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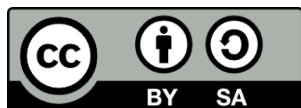
**Business Communication Skills For  
Young Professionals**

**Skill Enhancement Course  
[NCrF Level 4.5]**

**Commonwealth of Learning  
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Course: Business Communication Skills for Young Professionals

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## COURSE INTRODUCTION



# **Module -1 Foundations of Business Communication**

## **Unit -1: BASICS OF COMMUNICATION**

### **Structure**

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### **1.0 Learning Objectives**

After studying this unit, you will be able to:

- Define communication and explain its core meaning.
- State the key objectives that communication serves in human life.
- Identify and explain the main elements involved in any act of communication.
- Distinguish between the different types of communication.
- List the characteristics that make communication effective.
- Describe the communication process and explain major communication models.
- Apply the principles of effective communication in everyday situations.
- Appreciate the importance of strong communication skills in professional contexts.

### **1.1 Introduction**

Remember the last time a miscommunication got you into difficulty, perhaps a message over WhatsApp was interpreted differently than you intended, or instructions hurriedly delivered were utterly misunderstood. The core cause of most of the problems we experience in personal relationships, businesses and public life is inadequate communication.

Communication is not merely the act of speaking or writing. It is a rich, complex process whereby human beings communicate knowledge, sentiments, develop relationships and coordinate action. From the earliest cave paintings to today's quick video conversations, communication has been at the very heart of civilisation.

This unit systematically presents the essential

concepts of communication. We begin with communication, what it is and why we communicate. We next turn to the building blocks of the communication process, the many

forms of communication and the attributes that make communication genuinely effective. Finally, we see why communication skills are important in a professional life whether you are a teacher, a manager, a writer, a doctor or an entrepreneur.

## 1.2 Meaning and Definition of Communication

The word 'communication' comes from the Latin word *communicare*, which means 'to share' or 'to make common.' At its simplest level, communication is the transmission of a message from one individual or group to another. But this simple definition does not do it justice.

Communication is a two-way activity. It is not complete when a message is sent — it is complete only when the message is received, understood, and responded to. A lecture delivered in a language the audience does not understand is not communication; it is only an attempt at communication.

### Definitions by Scholars:

- **Keith Davis:** *"Communication is the process of passing information and understanding from one person to another."*
- **Wilbur Schramm:** *"Communication is the process of establishing a commonness or oneness of thought between a sender and a receiver."*
- **Peter Drucker:** *"Communication is understanding, not agreement."*

Three different ideas emerge clearly from these definitions. According to Keith Davis, communication involves at least two parties. Second, it requires a shared system of signs and symbols - a language, a code. Third, the goal is understanding, not just agreement. Unless the receiver understands what the sender intends, communication has not truly occurred.

## 1.3 Objectives of Communication

Why do we speak? The answer appears simple enough -- to talk, to share news, to give instructions. But the aims of communication are far more varied and purposeful than they appear at first sight.

### 1. To Inform

The most basic goal is the transmission of information, facts, data, news, instructions or ideas. The informational goal of communication is served by a teacher explaining a concept, a journalist reporting on an event, a doctor advising a patient, or a friend telling you about a film they watched.

### 2. To Persuade

Much of the communication we encounter is intended to change attitudes, opinions or behaviour. Advertising, political speeches, sales pitches and editorial columns are all designed to persuade. Persuasion is not manipulation, but when done ethically, is the art of presenting well-reasoned arguments and evidence to help someone rethink their position.

### 3. To Instruct or Direct

Managers give instructions to employees. Teachers give assignments to students. Governments give instructions to citizens. Instructional communication is precise, unambiguous and goal-oriented. If the recipient does what you ask, then it's a success.

#### **4. To Express Feelings and Build Relationships**

Communication is not all about facts and tasks. Much of human communication is expressive. We express our feelings, celebrate achievements, offer condolences, and just connect with each other. It is this relational function of communication that makes it central to human happiness and social cohesion.

#### **5. To Coordinate and Integrate**

Communication has an essential co-ordinating function in organisations. It enables departments, teams and individuals to coordinate their work with shared objectives. No matter how talented these individuals are, they cannot operate as a team without communication.

#### **6. To Entertain**

Stories, jokes, films, songs and performances – entertainment is one of the oldest and most universal purposes of communication. Entertainment is not just a way to pass the time, but a way to communicate cultural values, to build community, to safely process difficult emotions.

#### **◆ CHECK YOUR PROGRESS**

1. Write your own understanding of communication in one sentence.
2. Which objective of communication do you think is most important in a professional setting, and why?
3. Give one example each of informative and persuasive communication from everyday life.

## **1.4 Elements of Communication**

Any act of communication, whether simple or complex, has several important components. Understanding these elements helps us understand where communication breaks down and how we can do better.

### **1. Sender (Source)**

The sender is the person who starts the communication. He is the source of the message. The sender has an idea, feeling, or piece of information they wish to share with the recipient. The sender's credibility, knowledge, language skill, and emotional state all influence how effectively the message is constructed and delivered.

### **2. Message**

The message is what is actually being sent – the information, idea, emotion or intention that the sender wishes to communicate. A message may be conveyed in many ways: in spoken words, a written text, a visual image, a gesture, a facial expression, or even in silence. Communication is successful if the audience finds the message relevant, clear and appropriate.

### **3. Encoding**

Encoding is the process of turning thoughts and ideas into a form that can be sent. This can be words, symbols, pictures, sounds or gestures. For good encoding the sender should select language and symbols that the receiver knows. If it's highly technical and written in jargon.

### **4. Channel (Medium)**

The channel or medium is the means by which the coded message is transmitted from sender to receiver. Channels include face-to-face conversation, telephone, email, television, printed documents, social media and body language. The channel selected determines the speed,

distance, richness, and expense of communication. Face to face interaction is rich (tone, gesture, immediate feedback) but limited in reach. A mass media broadcast is one-directional, but has enormous reach.

### **5. Receiver**

The receiver is the person or group to whom the message is addressed. The background, knowledge, language ability, cultural context and emotional state of the receiver affect how they understand the message. A communication is successful only when the receiver understands the message in the way that the sender intended.

### **6. Decoding**

Decoding means the opposite of encoding. It is the process through which the receiver interprets the message and converts it back into meaning. Decoded meaning may or may not be the intended meaning of the sender. Encoding and decoding mismatches are a key source of miscommunication.

### **7. Feedback**

Feedback is the receiver's reaction to the message sent back to the sender. It tells the sender that the message has been received and understood correctly. Feedback can be verbal (a response, a question, agreement) or non-verbal (a nod, a frown, silence). Communication is incomplete without feedback. The sender has no way of knowing whether the message met its purpose.

### **8. Noise**

Noise is anything that interferes with the sending or receiving of a message accurately. Noise may be:

1. Physical noise: external sounds, poor phone connection, illegible handwriting.
2. Semantic noise: use of unfamiliar words, jargon, or ambiguous language.
3. Psychological noise: preconceptions, prejudices, stress, or emotional state of the sender or receiver.
4. Cultural noise: differences in cultural background, values, or communication norms between sender and receiver.

One important strategy in enhancing communication is reducing noise, either by selecting clearer language, employing more suitable channels, or establishing more conducive environments.

### **9. Context**

Context is the environment or setting in which communication occurs. It is a question of the physical environment, the social relation of the communicators, the cultural context, the historical time and the goal of the communication. Different contexts can make the same words mean very different things – 'That was brilliant!' said sincerely (vs sarcastically, for example)

#### **Remember:**

All nine elements — sender, message, encoding, channel, receiver, decoding, feedback, noise, and context — are present in every act of communication. An imbalance in any one element can disrupt the entire process.

