually interested in cash flows and may require special reporting regarding a firm's liquidity, including short-term accounts receivables and payables. All this information must be communicated clearly to the bank, or the business may not get the loan.

5) Considerations

The best way to communicate any accounting information is to do it in writing and in a report format with line descriptions on the left side of the pages, columns headed by a date or description, and a report title. Accounting reports are for a specific period or date. Its rare to see an accounting report with only numbers on it and no description or dates. Make sure that any necessary schedules or backup documentation is available in case of questions. To proper communicate accounting

information, reports should be organized with the most summarized version on top and others following it at the bottom. Be sure all reports are stapled with no pages flying around.

6.5 ADVANTAGES OF FINANCIAL COMMUNICATION

1) Experience

A thorough understanding of the operations and finances of companies working in all industries;

A distinctive ability to define appropriate messages to ensure that our corporate clients are well understood and respected by their financial publics, even in challenging times; and

An in-depth knowledge of continuous disclosure legislation.

2) Quality, Professionalism and Creativity

The performance-driven team goes beyond our clients' expectations, taking a partnership approach and developing creative strategies, clear and coherent messages.

3) Reputation

The integrity and the quality of our service have enabled us to build a solid contact network and reputation in the business, financial and communications communities.

4) Business Model

The partnership and teamwork-based formula enables us to offer an 'efficient yet cost-effective turnkey product,' delivered according to the clients' schedules and budgets and in compliance with regulatory requirements.

5) Versatility

In addition to dealing with companies of many sizes and types, we know how to quickly and efficiently adapt to the evolution of their businesses and markets.

6) Reliability and Availability

The stability of our personnel and business partners fosters the quality and continuity of the service provided and the development of solid, long-lasting relationships with our client.

6.6 MEANING OF CRISES COMMUNICATION

Crises Communication refers to a special wing which deals with the reputation of the individuals as well as the organization. Crises communication is an initiative which aims at protecting the reputation of the organization and maintaining its public image. Various factors such as criminal attacks, government investigations, media enquiry can tarnish the image of an organization.

Crises Communication specialists fight against several challenges which tend to harm the reputation and image of the organization.

A crises can occur in a myriad of contexts, including organizational, family, national, or interpersonal. The communication before, during and after a crises is a transactional activity that helps individuals or organizations to prepare for or cope with the crises event. Crises communication is studied primarily in the context of

organizations, although it is critical in coping with crises in all contexts.

6.7 NEED OF CRISES COMMUNICATION

Crises can have a negative effect on brand image. Crises Communication experts are employed to save an organization's reputation against various threats and unwanted challenges.

Brand identity is one of the most valuable assets of an organization. The main purpose of Crises Communication team is to protect the brand identity and maintain the organization's firm standing within the industry.

Crises Communication specialists strive hard to overcome tough situations and help the organization come out of difficult situations in the best possible and quickest way. Organizations hire crises communication specialists to overcome tough times as well as to maintain their reputation and position in the market.

6.8 CRISES COMMUNICATION PROCESS

Employees should not ignore any of the external parties and important clients. Come out, meet them and discuss the problem with them. There is nothing to be ashamed of. If needed, seek their help. Media must not be ignored. Answer their questions. Avoiding media makes situation all the more worse.

Don't criticize individuals. Show a feeling of care and concern for them. Share their feelings and encourage them not to lose hope. Encourage them to deliver their level best. Put

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yourself in their place. Respect them and avoid playing blame games.

Effective communication must be encouraged at the workplace during emergency situations. Employees should have an easy access to superior's cabins to discuss critical issues with them and reach to a mutually acceptable solution.

Information must flow across all departments in its desired form. One should not rely on mere guess works or assumptions during crises. Make sure the information you have is accurate.

Crises communication specialists must learn to take quick decisions. Remember one needs to respond quickly and effectively during unstable situations. Think out of the box and devise alternate plans for the smooth functioning of organization.

Make sure information is kept confidential. Serious action must be taken against employees sharing information and data with external parties. Such things are considered highly unprofessional and unethical and spoil the reputation of the organization.

The superiors must evaluate performance of employees on a regular basis. Ask for feedbacks and reports to know what they are up to. Conduct surprise audits to track performance of employees.

6.9 CRISES COMMUNICATION MODEL

There are four models for public relations and crises communication that indicate the relationships between an organization and its public or stakeholders:

1. **Press Agency/ Publicity Model:** In this model, Crises Communication practitioners may or may not offer

truthful statements to their target audience(s). They are more interested in making their organization famous; and do not expect feedback from their public.

2. **Public Information Model:** The key characteristic of this model is that the practitioners of Crises Communication resemble an information distributor. The primary difference with respect to other models one is that truthfulness and accuracy in the information that is distributed is required.

3. **Two-way Asymmetric Model:** This model is also known as the social science model. In other words, Crises Communication Practitioners should use social science theories or research methods, such as surveys, to help themselves achieve their goals. They attempt to understand the characteristics of their public; however, the level of informational transparency between an organization and public is unequal. The public rarely, if ever, enjoys opportunities to access information about the organization.

4. **Two-way Symmetric Model:** This model is also known as the mutual understanding model. This is to say, there is a two-way dialogue between the public and an organization, and it is not simply a one-way form of communication. The purpose of research and social science methods in this model is not for propaganda or persuasion purposes but rather for purposes of communication and fuller understanding.

6.10 STEPS IN CRISES COMMUNICATION

1. Identify Your Crises Communications Team

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A small team of senior executives should be identified to serve as your organization's Crises Communications Team. Ideally, the team will be led by the organization's CEO, with the firm's top public relations executive and legal counsel as his or her chief advisers. Other team members should be the heads of major organization divisions, to include finance, personnel and operations. Sometimes, during a crises, a natural conflict arises between the recommendations of the organization's legal counsel on the one hand, and those of the public relations counsel on the other.

2. Identify Spokespersons

Within each team, there should be individuals who are the only ones authorized to speak for the organization in times of crises. The CEO should be one of those spokespersons, but not necessarily the primary spokesperson. The fact is that some chief executives are brilliant business people but not very effective in-person communicators. The decision about who should speak is made after a crises breaks but the pool of potential spokespersons should be identified and trained in advance.

3. Spokesperson Training

All stakeholders internal and external are just as capable of misunderstanding or misinterpreting information about the organization as the media, and it's our responsibility to minimize the chance of that happening. Spokesperson training teaches you to be prepared, to be ready to respond in a way that optimizes the response of all stakeholders.

4. Establish Notification Systems

It is absolutely essential, pre-crisis, to establish notification systems that will allow you to rapidly reach your stakeholders using multiple modalities. If you use more than one modality

to reach your stakeholders, the chances are much greater that the message will go through. Technology that you can trigger with a single call or email.

5. Identify and Know Your Stakeholders

Who are the internal and external stakeholders that matter to the organization. I consider employees to be the most important audience, because every employee is a representative and crises manager for the organization whether want them to be or not. But, ultimately, all stakeholders will be talking about the organization to others not on your contact list, so it's up to you to ensure that they receive the messages you would like them to repeat elsewhere.

6. Anticipate Crises

If you're being proactive and preparing for crises, gather your Crises Communications Team for long brainstorming sessions on all the potential crises which can occur at your organization.

There are at least two immediate benefits to this exercise:

You may realize that some of the situations are preventable by simply modifying existing methods of operation.

You can begin to think about possible responses, about best case/worst case scenarios, etc. Better now than when under the pressure of an actual crises.

7. Develop Holding Statements

The organization's Crises Communications Team should regularly review holding statements to determine if they require revision and/or whether statements for other scenarios should be developed.

8. Assess the Crises Situation

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Assessing the crises situation is, therefore, the first crises communications step you can't take in advance. But if you haven't prepared in advance, your reaction will be delayed by the time it takes your in-house staff or quickly-hired consultants to run through steps 1 to 7. Furthermore, a hastily created crises communications strategy and team are never as efficient as those planned and rehearsed in advance.

9. Identify Key Messages

With holding statements available as a starting point, the Crises Communications Team must continue developing the crises-specific messages required for any given situation. The team already knows, categorically, what type of information its stakeholders are looking for.

10. Riding out the Storm

Take a deep breath.

Take an objective look at the reaction(s) in question. Is it your fault, or their unique interpretation?

Decide if another communication to those stakeholders is likely to change their impression for the better.

Decide if another communication to those stakeholders could make the situation worse.

If, after considering these factors, you think it's still worth more communication, then take your best shot.

6.11 SUMMARY

Investor communications are best delivered in writing, either through mail or e-mail. Executives should send informal and brief updates to investors on a monthly basis. This monthly letter should only be a page or two and can include P&L information.

Effective communication is important in business dealing with employees and outsiders, such as vendors and clients. Because accounting is an intrinsic part of any business, good communication skills are vital in this area.

Crises Communication specialists strive hard to overcome tough situations and help the organization come out of difficult situations in the best possible and quickest way. Organizations hire crises communication specialists to overcome tough times as well as to maintain their reputation and position in the market.

6.12 CHECK YOUR PROGRESS

1. Describe the Financial Communications areas?
2. What is financial communication?
3. Define Crises communication?
4. Explain the Crises communication model?
5. Discuss the Steps in crises communication.

6.12 ANSWERS TO CHECK YOUR PROGRESS

1. Financial Communications areas are Investor Relations, Strategic Transactions and Institutional Financial Marketing and Corporate Communications.
2. Financial communication with Management. Investors, Government, Banks and Considerations.
3. Crises communication
4. Crises communication model are Publicity Model, Public Information Model, Two-way Asymmetric Model and Two-way Symmetric Model.
5. Steps in crises communication.

6.13 REVIEW AND DISCUSSION QUESTIONS

1. Nature and scope of Financial Communication discuss?
2. Explain the Role and Effective of Financial Communication?
3. Meaning and Needs of Crises Communication?
4. Steps involved in Crises Communication?
5. Explain the process of Crises Communication Model?