## **1.5 Types of Communication**

Communication can be classified in several ways — by the channel used, by the number of people involved, by the direction of the flow, and by whether it is formal or informal.

### **A. Based on the Channel Used**

#### **1. Verbal Communication**

Verbal communication uses words as its primary vehicle. It is further divided into oral (spoken) and written forms.

**Oral Communication** includes face-to-face conversations, telephone calls, interviews, presentations, meetings, and speeches. Its advantages include immediate feedback, personal warmth, and the ability to clarify misunderstandings in real time.

**Written Communication** includes letters, emails, reports, memos, articles, and text messages. Its advantages include permanence, a written record, and the ability to reach people across distances and time zones.

#### **2. Non-Verbal Communication**

Non-verbal communication conveys meaning without the usage of words. A large proportion of emotional meaning is conveyed non-verbally. Non-verbal channels include:

1. Body language (posture, gestures, facial expressions)
2. Eye contact
3. Proxemics (use of physical space and distance)
4. Haptics (touch)
5. Paralanguage (tone of voice, pitch, pace, volume)
6. Appearance and dress

#### **3. Visual Communication**

Visual Communication uses images, symbols, graphs, maps and design to communicate information. In an increasingly visual world of infographics, video and social media imagery, visual literacy is more important than ever. Visual communication is used in road signs, brand logos, data visualisations and film.

### **B. Based on the Number of Participants**

1. Intrapersonal Communication: Communication within oneself. It usually happens when we think, reflect, plan. It is the foundation of all other communication.
2. Interpersonal Communication: Communication among two or a small number of individuals. It is the most common and personal form.
3. Group Communication: Communication within a group, such as a team meeting, a classroom discussion, or a community gathering.
4. Mass Communication: Communication directed at a large, dispersed audience through media such as television, radio, newspapers, or the internet.

### **C. Based on Direction of Flow**

**Upward Communication:** It is the flow of messages from lower levels to higher levels in an organisation. For example, an employee reporting to a manager.

**Downward Communication:** Messages are passed from higher levels to lower levels . e.g. Management issuing policies to the staff .

**Horizontal (Lateral) Communication:** Messages flow between people at the same level – colleagues sharing information and coordinating work.

**Diagonal Communication:** Messages are transmitted simultaneously across various levels and departments. This is common in modern flat organisations.

### **D. Based on Formality**

**Formal Communication-** It is done through official channels, in prescribed formats and is generally documented. Examples include official letters, board resolutions, annual reports and formal presentations.

**Informal Communication** (also called the 'grapevine') flows freely without official sanction – casual conversations, rumours and social interactions at work. While informal channels are not always welcome, the grapevine often moves faster than formal channels and can have a big impact on organisational culture.

#### ◆ CHECK YOUR PROGRESS

1. Identify and explain THREE non-verbal communication signals that you use in daily life.
2. Give an example each of upward, downward, and horizontal communication in a university setting.
3. What do you understand by 'grapevine' in an organisation, and can it ever be useful?

## 1.6 Characteristics of Effective Communication

Not all communication is effective communication. A message that is sent but not understood, or that reaches the wrong audience, or that provokes unintended reactions, has failed in its purpose. Effective communication has a distinctive set of characteristics, often grouped under what communication scholars call the '7 Cs'.

### The 7 Cs of Communication

1. **Clarity:** The message should be clear and easy to understand. Avoid vague language, complex sentence structures and jargon. One idea per sentence when possible.
2. **Conciseness:** Say everything that needs to be said, as briefly as possible without losing completeness. Padding and repetition waste the readers time and distract from the point. Conciseness shows respect for the receiver's attention.
3. **Completeness:** The message should contain all the information needed by the recipient to understand it and respond appropriately. Lack of complete communication means that the receiver has to fill in the blanks . This usually results in errors .
4. **Correctness:** All facts and figures, grammar and spelling must be correct. Mistakes damage the credibility of the sender and can result in serious practical errors. In formal communication, correctness also means using appropriate language and tone.
5. **Coherence (Consistency):** The message should be logically organized and internally consistent. The ideas should follow one another and the message should not contradict itself. A simple message is easy to follow and remember.
6. **Courtesy:** Message should be courteous to receiver. This involves respectful language and avoiding language that is offensive or dismissive, understanding the point of view of the recipient of the communication and demonstrating cultural awareness.
7. **Concreteness:** Use specific facts, examples, and data rather than vague generalities. 'Sales increased by 18% in Q2' is more effective than 'Sales went up a lot recently.'

### Additional Characteristics:

Beyond the 7 Cs, effective communication also requires:

- **Empathy:** Understanding and acknowledging the receiver's perspective and feelings.
- **Active Listening:** Giving full attention to the speaker, nodding to understand before responding.

- **Timeliness:** Delivering the message at the right moment. Information given too early or too late loses its value.

## 1.7 The Communication Process and Models

Communication is not a single act — it is a process, a dynamic and continuous sequence of events. Communication scholars have developed models to visually represent this process and help us understand how it works, and where it can go wrong.

### The Basic Communication Process

At its core, the communication process follows this sequence: a sender has an idea, encodes it into a message, transmits it through a chosen channel, a receiver picks it up, decodes it, and sends feedback. Noise may interfere at any point. This cycle repeats continuously in real interaction.

## Major Communication Models

### 1. The Shannon-Weaver Model (1949) — The Linear Model

This model was developed by mathematician, Claude Shannon and scientist, Warren Weaver with the major objective to make telephone and telegraph systems more efficient. It is also known as the 'transmission model' or 'linear model'.

In this model, a source (sender) generates a message which is encoded by a transmitter, transmitted through a channel, decoded by a receiver and delivered to the destination. Shannon and Weaver introduced the concept of 'noise' – anything that distorts the signal as it is transmitted.

**Strength:** Simple, clear, and useful for understanding technical communication systems.

**Limitation:** Communication is seen as a linear process and the importance of feedback, context and the receiver's role as an interpreter are not recognized.

### 2. Schramm's Model (1954) — The Interactive Model

Wilbur Schramm improved the linear model by pointing out that both sender and receiver are active players, and both encode and decode messages. He came up with the idea of 'field of experience' which is the sum of a person's background, culture, knowledge and attitude and that communication is most effective when the fields of experience of the sender and receiver have a large overlap.

Schramm also emphasized the importance of feedback that makes communication a two-way circular process rather than a one-way line.

**Key Insight:** The more the overlap between the sender's and receiver's fields of experience, the more effective the communication.

### 3. Berlo's SMCR Model (1960)

David Berlo further expanded Schramm's model into a framework with four components: Source (S), Message (M), Channel (C), and Receiver (R). For each component, Berlo identified factors that affect communication quality:

- 2 Source factors: Communication skills, attitude, knowledge, social system, culture.
- 3 Message factors: Content, elements, treatment, structure, code.
- 4 Channel factors: Seeing, hearing, touching, smelling, tasting (the five senses).

- 5 Receiver factors: The same as source factors — skills, attitude, knowledge, social system, culture.

**Significance:** Berlo's model emphasizes that the success of communication depends on both the sender and receiver, not the message alone.

#### 4. The Transactional Model

The transactional model is the most complex view of communication. It is associated with scholars such as Dean Barnlund. It says that communication is not a simple transmission from a 'sender' to a 'receiver' - in fact both parties are sending and receiving messages all the time. As you talk, your listener is nodding, frowning, or smiling, and this gives you immediate feedback that moulds what you say next.