UNIT 7 REPORT WRITING

STRUCTURE

- 7.0 Introduction
- 7.1 Unit objectives
- 7.2 Meaning of reports
- 7.3 Importance of reports
- 7.4 Characteristic of reports
- 7.5 Types of reports
- 7.6 Meaning of business reports
- 7.7 Types of business reports
- 7.8 Structure of reports
- 7.9 Advantages of reports
- 7.10 Summary
- 7.11 Check your progress
- 7.12 Answers to Check Your Progress
- 7.13 Review and Discussion Questions

7.0 INTRODUCTION

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

A report is a specific form of writing that is organised around concisely identifying and examining issues, events, or findings

that have happened in a physical sense, such as events that have occurred within an organisation, or findings from a research investigation.

These events can also pertain to events or issues that have been presented within a body of literature. The key to report writing is informing the reader simply and objectively about all relevant issues. There are three features that, together, characterise report writing at a very basic level: a pre-defined structure, independent sections, and reaching unbiased conclusions.

Reports are a highly structured form of writing often following conventions that have been laid down to produce a common format. Structure and convention in written reports stress the process by which the information was gathered as much as the information itself.

7.1 UNIT OBJECTIVES

After reading this unit, you will be conversant with:

1. Meaning of Reports
2. Importance of Reports
3. Characteristics of Reports
4. Types of reports
5. Meaning of Business report
6. Types of business report
7. Structure of business report
8. Advantages of report

7.2 MEANING OF REPORT

A report is a logical presentation of facts and information. The information is needed for reviewing and evaluating progress, for planning future course of action and for taking decisions. Reports provide feedback to the manager on various aspects of the organization.

Every organization has a system of routing periodical reporting on the progress and the status of different activity. Besides, management may assigned certain special studies for the purpose of taking decisions. Special reports may be written by an individual or by a group of persons to whom the task has been assigned. The report is submitted to the authority that has assigned it.

Reports are written various purposes. They may be required to review performance, keep a check on a continuing activity, plan for the future needs of the organization, survey the market, submit standardized information etc.,

7.3 IMPORTANCE OF REPORTS

A report is the single 'basic management tool used in decision-making'. in a one-man business, the functions of reporting and decision-making are combined in one man-the proprietor. He knows his business inside out and is capable of making on-the-spot decisions. So he does not need any reports. But large-scale organizations are engaged in multifarious activities, which are being handled by different departments. Their top executives cannot keep a personal watch over all these activities. So they have to base their decisions on the reports

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they get from the heads of various departments. For large organizations reports are just indispensable.

7.4 CHARACTERISTICS OF REPORT

1) Precision

In a good report, the writer is very clear about the exact purpose of writing it. His investigation, analyses, and recommendations are directed by this central purpose. Precision gives a kind of unity and coherence to the report and makes it a valuable document.

2) Accuracy of facts

The scientific accuracy of facts is verified essential to the good report. Since reports in variably lead to decision-making, inaccurate facts may lead to disastrous decisions.

3) Relevance

The facts presented in a report should be not only accurate but relevant also. While it is essential that every fact included in a report has a bearing on the central purpose. It is equally essential to see that nothing relevant has escaped inclusion. Irrelevant facts make a report confusing, exclusion of relevant facts renders it incomplete and lightly to mislead.

4) Reader-Orientation

A good report is always reader-oriented. While drafting a report, it is necessary to keep in mind the persons who are going to read it. A report meant for the layman will be different from another meant for technical experts.

5) **Objectivity of recommendation**

In recommendations' are made at the end of the report, they must be impartial and objective. They should come as a logical conclusion to investigation and analysis. They must not suggest any self-interest on the part of the writer.

6) **Simple unambiguous language**

A good report is written in a simple, unambiguous language. It is a kind of scientific document of practical utility; hence it should be free from various forms of poetic embellishment like figures of speech.

7) **Clarity**

A good report is absolutely clear. Clarity depends on proper arrangement of facts. The report writer must proceed systematically. He should make his purpose clear, define his sources, state his findings and finally make necessary recommendations. He should divide his report into short paragraphs giving them headings, and insert other suitable signposts to achieve greater clarity.

8) **Brevity**

A report should be brief. It is difficult to define brevity in absolute terms. Brevity should not be achieved at the cost of clarity. Nor should it be at the cost of competence. Brevity in a report is the kind of brevity one recommends for a précis. Include everything significant and yet be brief.

9) **Accuracy**

Accuracy of grammar, spelling, and punctuation is of fundamental importance. It is one of the basic requisites of a good report as of any other piece of composition. Besides, faulty construction of sentences makes the meaning obscure

and ambiguous. In correct spellings irritate the reader. Faculty punctuation may distort the meaning.

7.5 TYPES OF REPORTS

1) Routine Report

Routine reports are periodical are usually prepared filling in printed forms, to convey information about the progress or status of work. They are submitted at a regular interval or soon after the completion of the task.

a) Progress report

A progress report is a document that describes the progress of a particular person or event over a specific period of time. Progress reports are often used to judge the development of a project or person doing a task before or between official reviews. Progress reports are valuable to determine if projects are advancing, if a person is making improvements on a job or task, or for ensuring methods created to reach certain goals are having their desired effects.

b) Inspection report

The report is submitted as soon as an inspection is carried out. It is necessary for detecting any irregularities or deviations from standard practices, in day-to-day work; printed forms and guidelines for checking may be provided by the authorities; otherwise, experts in the field, like auditors, engineers, etc., use their own guidelines and formats for inspection reports.

c) Performance appraisal report

Performance appraisal report is periodical and is usually prepared by filling in a form. It is meant for assessing and recording and performance of an employee. Every supervisor has to fill in an assessment report for each of the subordinates

annually. Performance appraisal helps the superiors to assess performance of individual employees.

d) Periodical report

It is prepared in regular intervals on the working of a section or a department. The information required is of routine nature and can be easily tabulated; hence it is prepared by filling in a form.

2) Special report

a) First information report (FIR)

Is required when there is a disaster like fire, building collapse, robbery or accident in an organisation. It is prepared by a responsible person on-the-spot or the person in charge, for the submission to a higher authority. FIR is always written by an individual.

b) Investigation report

Is written after making a thorough study inquiry. An investigation is made when there is problem and a management needs to find out the causes of the problems, and need suggestions for solving it. For example, falling sales, declining deposits in a bank, many customers compliance, losses in the branch etc. a committee may be appointed to find out the causes of the problem, and suggest measures to solve it and prevent it from occurring again. It requires collection of facts which are not always easy to get. The collected information has to be analyzed; conclusions have to be drawn and recommendation may have to be made.

c) Feasibility or Survey report

Is required when an organization intends to launch a new product in the market, introduce a new service, or make any major changes that may affect the company customers. The proposed field or area has to be survived and its conditions on the purpose of the survey. The purpose may be to consider the suitability of a site for a factory, to evaluate the feasibility and financial viability of a proposal, to survey the market, to estimate damage.

d) Project report

A project report is a record of any sort of project, whether it is a school project, business project, or research project. Most commonly, project reports are written to record the beginning, middle and end of specific project events, such as business initiatives or school experiments. A project report can be written about almost any topic, in fields such as science, marketing, education, or engineering.

7.6 MEANING OF BUSINESS REPORT

Business reports are a type of assignment in which you analyse a situation (either a real situation or a case study) and apply business theories to produce a range of suggestions for improvement. The definition of business report writing is the process of preparing a formal written document for a business setting. A report is a written document, containing information regarding business matters.

Business reports are typically assigned to enable you to:

Examine available and potential solutions to a problem, situation, or issue.

Apply business and management theory to a practical situation.

Demonstrate your analytical, reasoning, and evaluation skills in identifying and weighing-up possible solutions and outcomes.

Reach conclusions about a problem or issue.

Provide recommendations for future action.

Show concise and clear communication skills

7.7 TYPES OF BUSINESS REPORT

1) **On the basis of legal formalities** to be complied with, we can have

a) Informal reports

An informal report is usually in the form of a person-to-person communication. It may range from a short, almost fragmentary statement of facts on a single page, to a more developed presentation taking several pages. An informal report is usually submitted in the form of a letter or a memorandum.

b) Formal reports

A formal report is one which is prepared in a prescribed format and is presented according to an established procedures to a prescribed authority.

2) **On the basis of the frequency of issue**, a report can be periodic or special.

a) Periodic reports

Periodic or routine reports are prepared and presented at regular, prescribed intervals in the usual routine of business. They may be submitted annually, semi annually, quarterly, monthly, weekly or even daily. Generally, such report contains

a mere statement of facts, in detail or in summarized form, without an opinion or is recommendation.

b) Special reports

Special reports are related to a single occasion or situation. A report on the desirability of opening a new branch or unrest among staff in a particular branch are special reports. Special reports deal with non-recurrent problems.

3) On the basis of functions

A report can be 1) informative, or 2) interpretative

If a report merely presents facts pertinent to an issue or a situation, it is informative. On the other hand if it analysis the facts, draws conclusions and makes recommendations, it may be described as analytical, or interpretative, or investigative.

4) On the basis of the nature of the subject deal with, we can have a 1) problem determining report, or 2) fact-finding report or 3) performance report, or 4) technical report, etc.

5) On the basis of the number of persons entrusted with drafting of the report, we can have 1) reports by individuals, and 2) reports by committees or sub committees.

7.8 STRUCTURE OF REPORT

A report is divided into sections with headings so that the collected information can be presented in a form that is easy to read refer to. A covering letter usually accompanies the report.

Reports are read by different persons for different purposes. Some are interested only in the findings and conclusion; some may want to know only the recommendations; yet others may want to check the procedure followed for data collection; most might want to know with what terms are reference the report writer was working all these details have to be including and presented in a logical format.

Report Writing

Notes

A report may be written by an individual by a committee. Both are formal and must follow a logical order. An individual report may be a little more personal intone, while the committee report is impersonal intone.

A report by an individual is written by one person. It follows the same logical presentation as the committee report.