This model also emphasises that communication is irreversible (you cannot unsay something), unrepeatable (the same conversation can never happen twice in exactly the same way), and deeply shaped by context and relationship.

##### Model Comparison at a Glance:

**Shannon-Weaver (1949):** Linear, one-way. Good for technical communication. Ignores feedback.

**Schramm (1954):** Two-way, interactive. Introduces 'field of experience' and feedback.

**Berlo's SMCR (1960):** Detailed. Analyses qualities of Source, Message, Channel, and Receiver.

**Transactional (Barnlund):** Most realistic. Both parties send and receive simultaneously. Communication is dynamic, irreversible, and context-dependent.

#### ♦ CHECK YOUR PROGRESS

1. Draw a simple diagram of the Shannon-Weaver model and label its components.
2. What is the 'field of experience' in Schramm's model? Give an example of how differences in field of experience can cause miscommunication.
3. Why is the transactional model considered more realistic than the linear model?

## 1.8 Principles of Effective Communication

Knowing about communication doesn't mean you communicate well. Good communication is a conscious practice and is governed by some basic principles. Whether you are writing a report, conducting an interview, giving a presentation or just having a conversation, these principles hold true.

### 1. Know Your Audience

Before you communicate, ask: Who am I communicating with? What do they already know? What do they care about? What level of language is appropriate for them? Tailoring your message to your specific audience is perhaps the single most important principle of effective communication. The same information communicated to a group of specialists and a group of school students must be framed, phrased, and structured very differently.

### 2. Have a Clear Purpose

Every act of communication should have a clear purpose. Are you telling, convincing, asking or feeling? Knowing your purpose allows you to craft your message to accomplish it. Vague, pointless communication is a waste of everyone's time and rarely achieves anything.

### 3. Use Simple, Precise Language

Clarity is a mark of intelligence, not complexity. Use the simplest language which expresses your meaning properly. Avoid jargon with non-specialist audiences. Use short sentences. Use common words rather than rare ones. And here, in the words of George Orwell's famous rule, "Never use a long word where a short one will do."

#### **4. Listen Actively**

Communication is not just about speaking. It's also about listening. Active listening is when you are listening to the speaker, and not just thinking about what you are going to say while the other person is talking. You ask questions to clarify and you reflect back what you have heard to make sure you understand. Good listeners are almost always better communicators overall.

#### **5. Ensure Timeliness**

Information delivered at the wrong time is often as bad as information badly delivered. A warning after the event, praise weeks after the achievement, or last-minute instructions – all are useless due to poor timing. Good communicators develop an instinct for when to communicate, not just how to communicate.

#### **6. Choose the Right Channel**

The strategy is getting the right message to the right channel. Write instructions that are complex and need to be referred to. Sensitive personal issues are best worked out face to face. Sometimes you need to call someone to get some urgent information, not an email. One common and easily preventable cause of breakdown in communication is a mismatch between message and channel.

#### **7. Be Aware of Non-Verbal Signals**

You may not realize, but your body language, your tone of voice, your facial expressions and your physical appearance are always communicating. Make sure your non-verbal cues are in harmony with your verbal message. If you say "I am happy to help" and look bored and check your phone, the non-verbal message will drown out the spoken one.

#### **8. Seek and Welcome Feedback**

Do not think that as you have spoken or written, communication has been successful. You should invite feedback. Ask if your message was clear, invite questions, check for understanding. In written communication, a quick follow-up ('Please let me know if you have any questions') depicts openness and ensures the communication loop is closed.

#### **9. Adapt to Context**

Great communicators are flexible. They adjust their style, tone, language, and approach to suit various situations, relationships, and cultural contexts. You wouldn't talk to a close friend in the same way you would talk to a senior colleague, a client or a stranger from another culture. This ability to adjust is called communication competence.

#### **10. Cultivate Empathy**

The most fundamental of all effective communication is the ability to put yourself in the other person's shoes and see things from his or her point of view. Empathetic communicators listen without judgment, recognize others' feelings, and tailor their messages with awareness of the receiver's emotional state and needs. Empathy transforms communication from a mechanical transfer of information into a genuine human connection.

## **1.9 Importance of Communication in Professional Life**

No matter your job or your role, communication will be at the heart of your professional success. Employers consistently say communication skills are one of the top qualities they look for in candidates — often above technical qualifications. Let us examine why.

## **1. Building Professional Relationships**

Professional life is built on relationships – with colleagues, managers, clients, customers and stakeholders. Every successful professional relationship starts with positive, respectful and clear communication. Good communicators are seen as reliable, trustworthy and competent – attributes that build credibility and open doors.

## **2. Effective Leadership and Management**

Leadership is fundamentally a communication activity. Leaders articulate vision, motivate teams, resolve conflicts, provide feedback, and represent their organisations to the outside world — all through communication. A manager who cannot communicate clearly will struggle to set goals, delegate tasks, or build team cohesion. The best technical expertise in the world counts for little if a leader cannot communicate it effectively.

## **3. Teamwork and Collaboration**

Modern work environments rely on team, interdepartmental, and even intercontinental collaboration. Team communication should be clear about roles and responsibilities. Information should be shared on a regular basis, feedback should be constructive and disagreement dealt with respectfully. No matter how talented individual people are, teams that communicate well do better than teams that don't.

## **4. Client and Customer Relations**

The most important business skill is the ability to communicate clearly and empathetically, in any client-facing role: sales, consulting, healthcare, education, law, social work. One needs to listen to understand the client's needs. We need clear explanation to meet those needs. Consistent, respectful and proactive communication is necessary for building long-term client relationships.

## **5. Presentations and Public Speaking**

The ability to present ideas persuasively to groups — whether in a boardroom, a classroom, a conference, or a public forum — is one of the most valued and least common professional skills. Professionals who can speak confidently and clearly in public have a significant career advantage. Public speaking is also a learnable skill: like all communication abilities, it improves dramatically with knowledge and practice.

## **6. Writing Skills in the Workplace**

Professional writing — emails, reports, proposals, minutes, instructions, marketing copy — is a daily activity in most workplaces. Poor writing reflects badly on both the individual and their organisation. Clear, well-structured, error-free writing signals professionalism, attention to detail, and respect for the reader's time.

## **7. Conflict Resolution**

Workplace conflicts are unavoidable. What matters is how you handle it. The key tool for conflict resolution is good communication, i.e. listening to all parties, separating facts from feelings, focusing on interests rather than positions and seeking mutually acceptable solutions. People with effective communication skills can turn potentially destructive conflicts into opportunities for growth and better understanding.

## **8. Negotiation**

Negotiation is at the heart of professional life, whether negotiating a salary, contract, partnership or project deadline. Good negotiators are good communicators. They do their homework, listen carefully, ask intelligent questions, express themselves clearly, and know how to reach agreement.

## **9. Networking and Career Growth**

To get ahead in your career, you need to be seen, heard and known — and that comes from communicating. Networking, mentoring relationships, professional presentations, social media presence and being able to articulate your value hinge on communication skills. In a competitive job market, candidates that communicate well make a dramatic impact.

### **A Note for Students:**

You may currently be pursuing media, business studies, journalism, management, education, social work, or any number of other fields. Whatever your chosen career, communication will be

central to your daily work. Invest in building your communication skills now. You can do it by through reading widely, writing regularly, practising public speaking, and engaging actively in discussions. These skills will compound in value throughout your career.

#### ♦ CHECK YOUR PROGRESS

1. Why do employers consistently rank communication skills above many technical qualifications?
2. Describe THREE ways in which poor communication can damage a professional relationship.
3. Choose any one principle of effective communication and explain how you would apply it in a job interview.

## 1.10 Let Us Sum Up

This unit has provided a comprehensive introduction to the basics of communication. Here is a summary of the key points covered:

- The word 'communication' comes from the Latin word *communicare*, which means 'to share' or 'to make common.' At its simplest level, communication is the transmission of a message from one individual or group to another. But this simple definition does not do it justice.
- The main objectives of communication are to inform, to persuade, to instruct, to express feelings and build relationships, to coordinate action, and to entertain.
- Each process of communication involves nine core elements: sender, message, encoding, channel, receiver, decoding, feedback, noise, and context. Barriers in any element disrupts the entire process.
- Communication can be classified by channel (verbal, non-verbal, visual), by number of participants (intrapersonal, interpersonal, group, mass), by direction (upward, downward, horizontal, diagonal), and by formality (formal, informal).
- Effective communication is guided by the 7 Cs: Clarity, Conciseness, Completeness, Correctness, Coherence, Courtesy, and Concreteness.
- Major communication models like Shannon-Weaver, Schramm, Berlo's SMCR, and the Transactional Model offer different insights into how the communication process works.
- The principles of effective communication include: knowing your audience, having a clear purpose, using simple language, listening actively, choosing the right channel, being consistent in verbal and non-verbal signals, seeking feedback, adapting to context, and practising empathy.

## 1.11 Keywords

**Communication:** A dynamic, two-way process through which meaning is created and shared between individuals or groups.

**Sender:** The source or initiator of a message in a communication event.

**Receiver:** The person or group for whom a message is intended.

**Encoding:** The process of translating thoughts and ideas into a transmittable form (words, symbols, images).

**Decoding:** The process by which the receiver interprets and translates a received message into meaning.

**Channel:** The medium through which a message is transmitted from sender to receiver.

**Feedback:** The receiver's response to a message

**Noise:** Any interference whether physical, semantic, psychological, or cultural that distorts a message.

**Context:** The physical, social, cultural, and situational environment in which communication occurs.

**Non-Verbal Communication:** Communication through body language, gestures, facial expressions, eye contact, and other wordless signals.

**7 Cs of Communication:** Clarity, Conciseness, Completeness, Correctness, Coherence, Courtesy, and Concreteness.

**Grapevine:** Informal, unofficial communication networks within organisations.

**Media Pluralism:** The diversity of media voices, ownership, and content within a society.

**Empathy:** The ability to understand and share the feelings and perspective of another person.

## 1.12 Exercises

### A. Multiple Choice Questions

#### 1. The word “communication” comes from which Latin word?

|                 |                |
|-----------------|----------------|
| A. Communis     | B. Communicare |
| C. Communicator | D. Communio    |

#### 2. Communication is complete only when the message is:

|                                           |                  |
|-------------------------------------------|------------------|
| A. Sent                                   | B. Written       |
| C. Received, understood, and responded to | D. Spoken loudly |

#### 3. Who defined communication as “the process of passing information and understanding from one person to another”?

|                  |                   |
|------------------|-------------------|
| A. Peter Drucker | B. Wilbur Schramm |
| C. Keith Davis   | D. Dean Barnlund  |

#### 4. Which of the following is NOT an objective of communication?

|               |                 |
|---------------|-----------------|
| A. To inform  | B. To persuade  |
| C. To confuse | D. To entertain |

#### 5. The person who starts the communication process is called the:

|             |            |
|-------------|------------|
| A. Receiver | B. Sender  |
| C. Channel  | D. Decoder |

#### 6. Noise in communication means:

|                           |                                               |
|---------------------------|-----------------------------------------------|
| A. Only loud sound        | B. Any interference that distorts the message |
| C. Feedback from receiver | D. A written message                          |

**7. Which of the following is an example of non-verbal communication?**

|                      |           |
|----------------------|-----------|
| A. Email             | B. Report |
| C. Facial expression | D. Speech |

**8. The 7 Cs of communication include clarity, conciseness, completeness, correctness, coherence, courtesy, and:**

|                 |               |
|-----------------|---------------|
| A. Creativity   | B. Confidence |
| C. Concreteness | D. Control    |

**9. The Shannon-Weaver model is also known as the:**

|                        |                   |
|------------------------|-------------------|
| A. Transactional model | B. Linear model   |
| C. Circular model      | D. Cultural model |

**10. Informal communication in an organisation is also called:**

|              |             |
|--------------|-------------|
| A. Grapevine | B. Feedback |
| C. Encoding  | D. Channel  |

**B. Short Answer Type Questions**

1. Define communication in your own words.
2. What is the meaning of the Latin word *communicare*?
3. Mention any three objectives of communication.
4. What is feedback in the communication process?
5. Explain the role of the receiver in communication.
6. What is semantic noise? Give one example.
7. Name the three main types of communication based on channel.
8. What is intrapersonal communication?
9. What is meant by “field of experience” in Schramm’s model?
10. Why is active listening important in effective communication?

**C. Long Answer Type Questions**

1. Explain the meaning and definition of communication. Discuss why communication is considered a two-way process.
2. Describe the main objectives of communication with suitable examples.
3. Explain the nine elements of the communication process in detail.
4. Discuss the different types of communication based on channel, participants, direction, and formality.
5. What are the 7 Cs of effective communication? Explain each with examples.

6. Explain the Shannon-Weaver model of communication. Mention its strengths and limitations.
7. Discuss Schramm's model of communication and explain the importance of feedback and field of experience.
8. Compare Shannon-Weaver, Schramm, Berlo's SMCR, and the Transactional Model of communication.
9. Explain the major principles of effective communication and their use in daily life.
10. Discuss the importance of communication skills in professional life with reference to leadership, teamwork, client relations, writing, and conflict resolution.

### 1.13 References /Further Readings

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### 1.14 Check Your Progress: Possible Answers

#### Section: Objectives of Communication

**Q1:** Communication is the process of exchanging meaning between two or more parties through a common system of symbols.

**Q2:** In a professional setting, the instructional and coordinating objectives are most important, as they ensure tasks are completed correctly and teams work in alignment. However, relationship-building communication is equally vital for a positive work environment.

**Q3:** Informative: A weather forecast on television. Persuasive: An advertisement encouraging you to buy a product.

#### Section: Types of Communication

**Q1:** Making eye contact during conversation. Occasional nodding while listening, Crossed arms (defensive or uncomfortable). Three valid examples with explanations will be accepted.

**Q2:** Upward- A student submitting an assignment to a lecturer. Downward: A principal issuing a notice to teachers. Horizontal: Two students in the same class discussing a project.

**Q3:** The grapevine is the unofficial, informal communication network in an organisation.

### **Section: Communication Process and Models**

**Q1:** Here is a correct diagram for Shannon-Weaver: Source → Transmitter (Encoder) → Channel (with Noise) → Receiver (Decoder) → Destination, in a linear sequence

**Q2:** The 'field of experience' is the sum of a person's history—education, culture, experiences, attitudes and language. If a professor uses examples from cricket to explain a concept and an international student has never seen cricket, there will be miscommunication because of a mismatch in fields of experience.

**Q3:** The transactional model is more realistic because in real interaction both parties are sending and receiving at the same time. When you talk, the person who listens nods, frowns or smiles simultaneously. This feedback influences what you say next. Communication is not a neat one-at-a-time transaction, it is a simultaneous, ongoing and contextually embedded process.

### **Section: Professional Communication**

**Q1:** You can learn technical skills on the job, but listening, empathy, clarity, and adaptability are hard to learn quickly. Collaboration, idea pitching, professional writing and relationship management are all things employees need to be able to do from day one and all of these require communication competence.