If the report is short, it is written in letter form with numbered and sub-title paragraphs. It is addressed to the person or the body that the authorized the report; it does not have the complete inside address as it is internal communication and is typed on the organization's letterhead. It is dated on the day of submission are a day earlier.

A Committee report written by a group of persons who have been assigned the work as a committee. It is impersonal in style and written in the passive voice the works we or our are not use; the committee is used when necessary. It is never written in the form of a letter; it must always be presented schematic form with sub-headings. The report is typed on plain paper and submitted with a covering letter.

7.9 ADVANTAGES OF REPORTS

1) Complete and Compact Document:

Report is a complete and compact written document giving updated information about a specific problem.

2) Systematic Presentation of Facts:

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

3) Prepared in Writing:

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

4) Provides Information and Guidance:

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

5) Self-explanatory Document:

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

6) **Acts as a Tool of Internal Communication:**

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

Report Writing

Notes

7) **Acts as Permanent Record:**

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

8) **Time Consuming and Costly Activity:**

Report writing is a time consuming, lengthy and costly activity as it involves collection of facts, drawing conclusion and making recommendations.

7.10 SUMMARY

Report is a self- explanatory statement of facts relating to a specific subject and serves the purpose of providing information for decision making up follow up actions.

A report is the single basic management tool used in decision-making are combined in one man the proprietor.

Business reports are a type of assignment in which you analyze the situation and apply business theories to produce a range of suggestions for improvement.

7.10 CHECK YOUR PROGRESS

1. What is Report writing?
2. Explain the Types of reports?
3. Describe the Types of business report?
4. Discuss the Structure of report?

7.11 ANSWERS TO CHECK YOUR PROGRESS

1. Report writing is Precision, Accuracy of facts, Relevance, Reader-Orientation, Objectivity of recommendation, Simple unambiguous language, Clarity, Brevity and Accuracy.

2. Types of reports are Routine Report and Special report.

3. Types of business report are Informal, Formal, Periodic and Special reports.

4. Structure of report is Complete and Compact Document, Systematic Presentation of Facts, Prepared in Writing, Provides Information and Guidance and Self-explanatory Document.

7.12 REVIEW AND DISCUSSION QUESTIONS

1. Define the term “Business Reports”, also appreciate the need for it.
2. Discuss the Report and the Characteristics of Report?
3. Explain the Types of Report?
4. Explain the structure of Report and Advantages of Reports?
5. State the importance of Reports.

UNIT 8 PROJECT PROPOSAL

STRUCTURE

- 8.0 Introduction
- 8.1 Unit objectives
- 8.2 Concept and nature of project proposal
- 8.3 Proposed project proposal
- 8.4 Data collection method
- 8.5 Concept of chart
- 8.6 Features of chart
- 8.7 Types of chart
- 8.8 Concept of documenting sources
- 8.9 Methods in documenting sources
- 8.10 Concept of proof reading
- 8.11 Importance of proofreading
- 8.12 Effective proof reading
- 8.13 Summary
- 8.14 Check your progress
- 8.15 Answers to Check Your Progress
- 8.16 Review and Discussions Questions

8.0 INTRODUCTION

A proposal is an essential marketing document that helps cultivate an initial professional relationship between an organization and a donor over a project to be implemented. The proposal outlines the plan of the implementing organization about the project, giving extensive information about the intention, for implementing it, the ways to manage it and the results to be delivered from it.

Project Proposal

Notes

A proposal is a very important document. In some cases, a concept note precedes a proposal, briefing the basic facts of the project idea. However, the project idea faces a considerable challenge when it has to be presented in a framework. The proposal has a framework that establishes ideas formally for a clear understanding of the project for the donor. Besides, unless the ideas are not documented in writing, they do not exist. Hence, a proposal facilitates appropriate words for the conception of an idea.

If you are going to be successful in writing grants to fund community based projects, you must first establish credibility with the prospective funding agency or foundation.

8.1 UNIT OBJECTIVES

After reading this unit, you will be conversant with:

1. Concept and nature of project proposal
2. Proposed format of project proposal
3. Data collection method
4. Concept and features of chart
5. Types of chart
6. Concept of documenting sources
7. Methods of documenting sources
8. Concept and importance of proof reading
9. Effective proof reading

8.2 CONCEPT AND NATURE OF PROJECT PROPOSAL

A project proposal is basically a document that describes your project in detail, as well as the strategy and tactics you plan to use to achieve its completion. There are several formats to follow in order to develop a good project proposal.

The nature of the project proposal is basically the area where the project belongs to. The nature of a project can be construction improvements, Machine improvements, New electronic design, etc.

8.3 PROPOSED PROJECT PROPOSAL

Title page: A title page should appear on proposals longer than three to four pages. The title page should indicate the project title, the name of the *lead* organisation, the place and date of project preparation and the name of the donor agency to whom the proposal is addressed.

Project title: The project title should be short, concise, and preferably refer to a certain key project result or the leading project activity.

Abstract/Executive Summary: It is a short project summary, an abstract or executive summary. The abstract should include: the problem statement, the project's objectives, implementing organisations; key project activities; and potentially the total project budget. Theoretically, the abstract should be compiled after the relevant items already exist in their long form.

Context: This part of the project describes the social, economic, political and cultural background from which the project is initiated. It should contain relevant data from

Project Proposal

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research carried out in the project planning phase or collected from other sources.

Project justification: A rationale should be provided for the project. Due to its importance, this section is sometimes divided into four or more sub-sections:

- Problem statement: The problem statement provides a description of the specific problem(s) the project is trying to solve, in order to “make a case” for the project. There should also be an explanation of the needs of the target group that appear as a direct consequence of the described problem.
- Priority needs: The needs of the target group that have arisen as a direct negative impact of the problem should be prioritized. An explanation as to how this decision was reached must also be included.
- The proposed approach (type of intervention): The project proposal should describe the strategy chosen for solving the problem and precisely how it will *lead* to improvement.
- The implementing organisation: This section should describe the capabilities of your organisation by referring to its capacity and previous project record and Project aims.

Target group: define the target group and show how it will benefit from the project. The project should provide a detailed description of the size and characteristics of the target groups, and especially of direct project beneficiaries

Project implementation: The implementation plan should describe activities and resource allocation in as much detail as possible. It is exceptionally important to provide a good overview of who is going to implement the project’s activities, as well as when and where.

Budget: An itemized summary of an organisation's expected income and expenses over a specified period of time.

Monitoring and evaluation: The basis for monitoring is set when the *indicators* for results are set. The project proposal should indicate: how and when the project management team will conduct activities to monitor the project's progress; which methods will be used to monitor and evaluate; and who will do the evaluation.

Reporting: The schedule of project progress and financial report could be set in the project proposal. The project report may be compiled in different versions, with regard to the audience they are targeting.

Management and personnel: A brief description should be given of the project personnel, the individual roles each one has assumed, and the communication mechanisms that exist between them. All the additional information should be attached to the annexes.

8.4 DATA COLLECTION METHOD

Data collection is any process of preparing and collecting data. The purpose of data collection is aimed to obtain information to keep on record, to make decisions about important issues, or to pass information on to others. Data are primarily collected to provide information regarding a specific topic.

The choice of method is influenced by the data collection strategy, the type of variable, the accuracy required, the collection point and the skill of the enumerator. Links between a variable, its source and practical methods for its collection can help in choosing appropriate methods. The main data collection methods are:

Project Proposal

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A) Primary Data

Primary Data is data that has not been previously published, i.e. the data is derived from a new or original research study and collected at the source, e.g., in marketing, it is information that is obtained directly from first-hand sources by means of surveys, observation or experimentation.

1) Registration:

Registration registers and licences are particularly valuable for complete enumeration, but are limited to variables that change slowly, such as numbers of fishing vessels and their characteristics.

2) Questionnaires:

A questionnaire is a form which is completed and returned by respondents. An inexpensive method that is useful where literacy rates are high and respondents are co-operative.

Interviews:

An interview is a form which is completed through an interview with the respondent. More expensive than questionnaires, but they are better for more complex questions, low literacy or less co-operation.

3) Direct observations:

Direct observations is making direct measurements is the most accurate method for many variables, such as catch, but is often expensive. Many methods, such as observer programmes, are limited to industrial fisheries.

4) **Reporting:**

Reporting is the main alternative to making direct measurements is to require fishers and others to report their activities. Reporting requires literacy and co-operation, but can be backed up by a legal requirement and direct measurements

B) **Secondary Data**

Secondary Data is the data that have been already collected by and readily available from other sources. Such data are cheaper and more quickly obtainable than the primary data and also may be available when primary data cannot be obtained at all. Secondary data collection is basically collecting data from documents, records and reports of others.

8.5 **CONCEPT OF CHART**

A chart is a graphical representation of data, in which "the data is represented by symbols, such as bars in a bar chart, lines in a line chart, or slices in a chart". A chart can represent tabular numeric data, functions or some kinds of qualitative structure and provides different information.

The term "chart" as a graphical representation of data has multiple meanings:

A data chart is a type of diagram or graph that organizes and represents a set of numerical or qualitative data.

Maps that are adorned with extra information for some specific purpose are often known as charts, such as a nautical chart or aeronautical chart.

Other domain specific constructs are sometimes called charts, such as the chord chart in music notation or a record chart for album popularity.

Project Proposal

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8.6 FEATURES OF CHART

A chart can take a large variety of forms, however there are common features that provide the chart with its ability to extract meaning from data.

Typically the data in a chart is represented graphically, since humans are generally able to infer meaning from pictures quicker than from text. Text is generally used only to annotate the data.

One of the more important uses of text in a graph is the title. A graph's title usually appears above the main graphic and provides a succinct description of what the data in the graph refers to.

Dimensions in the data are often displayed on axes. If a horizontal and a vertical axis are used, they are usually referred to as the x-axis and y-axis respectively. Each axis will have a scale, denoted by periodic graduations and usually accompanied by numerical or categorical indications. Each axis will typically also have a label displayed outside or beside it, briefly describing the dimension represented. If the scale is numerical, the label will often be suffixed with the unit of that scale in parentheses.