**Q2:** Examples include: (i) Not listening to a colleague's concern may make them feel undervalued and damage trust. (ii) Costly errors in task execution may result from writing ambiguous instructions. (iii) Defensive responses to feedback may inhibit constructive dialogue and erode the professional relationship over time..

**Q3:** Answers will vary. Example: 'Know your audience' — in a job interview, I would research the organisation beforehand so I can frame my answers in terms that are relevant to their specific needs and values, rather than giving generic responses. This shows the interviewer that I have made an effort to understand their context, which is itself an act of respectful and effective communication.

# **Module -1 Foundations of Business Communication**

## **Unit 2: Business Communication in Organization**

### **Structure**

- 2.0 Learning Objectives
- 2.1 Introduction
- 2.2 Features of Business Communication
- 2.3 Importance of Business Communication
- 2.4 Tools of Business Communication
- 2.5 Types of Business Communication
- 2.6 Formal Communication
  - 2.6.1 Features of Formal Communication
  - 2.6.2 Advantages of Formal Communication
  - 2.6.3 Limitations of Formal Communication
- 2.7 Informal Communication
  - 2.7.1 Features of Informal Communication
  - 2.7.2 Advantages of Informal Communication
  - 2.7.3 Limitations of Informal Communication
- 2.8 Barriers to Business Communication: Meaning and Types
- 2.9 Strategies for Effective Communication
- 2.10 Let us Sum Up
- 2.11 Keywords
- 2.12 Exercises
- 2.13 References / Further Readings
- 2.14 Check Your Progress: Possible Answers

### **2.0 Learning Objectives**

After studying this unit, learners will be able to:

- understand the concept and significance of business communication in organizations;
- identify the features and importance of business communication;
- describe the various tools and types of business communication;
- explain the meaning, features, advantages, and limitations of formal and informal communication;
- recognize different barriers to business communication and their effects;
- discuss strategies for improving communication effectiveness in organizations; and
- apply communication principles to professional and organizational contexts.

### **2.1 Introduction**

Good communication is really at the core of any organization that works well. It's what helps people swap ideas, tackle problems, and actually build solid relationships, whether they are colleagues, managers, or customers. Now, with the pace of business picking up, how clearly people communicate can mean the difference between confusion and true teamwork. When people talk straight with each other, things just run smoother-decisions come faster, and everyone stays on the same page. Inside every company, you will notice a mix of how people

talk each other. There's the formal stuff-emails, official meetings, memos-the sort where you follow the rules, keep records, and make sure everyone knows who is responsible for what. But then you have the informal side: those quick conversations in the kitchen, shoot-off texts, or impromptu chats in the hallway. Oddly enough, it's often in these moments that trust grows and teams start to gel.

Managing people means figuring out what's working and what's coming apart in these communication webs. It's more than just passing notes back and forth. Communication is how plans get made, how people stay organized, and how motivation sparks. When the lines are open and clear, folks feel good about their work, decisions are easier, and misunderstandings don't have much room to fester. That's why people keep calling communication the "lifeblood" of any company. Still, things go sideways sometimes. Maybe the technology fails, maybe someone misreads a message, or maybe feelings cloud the conversation. When you mix in physical barriers, stress, or just a clunky company setup, even simple messages can turn complicated. Spotting these hang-ups early really makes a difference-it lets you step in and fix things before they balloon.

After studying this unit learner will get a closer look at how both formal and informal communication actually work, why these systems matter so much, what throws them off track, and what you can do to get things moving smoothly again. You know how to make yourself heard, connect with all kinds of people, and handle the curveballs that work throws your way-skills that don't just make your job easier, but open up real opportunities for your future.

## 2.2 Features of Business Communication

- (i) **Goal-Oriented:** Business communication is usually aimed at achieving specific organizational objectives such as coordination, decision-making, and productivity. In this regard we may mention an example: A manager communicates sales targets to employees to achieve organizational goals.
- (ii) **Two-Way Process:** Business communication we know involves both sending and receiving messages, along with feedback usually from the receiver. In this regard we may mention an example: A supervisor gives instructions to an employee, and the employee asks questions for clarification.
- (iii) **Professional in Nature:** Business communication as we know follows professional standards and maintains formality, courtesy, and respect usually. For example, a company sends a professionally written email to a client regarding a business proposal.
- (iv) **Continuous Process:** Communication as we know is an ongoing activity that takes place regularly within and outside the organization usually. In this regard we may mention an example like, employees exchange information daily through meetings, emails, and reports.
- (v) **Information-Based:** Business communication usually focuses on the exchange of accurate and relevant information for decision-making and coordination as we know. In this regard we may mention an example like, the accounts department provides financial reports to management for planning purposes.
- (vi) **Persuasive in Nature:** Business communication as we know often seeks to influence attitudes, decisions, or actions of individuals and groups usually. In this regard we may mention an example like, a salesperson persuades a customer to purchase a product by explaining its benefits.
- (vii) **Uses Multiple Channels:** Business communication can also take place through various channels such as letters, emails, meetings, telephone calls, and video

conferences usually. In this regard we may mention an example: A company communicates with customers through emails and social media platforms.

- (viii) **Encourages Feedback:** Effective business communication usually allows receivers to respond, ensuring that messages are understood correctly as we know. In this regard we may mention an example: Employees provide feedback on a new company policy during a staff meeting.
- (ix) **Promotes Coordination:** Business communication as we know helps different departments and individuals work together efficiently to achieve common objectives. In this regard we may mention an example: The production and marketing departments coordinate product launches through regular communication.
- (x) **Dynamic and Adaptive:** Business communication usually changes according to organizational needs, technology, and environmental conditions as we know. In this regard we may mention an example: Companies increasingly use video conferencing and collaboration software for remote work.

The key features of business communication are that it is **goal-oriented, two-way, professional, continuous, information-based, persuasive, multi-channel, feedback-oriented, coordination-focused, and dynamic**. These features help organizations function efficiently and achieve their objectives.

### 2.3 Importance of Business Communication

- (i) **Facilitates Information Sharing:** Business communication as we know safeguards the smooth flow of information usually within and outside the organization. It helps employees, managers, customers, and stakeholders stay knowledgeable and coordinated. As we know for an example, a manager communicates new company policies to employees through meetings and emails.
- (ii) **Improves Decision-Making:** Effective communication as we know provides accurate and timely information, enabling managers and employees to make informed decisions. In this regard we may mention an example, a management team reviews sales reports and market feedback before launching a new product.
- (iii) **Enhances Coordination and Cooperation:** Business communication promotes usually teamwork by ensuring that all members understand their roles, responsibilities, and objectives. In this regard we may mention an example, team members regularly update each other on project progress to achieve common goals.
- (iv) **Increases Productivity:** Clear communication as we know reduces misunderstandings, errors, and duplication of work, leading to higher efficiency and productivity. In this regard we may mention an example, employees' complete tasks correctly when they receive clear instructions from their supervisor.
- (v) **Builds Strong Relationships:** Effective communication as we know helps develop trust, mutual understanding, and positive relationships among employees, customers, and business partners. In this regard we may mention an example, a customer service representative resolves customer complaint politely and professionally.
- (vi) **Supports Employee Motivation:** Open and transparent communication makes employees feel valued, informed, and involved in organizational activities usually. In this regard we may mention an example, management recognizes employees' achievements through meetings and official announcements.
- (vii) **Helps in Conflict Resolution:** Good communication as we know enables usually individuals to discuss issues openly and find solutions to workplace conflicts. In

this regard we may mention an example, two employees resolve a disagreement through constructive discussion facilitated by their manager.