The data of a chart can appear in all manner of formats, and may include individual textual labels describing the datum associated with the indicated position in the chart. The data may appear as dots or shapes, connected or unconnected, and in any combination of colors and patterns. Inferences or points of interest can be overlaid directly on the graph to further aid information extraction.

8.7 TYPES OF CHART

1) Histogram

A histogram consists of tabular frequencies, shown as adjacent rectangles, erected over discrete intervals (bins), with an area equal to the frequency of the observations in the interval.

2) Bar chart

A bar chart is a chart with rectangular bars with lengths proportional to the values that they represent. The bars can be plotted vertically or horizontally. Bar charts are useful for plotting many data series. Bar charts use horizontal data markers to compare individual values.

3) Pie chart

A pie chart shows percentage values as a slice of a pie. Pie charts are useful for highlighting proportions. They use segments of a circle to show the relationship of parts to the whole. To highlight actual values, use another chart type, such as a stacked chart.

4) Line chart

A line chart is a two-dimensional scatter plot of ordered observations where the observations are connected following their order. Line charts are useful for showing trends over time and comparing many data series. Line charts plot data at regular points connected by lines.

5) Column charts

Column charts are useful for comparing discrete data or showing trends over time. Column charts use vertical data markers to compare individual values.

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6) Point charts

Point charts are useful for showing quantitative data in an uncluttered fashion. Point charts use multiple points to plot data along an ordinal, or non-numeric, axis. A point charts the same as a line chart without the lines. Only the data points are shown.

8.8 CONCEPT OF DOCUMENTING SOURCES

Documenting means showing where you got source information that's not your own. Remember, a research paper blends your ideas with ideas and information from other sources.

Document your sources to show your readers where you found the information and to show that you've fully researched your topic and are aware of current thinking on the subject. Readers may use your documentation to go back to your sources and check your work. They also may read your sources to see if they agree with your interpretation or to supplement their own research. So your sources are a paper trail.

The trail has three major markers along the way:

1. **A reference to the source**, regardless of whether you're summarizing, paraphrasing, or quoting from it directly
2. **An in-text citation** to show exactly what material you are citing and its origin
3. **A list of sources** at the end of your document that provides more detailed bibliographic information than the internal citation.

You must document (or cite) any idea, conclusion, information, words, or data directly derived someone else. Any time you paraphrase or summarize another author's ideas, or quote an author directly, cite them. You don't need to document general knowledge, common sayings, self-evident opinions or conclusions when in doubt. Plagiarism can be avoided by correctly documenting quotations, ideas, and general references to another person's work.

Project Proposal

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8.9 METHODS OF DOCUMENTING SOURCES

1) Direct Quotations

Whenever text is quoted directly from a source, and set off by quotation marks, this quotation must be documented. The accuracy of quotations is extremely important: changes must not be made in the punctuation, spelling, or capitalization of the sentence (unless your changes are indicated by brackets or parentheses).

2) Parenthetical Citations

A parenthetical citation acknowledges your sources by providing a reference to the author and page number of the source within the text of your paper. The parenthetical citation follows the text that is being cited. For example:

Modern Language Association style

If the name of the author is mentioned in the text, the citation includes only the page number:

As Geir Lundestad reports in *The American "Empire"*, American foreign policy has three principal objectives

American Psychological Association style

If the name of the author is mentioned in the text, the citation includes only the date of publication and page number:

According to Lundestad, "Certain constant objectives can be found in American foreign policy" (1990, p. 120).

3) Footnotes

When footnotes are used, the parenthetical citations are replaced with small, superscript numerals (i.e., raised slightly above the line), which are numbered consecutively throughout the paper. Note that footnote numerals come after the period (or any other punctuation mark) at the end of the sentence. The footnote appears at the bottom of the page, below the text of your paper. For example:

American foreign policy has three principal aims.¹

4) Endnotes

Endnotes are constructed in the same manner as footnotes. The only difference is that the endnotes are listed in sequence on their own page at the end of the paper, rather than appearing at the bottom of each page. Your page of endnotes should be titled "Notes", centered at the top of the page.

5) Bibliography

Bibliography or works-cited page is a list of all the sources (i.e., books, journal or magazine articles, web sites, etc.) that you cited in your paper. Your professor may also ask you to include other sources that you used to research your paper, but did not cite. The bibliography page appears at the end of your paper, and each entry in your bibliography is listed alphabetically. For example:

in Sudan: A Critical Assessment. Middle East Journal, 44, 610-23.
(Note, "44" is the volume number.)

8.10 CONCEPT OF PROOF READING

The process of reviewing the final draft of a text to ensure that all information is accurate and all surface errors have been corrected.

According to Thomas Means, "Proofreading differs from editing in that it mainly involves looking for errors or omissions rather than improving writing style or tone".

8.11 IMPORTANCE OF PROOF READING

Before submitting or printing an academic research paper, essay, email, memo, or any other written document, it is very important to carefully proofread it. Proofreading of written material is the final and essential step that must be taken before a document can be considered complete.

When proofreading a document, you should first read it slowly and carefully to determine whether or not it communicates its message. If the title or the introductory paragraph do not clearly signal the intent of the paper or if the paragraphs which follow do not naturally flow from that introduction, you might want to rewrite those parts of your paper.

Once that part of the proofreading process, the overview editing, has been completed, it is time to perform a more exacting analysis of the paper. During this part of the proofreading procedure, you should search for errors in spelling, word usage, grammar, and punctuation. Before you can consider the proofreading process complete, you should verify your sources and make sure that the document adheres to the rules of the formatting style that you are using, whether it is APA, MLA, Chicago, CSE, or some other.

Project Proposal

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Professional editors can proofread your document so that the final product is well-written, precise, and easy to read. It is important to carefully proofread all written material. It is not just the icing on the cake.

8.12 EFFECTIVE PROOF READING

1. Give it a rest.

If time allows, set your text aside for a few hours (or days) after you've finished composing, and then proofread it with fresh eyes. Rather than remember the perfect paper you meant to write, you're more likely to see what you've actually written.

2. Look for one type of problem at a time.

Read through your text several times, concentrating first on sentence structures, then word choice, then spelling, and finally punctuation. As the saying goes, if you look for trouble, you're likely to find it.

3. Double-check facts, figures, and proper names.

In addition to reviewing for correct spelling and usage, make sure that all the information in your text is accurate.

4. **Review a hard copy.**

Print out your text and review it line by line: rereading your work in a different format may help you catch errors that you previously missed.

5. **Read your text aloud.**

Or better yet, ask a friend or colleague to read it aloud. You may hear a problem (a faulty verb ending, for example, or a missing word) that you haven't been able to see.

6. **Use a spellchecker.**

The spellchecker can help you catch repeated words, reversed letters, and many other common errors--but it's certainly not goof proof.

7. **Trust your dictionary.**

Your spellchecker can tell you only if a word *is* a word, not if it's the right word. For instance, if you're not sure whether sand is in a desert or a dessert, visit the dictionary.

8. **Read your text backward.**

Another way to catch spelling errors is to read backward, from right to left, starting with the last word in your text. Doing this will help you focus on individual words rather than sentences.

9. **Create your own proofreading checklist.**

Keep a list of the types of mistakes you commonly make, and then refer to that list each time you proofread.

10. **Ask for help.**

Invite someone else to proofread your text after you have reviewed it. A new set of eyes may immediately spot errors that you've overlooked.

8.13 **SUMMARY**

A project proposal is basically a document that describes your project in detail as well as the strategy and tactics you plan to use to achieve its completion.

Data Collection is any process of preparing and collecting data. The purpose of data collection is aimed to obtain information to keep on record, to make decisions about important issues, or to pass information on to other.

A chart is a graphical representation of data in which “the data is represented by symbols, such as bars in a bar chart, line in a line chart, or slices in a chart”.

Documenting means showing where you got source information that is not your own. Remember, a research paper blends your ideas with ideas and information from other sources.

8.13 **CHECK YOUR PROGRESS**

1. Define Project proposal?
2. Explain the types of Data collection method?
3. What are the Types of chart?
4. Discuss the Methods of documenting sources.
5. What is Effective proof reading?

8.14 **ANSWERS TO CHECK YOUR PROGRESS**

1. Project proposal are proceeds with Title page, Project title, Abstract/Executive Summary, Context, Project justification,

Project Proposal

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Target group, Project implementation, Budget, Monitoring and evaluation, Reporting, Management and personnel.

Project proposal

2.Data collection method are Primary Data and Secondary Data.

3.Types of chart are Histogram, Bar chart, Pie chart, Line chart, Column charts and Point charts.

4.Methods of documenting sources are Direct Quotations, Parenthetical Citations, Footnotes, Endnotes and Bibliography.

5. Effective proof reading is Give it a rest, Look for one type of problem at a time, Double-check facts, figures, and proper names, Review a hard copy, Read your text aloud, Use a spellchecker, Trust your dictionary, Read your text backward, Create your own proofreading checklist and Ask for help.

8.15 REVIEW AND DISCUSSION QUESTIONS

1. Meaning of Career planning and states the objectives.
2. Discuss the concept of Resume and How to prepare the Resume.
3. Explain the Resume and Types of Resume.
4. What is Job application Letter and Types of job application letter?
5. Meaning of interview and Types of Job interview?
6. Discuss the Preparation of Job Interview?

UNIT 9 BUSINESS PRESENTATIONS

STRUCTURE

- 9.0 Introduction
- 9.1 Unit objectives
- 9.2 Meaning of business presentation
- 9.3 Concept of written presentation
- 9.4 Effective written presentation
- 9.5 Concept of oral presentation
- 9.6 Form of oral presentation
- 9.7 Meaning of team presentation
- 9.8 Essential of team presentation
- 9.9 Types of team presentation
- 9.10 Advantages of team presentation
- 9.11 Disadvantages of team presentation
- 9.12 Concept of visual aids
- 9.13 Methods of visual aids
- 9.14 Types of visual aids
- 9.15 Advantages of visual aids
- 9.16 Concept of electronic presentation
- 9.17 Advantages of electronic presentation
- 9.18 Delivering the business presentation
- 9.19 Summary
- 9.20 Check your progress
- 9.20 Answers to Check Your Progress
- 9.21 Review and Discussions Questions

9.0 INTRODUCTION

When we think of business presentations, most of us think of a linear presentation, delivered face-to-face. Some people confuse a presentation with the slides alone, or with a speech – but for most of us, a business presentation means a presenter presenting with visuals – usually PowerPoint slides.

They don't engage the audience. It doesn't matter how beautiful your bullet point slides are – if the audience can just read for themselves, they won't listen to the presenter. Take away the bullet points and what's left is a speech. There have been many great speeches over the years – but for explaining complex ideas and making business messages stick – well designed visuals make all the difference.

An effective business presentation should be like the TV weather – with presenter and visuals working perfectly together to convey information clearly. And an effective business presentation should be like a great film – telling a story that sticks in the mind. Designed hundreds of thousands of slides. We design great PowerPoint – in PowerPoint, making our presentations editable and reusable. Sales presentations. Marketing presentations. Investor presentations. Conference presentations. Training presentations.

9.1 UNIT OF OBJECTIVES

After reading this unit, you will be conversant with:

1. Meaning of business presentation
2. Concept and effective of written presentation
3. Concept and form of oral presentation
4. Meaning and essential of team presentation
5. Types of team presentation

6. Advantages and disadvantages of team presentation
7. Concept and methods of visual aids
8. Types of visual aids
9. Advantages of visual aids
10. Concept of electronic presentation
11. Advantages of electronic presentation
12. Delivering the business presentation

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Structure***

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9.2 MEANING OF BUSINESS PRESENTATION

A presentation is needed during business meetings, product launchings, job interviews, trainings, as well as in selling products and services. Working professionals will generally be asked to give a presentation in the presence of one or more people. Individuals who are not good at doing presentations should work doubly hard to improve their skills.

Giving a presentation is an opportunity to shine but for those who are always nervous, fidgety, and have difficulty expressing their thoughts and ideas, it can also become a barrier to career growth. Our Presentation Skills Training focuses on the key aspects that make up an effective presentation. This training will discuss in detail all the necessary things you need to know in order to deliver an impressive presentation for both big and small audiences.

9.3 CONCEPT OF WRITTEN PRESENTATION

Written presentation has great significance in today's business world. It is an innovative activity of the mind. Effective written communication is essential for preparing worthy promotional materials for business development. Speech came

before writing. But writing is more unique and formal than speech. Effective writing involves careful choice of words, their organization in correct order in sentences formation as well as cohesive composition of sentences. Also, writing is more valid and reliable than speech. But while speech is spontaneous, writing causes delay and takes time as feedback is not immediate.

9.4 EFFECTIVE WRITTEN PRESENTATION

Use present tense to state previously published information that is accepted fact.

Use past tense to report your methods and results

Use past tense to attribute to actions and findings

Use past tense to indicate action that happened before other past action

Use present perfect to indicate an action recently completed or continuing to the present.

Use present tense to refer to other parts of your document

Some Grammatical Points:

Avoid needless phrases (such as “for your information”)

Use shorter tools to say the same things (“for the purpose of” can be “to”)

Avoid complicated sentences (unless you are native English speaker)

Use grammar checker (but allow passive form)

Use commas to separate clauses and series of words

Use comma to set off introductory words

Use commas between adjectives

9.5 CONCEPT OF ORAL PRESENTATION

Oral presentations are an excellent means of communicating basic science or clinical research.

Unlike a poster presentation or a written manuscript, the audience during an oral presentation is more attentive as they are focused on the presenter. In as few as five minutes, the researcher can convey scientific information and give a years worth work some meaning that can be useful to thousands of people. Of course, this also means that in as little as five minutes, the researcher can cause a great deal of confusion by giving a bad presentation.

Just as is the case with written manuscripts and poster presentations, oral presentations must also communicate research to include all aspects of the scientific method. There are, however, no rules as to what order and which format this should be done in. In order to deliver a successful talk, the presenter should be organized, prepared, and enthusiastic about the research being presented.

9.3 FORM OF ORAL PRESENTATION

Oral presentations are required to be made on several occasions' in business and professional contexts. Some kinds of presentation are briefly explained below to help you understand which forms of presentation can be made on what occasions to fulfill your objective.

1) Job interviews

Soon after completing your studies at the university, you will go out into the market in search of a suitable job you will learn about a vacancy in some business organizations from a news

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paper a website, a recruiting agency or a campus placement service. You will write a letter of application and send it to the organization along with your curriculum vitae, or resume. Based on your caliber and on how well you meet the requirements of that business organization, you may be invited for a job interview. Your performance at the interview is by answering questions that the interview committee asks you. Your interview is a form of oral presentation.

2) Symposiums

In symposiums, a small group of experts or well-informed people discuss different aspects of a subject for the benefit of an audience. Each speaker is given a certain amount of time for his/her presentation. Presenters take turns until all have been heard. This is followed by a discussion in which the audience can also participate. Though a symposium is formal, spontaneity is added to the process by audience participation.

3) Meetings

Meetings are conducted to share information and experiences, discuss problems or generate confidence among employees for the realization of organizational goals. The word meeting can be used in two senses:

- a) To refer to a small group meeting, committee meeting, meeting of a board of directors, cabinet meeting, meeting of sectional heads, etc.,
- b) To refer to the coming together of two or more people, whatever be the name used such a group.

4) Workshops

Workshops are an extremely flexible and effective method for training, team building and problem solving, and virtually any organizational challenge.

5) Panel discussions, group discussion or conventions

There is a panel of invited experts who take their seats on a stage. An issue is thrown open for discussion. Many new ideas are generated and are exchanged with the audience. This leads to the spread of new knowledge in the field.

6) Seminars

Seminars bring together small groups for recurring meetings, focusing each time on a specific topic, in which everyone present is required to participate actively. It is a place where certain assigned readings are discussed and questions raised that led to debates. In business, seminar is used to describe a commercial event where delegates are given information and instruction in a subject by experts in that field.

7) Conferences

Conference involves consulting and discussing to share knowledge, opinions, experience, and thoughts among the group of people who have common objectives. People pool their knowledge, exchange views, talk to each other, and analyze information that is relevant to the topic at hand. In short, a conference facilitates collaborative thinking of problems.

9.4 MEANING OF TEAM PRESENTATION

Study sets with a 'team presentation' term meaning 'presentation consisting of several individual members of a

group, with each presenting a different speech on a single topic'

Effectively introducing team members during a presentation requires more than just giving each person's name. The people attending the meeting will want to know what these people worked on, why they are qualified to do this work and what role they will play going forward. Meet with your teammates for short interviews that help you get this information from them before you make your presentation.

9.5 ESSENTIAL OF TEAM PRESENTATION

1) Decide What to Communicate

Determine what information you want to present about your teammates during the presentation. Your goal might be to let attendees know that the information they are about to see and hear was produced by qualified professionals. In this case, you'll introduce your teammates before the presentation starts, or introduce team members throughout the presentation before the part of the project each one worked on. Give each team member's name, tell what he worked on and give some background information about him that is relevant to his work on the project. If your goal is to simply recognize each team member at the end as a show of gratitude, you'll need less information.

2) Contact Team Members

Let team members know you will be introducing them during the presentation if you are doing so to give attendees background on the project's staff. Ask your team members to submit a short bio, specifically telling them what information you want. Let them know you will need information about

their work on the project and their qualifications and/or why they were chosen to handle this part of the project. After you receive this information, write your introductions and send them to each team member to verify you have everyone's information correct.

3) Make the Introductions

Introduce team members who are being recognized at the end of the presentation, beginning with a phrase. Ask for a round of applause after the final team member is introduced. Introduce your team members by having them stand, or raise their hand if it's a small meeting, before presenting the information you have gathered about them. Give the attendees contact information for each team member in case they want more information on a specific part of the project. Do not do this if you do not want team members talking about the project outside of their work group. In that case, instruct them to refer all calls or emails to the team leader.

4) Self-Introductions

If you feel it's better to let team members give their own introductions, introduce each person by name and tell what his role on the project is. Let each team member then briefly tell what the scope of his work was, why he was chosen and what his role will be as the project is rolled out. For example, you might say, "I'd like to introduce Bob Smith, who is handling the graphics for this website project." Bob will stand and say, "I'm a graphic designer with the company and my role on this project is to integrate the user interface over the technical aspects of the website pages to make them user friendly. I've got a degree in computer technology, create our company's

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website design and will create all new pages once the project goes live and needs updating.”

9.6 TYPES OF TEAM PRESENTATION

1) Functionality

- a. **Functional teams** - Team members are from the same work unit.
- b. **Cross-functional teams** - Team members come together from different and varied work areas to resolve mutual problems.

2) Purpose

- a. **Problem-solving teams** - Team members are focused on specific issues to develop and implement solutions.
- b. **Developmental teams** - Team members concentrate on developing new products or systems.

3) Duration

- a. **Time limited** - The team is created for a specific purpose and is dissolved when the task has been completed.
- b. **Permanent** - "Standing" team is a permanent part of the work unit or the organization.

9.7 ADVANTAGES OF TEAM PRESENTATION

Team members have the opportunity to learn from each other. Potential exists for greater work force flexibility with cross-training.

Opportunity provided for synergistic combinations of ideas and abilities.

New approaches to tasks may be discovered.

Teams membership can provide social facilitation and support for difficult tasks and situations.

Communication and information exchange may be facilitated and increased.

Teams can foster greater cooperation among team members.

Interdependent work flow can be enhanced.

Potential exists for greater acceptance and understanding of team-made decisions.

Greater autonomy, variety, identity, significance, and feedback for workers can occur.