- (viii) **Strengthens Customer Relations:** Business communication as we know helps organizations understand customer needs, respond to queries, and maintain customer satisfaction. In this regard we may mention an example, a company promptly responds to customer feedback and addresses service-related concerns.
- (ix) **Creates a Positive Organizational Image:** Professional communication as we know enhances the reputation and credibility of an organization among stakeholders and the public. In this regard we may mention an example, a company issues a well-prepared press release to communicate important achievements.
- (x) **Supports Business Growth:** Effective communication as we know contributes to innovation, collaboration, customer satisfaction, and overall organizational success, leading to business growth. In this regard we may mention an example, a company successfully expands into new markets by maintaining clear communication with international clients and partners.

Business communication is essential for information sharing, decision-making, coordination, productivity, relationship building, employee motivation, conflict resolution, customer satisfaction, organizational reputation, and business growth. Effective communication is a key factor in achieving organizational success.

#### 2.4 Tools of Business Communication

- (i) **Letters:** Business letters as we know are formal written documents used for official communication with customers, suppliers, government agencies, and other stakeholders usually. In this regard we may mention an example, a company sends an appointment letter to a newly recruited employee.
- (ii) **Emails:** Emails are one of the most widely used digital communication tools as we know for exchanging information quickly and efficiently usually. In this regard we may mention an example, a manager sends an email to employees regarding a change in office timings.
- (iii) **Memos (Memorandums):** Memos are internal communication tools as we know used to convey information, instructions, or announcements within an organization. In this regard we may mention an example, the HR department issues a memo about the company's leave policy.
- (iv) **Reports:** Reports as we know are structured documents used to present facts, findings, analyses, and recommendations for decision-making. In this regard we may mention an example, a marketing team prepares a sales performance report for management.
- (v) **Meetings:** Meetings usually facilitate direct interaction among employees, managers, and stakeholders to discuss issues and make decisions. In this regard we may mention an example, department heads hold a meeting to plan the annual budget.
- (vi) **Telephone and Mobile Communication:** Telephone and mobile communication as we know enable quick exchange of information and immediate feedback. In this regard we may mention an example, a customer contacts a company's support team through a phone call to resolve a problem.
- (vii) **Video Conferencing:** Video conferencing as we know allows people in different locations to communicate face-to-face through digital platforms. In this regard we may mention an example, employees from different branches participate in a virtual meeting using video conferencing software.

- (viii) **Presentations:** Presentations as we know are used to communicate ideas, data, and proposals to an audience using visual aids such as slides and charts. In this regard we may mention an example, a project manager presents a new business proposal to senior management.
- (ix) **Notice Boards:** Notice boards as we know are used to display important information, announcements, and organizational updates. In this regard we may mention an example, a college displays examination schedules on its notice board.
- (x) **Social Media and Business Communication Platforms:** Organizations as we know use social media and collaboration platforms to communicate with customers and employees effectively. In this regard we may mention an example, a company announces a new product launch through its social media channels.

The major tools of business communication include **letters, emails, memos, reports, meetings, telephone communication, video conferencing, presentations, notice boards, and social media platforms**. These tools help organizations exchange information efficiently, coordinate activities, and maintain effective relationships with stakeholders.

## 2.5 Types of Business Communication

### A. On the Basis of Formality

- (i) **Formal Communication:** Communication that follows official channels and organizational rules. In this regard we may mention an example, official notices, reports, and circulars.
- (ii) **Informal Communication:** Communication that occurs through unofficial channels. In this regard we may mention an example, employees discussing workplace matters during breaks.

### B. On the Basis of Direction of Flow

- (i) **Upward Communication:** Communication that flows from subordinates to superiors. In this regard we may mention an example, an employee submits a progress report to the manager.
- (ii) **Downward Communication:** Communication that flows from superiors to subordinates. In this regard we may mention an example, a manager issues instruction to employees.
- (iii) **Horizontal (Lateral) Communication:** Communication between employees or departments at the same level. In this regard we may mention an example, the HR and Finance departments coordinate for salary processing.
- (iv) **Diagonal Communication:** Communication between people of different departments and different hierarchical levels. In this regard we may mention an example, a Production Supervisor communicates directly with a Finance Manager.

### C. On the Basis of Organizational Relationship

- (i) **Internal Communication:** Communication that takes place within the organization. In this regard we may mention an example, departmental meetings among employees.
- (ii) **External Communication:** Communication between the organization and outside stakeholders. In this regard we may mention an example, a company communicates with customers regarding a new product.

#### D. On the Basis of Expression or Medium

- (i) **Verbal Communication:** Communication through spoken words. In this regard we may mention examples like, meetings, interviews, telephone conversations, etc.
- (ii) **Written Communication:** Communication through written documents. In this regard we may mention examples like, emails, letters, reports, memos, etc.
- (iii) **Non-Verbal Communication:** Communication through body language, facial expressions, gestures, and posture. In this regard we may mention an example, a speaker maintaining eye contact during a presentation.

#### E. On the Basis of Audience

- (i) **Individual Communication:** Communication between two persons. In this regard we may mention an example, a manager discussing performance with an employee.
- (ii) **Group Communication:** Communication involving a group of people. In this regard we may mention an example, a team meeting to discuss project progress.

#### ◆ CHECK YOUR PROGRESS

1. Write your own understanding of upward communication in one sentence.
2. Give one example each of formal and informal communication.
3. What do you understand by Non-Verbal Communication?

### 2.6 Formal Communication

Formal communication as we know refers to the official and structured flow of information within an organization through established channels and prescribed procedures usually. It is designed as we know to facilitate the achievement of organizational goals by ensuring that information is communicated accurately, systematically, and efficiently among employees, managers, and other stakeholders usually. Formal communication as we know follows the organizational hierarchy and may flow downward, upward, horizontally, or diagonally, depending on the purpose and nature of the message.

Organizations rely on formal communication as we know for transmitting policies, instructions, reports, notices, decisions, and other important information. Since it is generally documented and communicated through authorized channels, formal communication as we know provides authenticity, accountability, and a permanent record for future reference. It also helps to maintain discipline, coordination, and control within the organization.

In modern business organizations, formal communication as we know plays a crucial role in ensuring smooth operations, effective decision-making, and efficient management. Understanding its features, advantages, and limitations enables managers and employees to use this communication system effectively and contribute to organizational success.

#### 2.6.1 Features of Formal Communication

Formal communication as we know is the official exchange of information within an organization through established channels and procedures. It ensures that information is transmitted systematically, accurately, and efficiently to achieve organizational objectives.

**(i) Official in Nature:** Formal communication as we know is an authorized form of communication used for official organizational purposes usually. In this regard we may mention an example, a Principal issuing a notice regarding college reopening.

**(ii) Follows a Structured Channel:** Formal communication as we know follows predetermined channels and organizational hierarchy. In this regard we may mention an example, an employee submitting a leave application through the immediate supervisor to the department head.

**(iii) Written and Documented:** Formal communication usually is often recorded in writing for future reference and accountability. In this regard we may mention an example, a company issuing a circular regarding a change in office timings.

**(iv) Hierarchical Flow:** Information as we know moves according to the chain of command within the organization. In this regard we may mention an example, the Managing Director communicating a new policy to department managers, who then inform employees.

**(v) Goal-Oriented:** Formal communication as we know is intended to achieve specific organizational objectives. In this regard we may mention an example, a sales manager sending monthly sales targets to the sales team.

**(vi) Rule-Based:** Formal communication as we know follows established organizational policies and procedures. In this regard we may mention an example, a purchase request being processed through the prescribed approval system.