Team commitment may stimulate performance and attendance.

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9.8 DISADVANTAGES OF TEAM PRESENTATION

Some individuals are not compatible with team work.

Workers must be selected to fit the team as well as requisite job skills.

Some members may experience less motivating jobs as part of a team.

Organization may resist change.

Conflict may develop between team members or other teams.

Teams may be time-consuming due to need for coordination and consensus.

Teams can stymie creativity and inhibit good decision-making if "group think" becomes prevalent.

Evaluation and rewards may be perceived as less powerful;

"Free-riding" within the team may occur.

Less flexibility may be experienced in personnel replacement or transfer.

9.9 CONCEPT OF VISUAL AIDS

Visual aids help your presentation make things happen. Visual aids help you reach your objectives by providing emphasis to whatever is being said. Clear pictures multiply the audience's level of understanding of the material presented, and they should be used to reinforce your message, clarify points, and create excitement.

Visual aids involve your audience and require a change from one activity to another: from hearing to seeing. When you use visual aids, their use tends to encourage gestures and movement on your part. This extra movement reinforces the control that you, the speaker, need over the presentation.

Good visuals in a business presentation can range from complex videos to a simple poster. For those presenters who are not skilled in the video arts, there are several ways to present information with visuals that will help your audience remember key points long after your presentation has ended.

9.10 METHODS OF VISUAL AIDS

Three effective methods include PowerPoint presentations, flip charts and posters.

1) Power point presentations

Slide shows have come a long way since those shown on the slide projectors of old. Many digital presentations, such as those created in PowerPoint or OpenOffice Impress are composed of several slides.

The slide show can be enhanced using transitions and animations. Music, sounds or narration can be added to these

slide shows and they can run unattended by using custom timings. The slide show is most often projected on a screen using a digital projector.

The advantages of using a Powerpoint presentation:

A Power Point presentation could get and enhance the attention and interest of the intended audience because people would traditionally pay attention to presentations or shows that use visuals especially dynamic images, animation and other visuals that could move or be maneuvered by the presenter.

Learning to use a Power Point presentation does not necessarily involve a formal lesson because an individual could easily learn and teach himself in using Power Point because its tools are user-friendly and easy to follow with the various tips and sample templates offered by the program.

Power Point could be used as an effective tool for illustrating images and visuals that are difficult to draw with the use of traditional drawing tools such as pencils and pens compared to the graphics applications that could be used in Power Point.

The disadvantages of using a Power Point presentation:

A Power Point presentation that uses too many animations, graphics, background images and other dynamic visuals could distract the audience from the actual message and other information being conveyed to them.

Power Point is not suitable in using for some types of presentations such as commencement speeches, poetry recitations, and technical reports that require detailed processes or procedures.

A PowerPoint requires a set of system requirements. A presentation for a medium to large size audience would need an uninterrupted source of electricity during the presentation, a computer system that is free from technical problems and

software breakdowns, a projector, speaker system, and other system requirements for carrying a successful presentation.

2) Effective Flip Charts

Flip Charts are not only inexpensive but they can also be used for ideas and brainstorming within the context of the meeting. Use dark markers to write on a flip chart and make sure you have plenty of paper on the flip chart pad. Some flip charts now have adhesive on the back of each page so the presenter when finished, can stick the page to a corresponding wall that the audience can see. This feature prevents having to flip back and forth from page to page wasting valuable time and allows for writing a free flow of ideas with ease.

3) Effective Posters

Posters are prepared much in advance of a presentation. The simplest posters can be made from poster board with graphics and text added with glue or tape. More advanced posters can be made using PowerPoint and then printed and laminated for a more professional look. Change the size of your PowerPoint slide to a good poster size, such as 2-by-3 feet, and decrease the view percentage on your computer screen to around 25 percent, or the smallest view that still allows you to see each element clearly. PowerPoint hints also apply to poster design. Avoid designing posters that are too busy or have too much text. A poster should have an eye-catching visual that tells the story without viewers having to read paragraphs of accompanying text.

9.11 TYPES OF VISUAL AIDS

- Objects
 - Small-scale of large object
 - Large-scale of small object
 - Life-sized model
- Photographs- enlarged
- Drawings
 - Diagrams, sketches, maps
- Graphs
 - Line- best for statistical trends
 - Pie- effective for distribution patterns
 - Bar- well suited for showing comparisons
- Charts
 - Summaries of large blocks of information
- Speaker's body
 - Demonstration showing how to do something
 - Requires practice to coordinate body with words
- Transparencies
 - Inexpensive and easy
 - Writing must be large enough
 - Use appropriate font
 - Speaker should rehearse with overhead projector
 - Can use multiple layers for overhead
- Power Point- quick, easy, and effective
- Slides and Video footage
- Slides best if you have many
- Video is effective IF it is edited skillfully and integrated smoothly into speech
- Speaker should practice with equipment in room before presenting

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9.12 ADVANTAGES OF VISUAL AIDS

- Strengthen the clarity of the speaker's message
- Increase the interest of the speaker's information
- Make a speaker's message easier for listeners to retain
- Enhance the speaker's credibility
- Can improve the speaker's persuasion
- Helps combat stage fright

9.13 CONCEPT OF ELECTRONIC PRESENTATION

An electronic presentation will be on the computer. It will be a powerpoint presentation of slides while someone speaks. It is shown on a wall or white board so the audience can see it.

Electronic presentations, created with software such as PowerPoint, Freelance, Corel

Presentations, and Astound, are a common method of presenting information for a variety of audiences in business, government, and education. Their use is becoming commonplace in the school classroom for both teachers and students. Presentation software is a powerful tool for creating and showing professional electronic presentations, which often include a variety of effects such as animation, sound, and clip art. Electronic presentations are most effective with the use of an LCD (Liquid Crystal Display) projector and screen to provide appropriate visibility for the entire class.

Creating an effective electronic presentation generally consists of the same important elements that are part of any presentation: content, visual effects, and the act of presenting. The content is normally a summary of research that has been

conducted independently of creating an electronic presentation. Copyright considerations apply to electronic presentations as they do to any form of research and writing. The storyboard technique of creating a slide-by-slide layout of the presentation will ensure better planning and sequencing of the presentation.

A method of facilitating electronic presentations using portable storage media. An array of images to be displayed to an audience is converted into a database and stored on the presenter's computer hard drive. A copy of the image database is transferred to a portable storage medium, such as a personal computer (PC) card, which is then inserted into a display device such as a liquid crystal display (LCD) panel equipped to accept a PC card. When the presenter selects which image is to be displayed to the audience, the selection is communicated to the LCD panel which displays the corresponding image in the database copy on the PC card for viewing by the audience. The present invention also includes a system for giving electronic presentations.

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9.14 ADVANTAGES OF ELECTRONIC PRESENTATION

You can make changes right up to the last minute.

Slide transitions and animations provide more control over pacing.

Text and graphic animations capture attention and help illustrate your point to the audience.

You can use multimedia effects such as sound and video to best advantage.

9.15 DELIVERING THE BUSINESS PRESENTATION

1. Know your material:

Knowing your material thoroughly will help you decide what information is essential to your presentation and what can be left out. It will help your presentation to flow naturally, allowing you to adjust to unexpected questions or events, and it will help you feel more comfortable when speaking in front of an audience.

2. Don't Memorize:

This is, after all, a presentation, not a recital. Every presentation needs two major components -- life and energy. Recite from memory and your presentation will be sadly lacking both of these factors. Not only will you lose your audience, but you will be hard pressed to adapt to unexpected events that may throw you off your mental script.

3. Rehearse Your Presentation:

Rehearse your presentation out loud, accompanied by the slide show. If possible, get someone to listen while you rehearse. Have the person sit at the back of the room so you can practice speaking loudly and clearly. Ask your listener for honest feedback about your presentation skills. Make changes where necessary and run through the whole show again. Keep repeating until you feel comfortable with the process.

4. Pace Yourself:

As part of your practice, learn to pace your presentation. Generally, you should spend about one minute per slide. If there are time constraints, make sure that the presentation will finish on time. During your delivery, be ready to adjust your pace in case you need to clarify information for your audience or answer questions.

5. Know the Room:

Be familiar with the place in which you will speak. Arrive ahead of time, walk around the speaking area, and sit in the seats. Seeing the setup from your audience's perspective will help you decide where to stand, what direction to face, and how loudly you will need to speak.

6. Know the Equipment:

If you are using a microphone, make sure it works. The same goes for the projector. If it's your projector, carry a spare bulb. Also, check to see if the projector is bright enough to overpower the room's lighting. If not, find out how to dim the lights.

7. Copy Your Presentation to the Computer's Hard Drive:

Whenever possible, run your presentation from the hard disk rather than a CD. Running the show from a CD may slow your presentation.

8. Use a Remote Control:

Don't hide at the back of the room with the projector. Get up front where your audience can see and hear you. Also, just because you have a remote, don't wander around the room -- it will only distract your audience. Remember you are the focal point of the presentation.

9. Avoid Using a Laser Pointer:

Often the projected light dot on a laser pointer is too small to be seen effectively. If you are at all nervous, the dot may be hard to hold still in your shaking hands. Besides, a slide should hold only key phrases. You are there to fill in the details for your audience. If there is vital information in the form of a

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chart or graph that you feel your audience must have, put it in a handout and refer to it rather than having to point out specific details of a slide to your audience.

10. Do Not Speak to Your Slides:

Many presenters watch their presentation rather than their audience. You made the slides, so you already know what is on them. Turn to your audience and make eye contact with them. It will make it easier for them to hear what you are saying, and they will find your presentation much more interesting.

11. Learn To Navigate Your Presentation:

Audiences often ask to see the previous screen again. Practice moving forward and backward through your slides. With PowerPoint you can also move through your presentation non-sequentially. Learn how to jump ahead or back to a certain slide, without having to go through the entire presentation.

9.16 SUMMARY

Effective written communication is essential for preparing worthy promotional materials for business development.

Oral presentations are an excellent means of communicating basic science or clinical research.

Meetings are conducted to share information and experiences, discuss problems or generate confidence among employees for the realization of organizational goals.

Visual aids involve your audience and require a change from one activity to another: from hearing to seeing.

The slide show can be enhanced using transitions and animations.

Electronic presentations, created with software such as PowerPoint, Freelance, Corel Presentations.

9.17 CHECK YOUR PROGRESS

1. Explain the types of Business presentation?
2. What is Team presentation?
3. Discuss the Types of team presentation?
4. Describe the Methods of visual aids?
5. Explain the Delivering the business presentation?

9.18 ANSWERS TO CHECK YOUR PROGRESS

1. Business presentation is written presentation and oral presentation.
2. Team presentation is decide What to Communicate, Contact Team Members, Make the Introductions and Self-Introductions.
3. Types of team presentation are Functional teams, Cross-functional teams, Problem-solving teams and Developmental teams.
4. Methods of visual aids are Power point presentations, Effective Flip Charts and Effective Posters.
5. Delivering the business presentation.

9.17 REVIEW AND DISCUSSIONS QUESTIONS

1. Explain the concept of oral and written presentation.
2. What are the forms of oral presentation?
3. Define the team presentation
4. Explain the types of team presentation.
5. Describe the methods of visual aids.
6. What are the advantages and disadvantages of electronic presentation?

UNIT 10 CAREER PLANNING, JOB APPLICATION AND JOB INTERVIEWS

STRUCTURE

- 10.0 Introduction
- 10.1 Unit objectives
- 10.2 Meaning of career planning
- 10.3 Concept of resume
- 10.4 Preparation of resume
- 10.5 Types of resume
- 10.6 Concept of job application
- 10.7 Types of job application letter
- 10.8 Concept of job interview
- 10.9 Types of job interview
- 10.10 Preparation for job inter view
- 10.11 Concept of follow up
- 10.12 Follow up after interview
- 10.13 Summary
- 10.14 Check your progress
- 10.15 Answers to Check Your Progress
- 10.16 Review and Discussions Questions

10.0 INTRODUCTION

Career is the occupation or work that you choose for life. Hence it is of utmost importance in today's trying times that you choose a career well and not stumble into it. There should be ample scope for growth. A wrong choice can lead to a frustrating life with no purpose or meaning. To avoid this you need to think carefully and research into occupations. It is simple and not a lengthy process.

Career Planning refers to the planning done by an individual in terms of making a career choice, advancing/growing in the career chosen or making a career shift. Career planning involves a very important step of self-assessment.

Self-assessment is necessary to understand one's capabilities and drawbacks. The various career options should be explored in detail to find a fit between one's abilities and the opportunities provided by a career option. It involves continuous learning and improvement to build and growth in the chosen career path.

Career planning is a lifelong process, which includes choosing an occupation, getting a job, growing in our job, possibly changing careers, and eventually retiring. The Career Planning Site offers coverage of all these areas. This article will focus on career choice and the process one goes through in selecting an occupation. This may happen once in our lifetimes, but it is more likely to happen several times as we first define and then redefine ourselves and our goals.

10.1 UNIT OBJECTIVES

After reading this unit, you will be conversant with:

1. Meaning and concept of career planning
2. Concept and preparation of resume
3. Types of resume
4. Concept of job application
5. Types of job application letter
6. Concept of job interview
7. Preparation for job interview
8. Concept of follow up
9. Follow up after interview

10.2 MEANING OF CAREER PLANNING

Career Planning is the systematic process by which one selects career goals and the path to these goals. From the organization's viewpoint, it means helping the employees to plan their career in terms of their capacities within the context of organization's needs. It involves designing an organizational system of career movement and growth opportunities for employees from the employment stage to the retirement stage. Individuals who can fill planned future positions are identified and prepared to take up these positions. Career planning is the process of matching career goals and individual capabilities with opportunities for their fulfillment.

1. Career planning is a process of developing human resources rather than an event.
2. It is not an end in itself but a means of managing people to obtain optimum results.
3. Career planning is a continuous process due to an ever changing environment.
4. Basically career planning is an individual's responsibility. But it is the responsibility of an organization to provide guidance and counseling to its employees in planning their careers and in developing and utilizing their knowledge and skills. Goals of employees should be integrated with the organizational goals.
5. The basic aim of career planning is integration of individual and organizational needs.

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10.3 CONCEPT OF RESUME

Resume is also known as biodata or curriculum vitea is a necessary annexure to any job application. It contains your personal details, objectives and achievements in a simple format. As explained the details remain unchanged whomsoever you apply to and whatever be the number of application but each resume has to be tailerd to match the job requirements the resume should not only be informative but also persuasive. This persuasiveness is achieved through the arrangement of the information contained in the resuming.

10.4 PREPARATION OF RESUME

The resume gives information usually under the following heads.

1) Personal Data

Personal date includes name and date of birth. It was customary to include father's name and marital status, but this information is not considered to be irrelevant. If you think that the family background details will add weight age to your resume, you should certainly include them.

2) Contact Information

It include as much of the following information as possible

contract address

Telephone numbers, Landline and mobile.

Email address

Fax number

3) Statement of professional objectives

Make a short but clear statement of your career objective

Yourself analyses(your objective should match your qualities)

The job you are applying for.

A part of your interview will definitely be based on this statement. So keep it short, relevant and specific

4) Work Experience

Give details of your work experience starting with your current job. Give the name of the organization the position held, nature of the job, job responsibilities and the tenure. You may mention your pay package if you think it is desirable.

5) Academic and professional qualification

List your academic and professional qualifications separately. The detailed should include the name of the course examination passed, year of passing, name of the institution, name of the university/board and mark/grade scored should be included. Any special distinguishes achieved by you should also be mentioned.

6) Extra-Curricular activities

Taking part in extra-curricular activities is very important for the harmonious development of one's personality. Academic record gives only one-sided picture. Details of your extra-curricular activities will project you as a person with a wide range of interests and enriching exposure.

7) References

It is always desirable to include two to three references in your resume. Give their contact address so that they are easily contactable. Your references should be quite familiar with your career and personal qualities. So that you can provide reliable information about you.

TYPES OF RESUME

1) Basic resume

It is ideal for those without any work experience. It contains the basic information-contact details, education, activities, skills, interest, part-time jobs etc., the main focused is on education and training.

2) Chronological resume

The chronological approach is the most traditional and most common way of organizing a resume and it is preferred by many recruiters. It is best suited for those who have a lot of career-related experience.

The chronological resume lists a person's education and employment history in reverse chronological order, starting with giving more space to the most recent position. The work experience section dominates the resume and is placed immediately after the name and address and the objective.

3) Functional resume

In a functional resume, the primary focus is on your skills and accomplishment. Education and experience are given only to subordinate roles. This format is effective for people who are entering the job market or re-entering after a considerable time lag. It emphasizes the capabilities, skill levels and accomplishment rather than job title or time spent at various jobs.

4) Targeted resume

This kind of organizational plan shows how you qualify for a specific job, that is, what you can do for a particular employer in a particular position. A targeted resume is best suited for those who have a clear idea of what they want to do and who can demonstrate their abilities in the targeted area. List your work experience and education in subordinate section.

5) Creative resume

This kind of resume is used when applying for creative position in advertising or entertainment. you can demonstrate your creativity by using elaborate sentence structures, attractive layouts, decoration, color, method of folding, or interestingly different writing. It is best suited for people who have an artistic and imagination temperament.

10.5 CONCEPT OF JOB APPLICATION

A tailored application is key to convincing the employer you have the right experience, skills and attributes for the job. Thorough preparation is essential. There is various procedure for application and filling in application forms on paper and online. Look at applying for academic jobs for more specific advice on the higher education sector.

Procedures vary between employers. A CV plus covering letter may be sufficient. Some employers rely exclusively on electronic applications without covering letter. Others offer the option of paper-based application forms. Always send a covering letter with your completed application form and/or CV, unless told not to. Academic applications can sometimes require an application form, a CV, a 'statement of interests' plus a covering letter.

A speculative approach can be made in absence of an advertised job. This needs lots of homework on the employer and the general area of work that interests you. Show a keen interest in the employer and a thorough understanding of the work and present your strengths through your CV and covering letter. Use the same step-by-step approach for speculative applications as for an advertised post.

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Understand and follow the job application procedures

Structure answers carefully - use bullet points to give a clear message

Use appropriate language and style for the employer

Give convincing evidence for your skills - real examples from your experience

Make an impact - convey enthusiasm and commitment

Present a succinct and well-argued case

Be interesting, honest and original

Check your spelling and grammar. Ideally, get someone else to check it over - a friend, colleague or careers adviser

Take just as much care if the form is to be submitted online

Always keep a copy - If you get an interview, you will need to know what you wrote.

10.6 TYPES OF JOB APPLICATION LETTER

A job application letter is a kind of a letter which is used by a person to apply for a job in a company or an organization. Any job application letter is a formal kind of a letter which is used to mention the skills and qualifications of the applicant and give out the reasons which make him/her suitable for the job position.

These letters must be well detailed and should not divert away from the topic of job application. There are many different types of job application letters and each category is divided on the basis of the job position for the person is applying or the kind of organization to which the application is being sent.

Letter of application-

A letter of application is a kind of a letter which is used to apply for a particular job position in a company or an

organization. These letters of application are attached with the resume or CV of the individual and reflect on reasons which make the application suitable for the job.

1) Letter of inquiry-

A letter of inquiry is a kind of an application letter which is sent by a person to inquire about any possible job openings in the company or the organization. These letters are not subject to a particular job position but are general. The body of the letter must be written in a formal tone and one must request information if there is any upcoming job opening.

2) Follow up letter-

A follow up letter is a category of a job application letter which is written by an application after the process of interview is completed. These letters are a way to remind the employer about the skills of the applicant and must be used to express appreciation in being considered as a choice for a particular job position.