**(vii) Reliable and Authentic:** Information as we know communicated through formal channels is generally accurate and trustworthy. In this regard we may mention an example, employees relying on an official HR notification regarding salary revisions.

**(viii) Ensures Accountability:** The sender and receiver of the message as we know can be identified, making them responsible for the communication. In this regard we may mention an example, a department head signing and submitting an annual performance report.

**(ix) Systematic in Flow:** Information as we know is transmitted in an organized and orderly manner. In this regard we may mention an example, team leaders submitting weekly progress reports to project managers according to a fixed schedule.

**(x) Facilitates Coordination and Control:** Formal communication as we know helps coordinate activities and monitor organizational performance. In this regard we may mention an example, a project manager issuing regular instructions and updates to team members to ensure timely completion of a project.

Formal communication as we know provides a structured, reliable, and accountable framework for information exchange within an organization. By following established channels and procedures, it promotes coordination, discipline, and the effective achievement of organizational goals usually.

### **2.6.2 Advantages of Formal Communication**

Formal communication as we know offers several benefits to organizations by ensuring the systematic and efficient flow of information. It helps usually to maintain discipline,

accountability, and coordination among employees while supporting the achievement of organizational goals.

**(i) Ensures Clarity and Accuracy:** Formal communication as we know conveys information through authorized channels, reducing the chances of confusion and misunderstanding. In this regard we may mention an example, a company issuing an official circular regarding changes in office timings.

**(ii) Provides Authentic Information:** Information communicated through formal channels as we know is generally reliable and trustworthy. In this regard we may mention an example, employees referring to an official HR notification regarding salary revisions.

**(iii) Creates Permanent Records:** Formal communication as we know is often documented and preserved for future reference. In this regard we may mention an example, meeting minutes being recorded and maintained for organizational records.

**(iv) Promotes Accountability:** Since the sender and receiver can be identified, individuals are usually responsible for their actions and decisions. In this regard we may mention an example, a department head signing and submitting an annual performance report.

**(v) Facilitates Coordination:** Formal communication as we know helps different departments and employees work together effectively. In this regard we may mention an example, a project manager distributing an official work schedule to all team members.

**(vi) Supports Managerial Control:** Management as we know can monitor activities and evaluate performance through formal communication channels. In this regard we may mention an example, employees submitting periodic progress reports to their supervisors.

**(vii) Maintains Organizational Discipline:** As we know by following prescribed procedures and hierarchy, formal communication promotes discipline in the workplace. In this regard we may mention an example, employees applying for leave through the designated approval process.

**(viii) Assists in Decision-Making:** Accurate and timely information as we know enables managers to make informed decisions. In this regard we may mention an example, a sales manager analyzing official monthly sales reports before setting future targets.

**(ix) Reduces Rumours and Misunderstandings:** Official communication as we know provides verified information and minimizes the spread of inaccurate information. In this regard we may mention an example, management issuing a formal notice to clarify a rumor regarding staff restructuring.

**(x) Enhances Professionalism:** Formal communication as we know encourages professional conduct and proper business etiquette. In this regard we may mention an example, employees using official emails to communicate with clients and senior executives.

Formal communication as we know plays a vital role in ensuring efficiency, coordination, and accountability within an organization. By providing a reliable and structured system for information exchange, it contributes significantly to organizational effectiveness and success.

### 2.6.3 Limitations of Formal Communication

As we know although formal communication is essential for maintaining order and discipline in an organization, it is not free from drawbacks. Its structured nature may sometimes reduce flexibility and delay the flow of information as well.

**(i) Time-Consuming:** Formal communication as we know often requires messages to pass through several levels of hierarchy, which may cause delays. In this regard we may mention an example, an employee's request for new equipment requiring approval from multiple authorities before implementation.

**(ii) Lack of Flexibility:** Formal communication as we know follows prescribed rules and procedures, leaving little room for immediate adjustments. In this regard we may mention an example, an employee having to follow the official grievance procedure even for a minor workplace issue.

**(iii) Possibility of Delay in Decision-Making:** Since information must move through established channels, urgent decisions as we know may be delayed. In this regard we may mention an example, a department waiting for approval from senior management before responding to a customer complaint.

**(iv) Distortion of Information:** As messages pass through several organizational levels, the original meaning as we know may be altered. In this regard we may mention an example, instructions from top management being interpreted differently by various supervisors before reaching employees.

**(v) Expensive to Maintain:** Formal communication systems as we know require documentation, record-keeping, and administrative support, which can increase organizational costs. In this regard we may mention an example, maintaining official records, reports, and communication archives.

**(vi) Discourages Free Expression:** As we know employees may hesitate to share ideas or concerns due to strict communication procedures. In this regard we may mention an example, a junior employee feeling uncomfortable expressing innovative suggestions through official channels.

**(vii) Creates Bureaucracy:** Excessive reliance on formal procedures as we know may lead to unnecessary paperwork and administrative delays. In this regard we may mention an example, requiring several signatures to approve a routine office purchase.

**(viii) Limited Personal Interaction:** Formal communication as we know focuses on official matters and may not encourage interpersonal relationships among employees. In this regard we may mention an example, employees communicating only through official emails without direct interaction.

**(ix) May Reduce Employee Motivation:** Strict adherence to hierarchy as we know can make employees feel less involved in organizational decisions. In this regard we may mention an example, employees receiving instructions without being consulted about matters affecting their work.

**(x) Unsuitable for Emergency Situations:** Formal communication as we know may not be effective when immediate action is required. In this regard we may mention an example, employees using direct verbal communication during a workplace emergency instead of following official procedures.

Despite its limitations as we know, formal communication remains an essential component of organizational functioning. When combined with appropriate informal communication, it helps to ensure both efficiency and flexibility in achieving organizational objectives.

#### ◆ CHECK YOUR PROGRESS

1. Write two features of formal communication.
2. State two advantages of formal communication
3. Write two limitations of formal communication

## 2.7 Informal Communication

Informal communication as we know refers to the unofficial and spontaneous exchange of information among individuals within an organization. Unlike formal communication as we know, it does not follow prescribed channels, organizational hierarchy, or established procedures. Instead, it develops naturally through social interactions, personal relationships, friendships, and common interests among employees. Informal communication as we know occurs in various forms, such as casual conversations, discussions during breaks, social gatherings, telephone calls, and online interactions. Since it is free from rigid rules and procedures, information can spread quickly through informal networks, often referred to as the "grapevine." This type of communication as we know helps employees to share ideas, express opinions, clarify doubts, and build strong interpersonal relationships.

Although informal communication is unofficial, as we know it plays an important role in organizational life by promoting teamwork, cooperation, and employee morale. It often complements formal communication by facilitating faster information exchange and providing feedback on organizational policies and decisions. However, because it is not always documented or verified, informal communication may sometimes lead to rumors, misunderstandings, and distortion of information.

Therefore, organizations should recognize the value as well of informal communication while ensuring that it supports rather than undermines formal communication processes. A proper balance between formal and informal communication contributes to a healthy organizational environment and effective communication management.

### 2..7.1 Features of Informal Communication

Informal communication as we know refers to the unofficial exchange of information among individuals within an organization. It develops naturally through social interactions and personal relationships rather than through prescribed organizational channels.

**(i) Unofficial in Nature:** Informal communication as we know is not authorized by the organization and arises naturally among employees. In this regard we may mention an example, colleagues discussing office matters during a lunch break.

**(ii) Based on Personal Relationships:** It develops through friendship, mutual trust, and social interaction among employees as we know. In this regard we may mention an example, co-workers' sharing information while having tea together.

**(iii) Does Not Follow Hierarchy:** Informal communication as we know can occur between any individuals regardless of their position in the organization. In this regard we may mention an example, a junior employee casually discussing a work-related issue with a senior manager.