10.7 CONCEPT OF JOB INTERVIEWS

A job interview is a process in which a potential employee is evaluated by an employer for prospective employment in their company, organization, or firm. During this process, the employer hopes to determine whether or not the applicant is suitable for the role.

A job interview is a conversation which occurs between a potential employer and a job applicant. During the job interview, the employer hopes to determine whether or not the applicant is suitable for the job, while the applicant tries to

learn more about the position while also impressing the employer. As a general rule, a job interview is an important part of the process of applying for a job, and it may range in formality from a casual conversation to a series of serious discussions with an assortment of people working within the company.

10.8 . TYPES OF JOB INTERVIEWS

1) The Screening Interview

Your first interview with a particular employer will often be the screening interview. This is usually an interview with someone in human resources. It may take place in person or on the telephone. He or she will have a copy of your resume in hand and will try to verify the information on it. The human resources representative will want to find out if you meet the minimum qualifications for the job and, if you do, you will be passed on to the next step.

2) The Selection Interview

The selection interview is the step in the process which makes people the most anxious. The employer knows you are qualified to do the job. While you may have the skills to perform the tasks that are required by the job in question, the employer needs to know if you have the personality necessary to "fit in." Someone who can't interact well with management and co-workers may disrupt the functioning of an entire department. This ultimately can affect the company's bottom line. Many experts feel that this can be determined within the first several minutes of the interview.

3) The Group Interview

In the group interview, several job candidates are questioned at once. Since any group naturally stratifies into leaders and

followers, the interviewer can easily find out into which category each candidate falls. In addition to determining whether you are a leader or a follower, the interviewer can also learn whether you are a "team player." You should do nothing other than act naturally. Acting like a leader if you are not one may get you a job that is inappropriate for you.

4) The Panel Interview

In a panel interview, the candidate is interviewed by several people at once. Although it can be quite intimidating, you should try to remain calm. Try to establish rapport with each member of the panel. Make eye contact with each one as you answer his or her question.

5) The Stress Interview

The stress interview is not a very nice way to be introduced to the company that may end up being your future employer. It is, however, a technique employers sometimes use to weed out candidates who cannot handle adversity. The interviewer may try to artificially introduce stress into the interview by asking questions so quickly that the candidate doesn't have time to answer each one. Another interviewer trying to introduce stress may respond to a candidate's answers with silence. The interviewer may also ask weird questions, not to determine what the job candidate answers, but how he or she answers.

6) Behavioral Interview

A typical interview discusses your skills and how they fit with the job at hand. A behavioural interview is aimed at using your previous behaviour to indicate your future performance. You've probably heard questions such as, "describe a past work experience where you had to use problem-solving,

adaptability or leadership. "They are looking for detailed information on how you have dealt with past experiences. Prior to a behavioural interview, review your resume and generate as many stories as possible based on the information in you interview, and of course practice practice, practice. Keep them short and concise.

7) Follow-up Interview

If you make it through the first interview, you may very well be called back for another, or even a third. This could happen if employers are having a difficult time deciding between a few candidates, or just to ensure you are the right person for the job. If you get a second or third interview, it is your best chance to solidify your placement within the company. Often you will meet with people higher in the company, so be prepared for high levels of stress.

10.9 PREPARATION OF JOB INTERVIEW

An invitation for an interview shows that, on paper, you are the right person required by the organisation for the vacant position. Larger organisations will have interviewers who are often personnel professionals, or who are trained and experienced interviewers, so expect the interview to be very structured to obtain the maximum from you. In smaller firms you are more likely to be interviewed by a partner who may not be a trained interviewer. If you are confronted by a 'bad' interviewer you will have to work hard to use the questions as a means of conveying the points you wish to make. It can be a good idea to try to steer the conversation towards the topics you have particular strengths in, highlighting your good points.

1) Check Out the Company

How much do you know about the company that just contacted you to schedule an interview? It should be plenty, and all the information you need is available online. Here are tips on how to research a company, get the inside scoop on the company culture, and use connections who can help you get an interview advantage.

2) Dress for Interview Success

The first impression you make on a potential employer can make a big difference. The first judgement an interviewer makes is going to be based on how you look and what you are wearing. That's why it's always important to dress appropriately for a job interview.

3) Improve Your Interview Technique

A job interview gives you a chance to shine. What you say and what you do is going to either move you to the next round of consideration for employment or knock you out of contention

4) Prepare for a Phone Interview

While you're actively job searching, it's important to be prepared for a phone interview on a moment's notice. You never know when a recruiter or a networking contact might call and ask if you have a few minutes to talk. Review these tips for advice on how to pull off your phone interview without a hitch.

5) Practice Interviewing

Taking the time to review typical interview questions you will probably be asked during a job interview will help give you a framework for your responses and will help calm your frazzled nerves, because you won't be scrambling for an answer while you're in the interview hot seat. Practice interviewing with a

friend or family member ahead of time and it will be much easier when you're actually in a job interview.

6) Use Your Contacts

Who you know at the company you are interviewing with really does matter. Here's how to use your contacts and connections to get an insider advantage so you can ace the interview and impress the interviewer.

7) Take the Time to Say Thank You

Taking the time to say thank you after a job interview not only is good interview etiquette, it reinforces your interest in the position. Use your thank you letter, as well, to address any issues and concerns that came up during the interview.

8) Handle a Group Interview

Interviewing with one person is tough enough, but it's even harder when you have to interview with a group (or panel) of interviewers. Prepare for group interview.

10.10 CONCEPT OF FOLLOW UP

A surefire way to separate you from a sea of other qualified candidates is to write a follow-up letter after an interview. You should send a letter to each interviewer

Most job seekers neglect to write a letter, assuming that once they leave the interviewer's office the interview is over. Well, it isn't. The interview process extends beyond the one-on-one meeting and it is up to you to keep your candidacy in the forefront of the decision-maker's mind.

An effective follow-up letter serves two purposes: (1) It reminds the interviewer of your skills, knowledge and abilities; with the number of candidates they are interviewing, it can be easy to get lost in the crowd. (2) It demonstrates that you remain interested in working for the company and that you were impressed by the organizational culture.

There are several slants the follow-up letter can take, including the following:

Thank the interviewer(s) for the time they took to meet with you and for giving you the opportunity to learn more about the organization and the open position.

Reiterate your interest in the position and draw parallels between what you have to offer and the organization's immediate needs.

Address a concern that came up during the interview or offer new information to a question that was asked during the interview.

10.11 FOLLOW UP AFTER INTERVIEW

After a job interview, it's important to follow up with the hiring manager. The most important step you can take to follow up after a job interview is to thank the interviewer for taking the time to meet with you and to reiterate your interest in the position.

Send a thank you letter, note, or email message to everyone who interviewed you.

Email is the fastest way to say thank you after a job interview and it's perfectly acceptable to send a thank you email message.

Consider sending a handwritten thank you note. Keep a box of thank you note cards and a book of stamps handy. It will serve as another reminder and show that you care enough about the job to take the time to write a note, put on a stamp, and mail your thank you.

Don't wait. Send your note within 24 hours of the interview, sooner if you're emailing. That saying about "he who hesitates is lost" can hold true when you're job searching.

Promote your candidacy. Use your follow-up note to reiterate your interest in the job and the company.

Tell the interviewer why you are qualified. Highlight your relevant skills that are specific to the job requirement.

What did you forget to say? If there's something you had wished you'd shared during the interview, do it now. Mention anything you wished you had said, but didn't, during the interview.

Proofread your follow up letters before you send them. A typo or grammatical error can knock you out of contention.

Review examples of thank you letter examples if you're not sure what to write.

10.12 SUMMARY

Career planning is the systematic process by which one selects career goals and the path to these goals.

Resume is known as biodata or curriculum vitea is necessary annexure to any job application.

Personal data includes same and date of birth, it was customary to include father's name and marital status, but this information is not considered to be irrelevant.

A job application letter is kind of a letter which is used by a person to apply for a job in a company or an organization.

The concept of job interviews is a process in which a potential employee is evaluated by an employer for prospective employment in the firm.

10.13 ANSWERS TO CHECK YOUR PROGRESS

1. Preparation of Resume, Chronological resume, Targeted resume, functional resume.
2. Letter of application, Letter of inquiry. Follow up letter, and the Job Application Letter.
3. The screening interview, the selection interview, the group interview, the panel interview.

10.14 CHECK YOUR PROGRESS

1. Explain the how to Prepare a resume?
2. What are the Types of resume?
3. Explain the Types of job application letter?
4. Discuss the Types of job interviews.
5. How to Prepare for a job interview?

10.15 ANSWERS TO CHECK YOUR PROGRESS

1. Preparation of resume is Personal Data, Contact Information, Statement of professional objectives, Work Experience, Academic and professional qualification, Extra-Curricular activities and References.
2. It is ideal for those without any work experience and the chronological approach is the most traditional and most common way of organizing a resume. In a functional resume, the primary focused is on your skills and accomplishment.
3. A job application letter is a kind of a letter which is used by a person to apply for a job in a company or an organization. A letter of inquiry is a kind of an application letter which is sent by a person to inquire about any possible job openings the organization. A follow up letter is a category of a job application letter which is written by an application after the process of interview is completed.

4. The selection interview is the step in the process which makes people the most anxious. In the group interview, several job candidates are questioned at once and panel interview, the candidate is interviewed by several people at once. The stress interview is not a very nice way to be introduced to the company that may end up being your future employer. A typical interview discusses your skills and how they fit with the job at hand.
5. Preparation of job interview are as proceeds Check Out the Company, Dress for Interview Success, Improve Your Interview Technique, Prepare for a Phone Interview, Practice Interviewing, Use Your Contacts, Take the Time to Say Thank You and Handle a Group Interview.

10.14 REVIEW AND DISCUSSION QUESTIONS

1. Meaning of Career Planning
2. Concept of Resume and how to prepare the resume?
3. Preparation of Job interview? And Types of Job Interview?
4. How to Follow Up after the Interview?
5. Types of Job Application Letter?

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