**(iv) Fast Flow of Information:** Information spreads as we know quickly through informal networks. In this regard we may mention an example, employees learning about a proposed policy change through workplace discussions before an official announcement.

**(v) Flexible in Nature:** Informal communication as we know is free from rigid rules and procedures. In this regard we may mention an example, employees exchanging ideas freely during an informal gathering.

**(vi) Primarily Oral:** As we know it generally takes place through face-to-face conversations, phone calls, or social interactions. In this regard we may mention an example, co-workers discussing project progress during a coffee break.

**(vii) Creates Social Bonds:** Informal communication as we know helps build friendships and a sense of belonging among employees. In this regard we may mention an example, staff members interacting during office celebrations.

**(viii) Spontaneous:** As we know it occurs naturally without prior planning or scheduling. In this regard we may mention an example, employees discussing a recent company event immediately after it concludes.

**(ix) Multidirectional:** Information as we know can flow in any direction-upward, downward, horizontal, or diagonal. In this regard we may mention an example, employees from different departments sharing information informally.

**(x) Includes Grapevine Communication:** Informal communication as we know often spreads through unofficial networks known as the grapevine. In this regard we may mention an example, employees discussing rumours about organizational restructuring.

Informal communication complements formal communication by facilitating quick information sharing and strengthening interpersonal relationships within the organization.

## **2.7.2 Advantages of Informal Communication**

Informal communication as we know offers several benefits that contribute to a positive work environment and effective organizational functioning.

**(i) Facilitates Quick Communication:** Information as we know can be transmitted rapidly without following formal procedures. In this regard we may mention an example, employees informing colleagues about an urgent meeting through personal conversations.

**(ii) Promotes Friendly Relationships:** Informal communication as we know strengthens interpersonal relationships among employees. In this regard we may mention an example, co-workers interacting during lunch breaks and office gatherings.

**(iii) Enhances Team Spirit:** It encourages cooperation and mutual understanding among team members as we know. In this regard we may mention an example, employees discussing work challenges and helping each other find solutions.

**(iv) Provides Immediate Feedback:** Individuals as we know can quickly express their opinions and receive responses. In this regard we may mention an example, employees discussing a new workplace policy and sharing their views instantly.

**(v) Increases Employee Satisfaction:** As we know friendly interactions create a positive and comfortable work environment. In this regard we may mention an example, employees feeling more connected through informal discussions and social events.

**(vi) Encourages Free Exchange of Ideas:** As we know employees can express suggestions and concerns without fear of rigid procedures. In this regard we may mention an example, a junior employee sharing an innovative idea during a casual conversation with a manager.

**(vii) Supports Problem-Solving:** Informal discussions as we know often help resolve issues quickly. In this regard we may mention an example, co-workers discussing and solving a minor operational problem without waiting for official instructions.

**(viii) Bridges Communication Gaps:** Informal communication as we know helps overcome barriers created by hierarchy and formal procedures. In this regard we may mention an example, employees from different departments exchanging information directly.

**(ix) Improves Organizational Climate:** Friendly communication as we know fosters trust and cooperation among employees. In this regard we may mention an example, staff members supporting one another during demanding projects.

**(x) Complements Formal Communication:** Informal communication as we know reinforces official communication by clarifying doubts and providing additional explanations. In this regard we may mention an example, employees discussing an official circular to better understand its implications.

Informal communication plays a significant role in creating a supportive and cooperative workplace. When used appropriately, it enhances employee morale, teamwork, and organizational effectiveness.

### **2.7.3 Limitations of Informal Communication**

As we know despite its benefits, informal communication has certain limitations that may negatively affect organizational efficiency if not properly managed.

**(i) Lack of Authenticity:** Information obtained through informal channels as we know may not always be accurate or reliable. In this regard we may mention an example, employees believing unverified information about changes in company policies.

**(ii) Encourages Rumours:** Informal communication as we know can lead to the spread of rumours and misinformation. In this regard we may mention an example, employees discussing an unfounded rumour about staff layoffs.

**(iii) No Permanent Record:** Informal communication as we know is generally not documented for future reference. In this regard we may mention an example, important verbal instructions being forgotten or misunderstood later.

**(iv) Distortion of Information:** Messages as we know may become altered as they pass from one person to another. In this regard we may mention an example, information about a departmental change being exaggerated through repeated discussions.

**(v) Difficult to Control:** Management as we know has limited control over informal communication networks. In this regard we may mention an example, rumors spreading rapidly despite official clarification.

**(vi) May Cause Conflicts:** As we know misunderstandings arising from informal communication can create disputes among employees. In this regard we may mention an example, a casual remark being misinterpreted and leading to workplace tension.

**(vii) Can Reduce Productivity:** As we know excessive informal discussions may distract employees from their work. In this regard we may mention an example, workers spending significant time gossiping during office hours.

**(viii) Lacks Accountability:** The source of information as we know is often difficult to identify. In this regard we may mention an example, employees being unable to determine who initiated a false rumour.

**(ix) Unsuitable for Official Matters:** Informal communication as we know is not appropriate for important organizational decisions and policies. In this regard we may mention an example, announcing salary revisions through casual conversations instead of official notices.

**(x) May Create Anxiety and Uncertainty:** False or incomplete information as we know can generate confusion among employees. In this regard we may mention an example, rumours about organizational restructuring causing unnecessary concern among staff members.

Although informal communication as we know has certain limitations, it remains an important part of organizational life. When balanced with formal communication, it can contribute to effective communication, stronger relationships, and a positive work environment.

## **2.8 Barriers to Business Communication: Meaning and Types**

Business communication as we know is effective only when the message sent by the sender is received, understood, and interpreted correctly by the receiver. However, various obstacles may interfere with this process and prevent the successful exchange of information. These obstacles are known as barriers to business communication. Barriers as we know to business

communication refer to any factor that obstructs, distorts, delays, or prevents the effective transmission and understanding of messages between individuals or groups within an organization. Such barriers may lead to misunderstandings, confusion, conflicts, poor decision-making, and reduced organizational efficiency. Therefore, identifying and overcoming communication barriers is essential for ensuring effective communication in business organizations.

### **2.8.1 Types of Barriers to Business Communication**

Business communication may be affected by various types of barriers, which are discussed below:

**(i) Physical Barriers:** Physical barriers as we know arise from environmental conditions that hinder communication. In this regard we may mention an example, excessive noise, poor lighting, long distances, or faulty communication equipment may interfere with message transmission.

**(ii) Semantic Barriers:** Semantic barriers as we know occur when the sender and receiver interpret words, symbols, or expressions differently. In this regard we may mention an example, the use of technical jargon or ambiguous language may lead to misunderstanding.

**(iii) Language Barriers:** Language barriers as we know arise due to differences in language, vocabulary, pronunciation, or grammar. In this regard we may mention an example, employees from different linguistic backgrounds may find it difficult to understand one another.

**(iv) Psychological Barriers:** Psychological barriers as we know are related to emotions, attitudes, perceptions, and personal biases. In this regard we may mention an example, an employee who dislikes a supervisor may ignore important instructions provided by that supervisor.

**(v) Organizational Barriers:** Organizational barriers as we know result from the structure, policies, rules, and hierarchy of an organization. In this regard we may mention an example, a message may be delayed because it has to pass through several levels of management.

**(vi) Cultural Barriers:** Cultural barriers as we know arise due to differences in cultural values, beliefs, customs, and social norms. In this regard we may mention an example, a gesture considered polite in one culture may be misunderstood in another.

**(vii) Technological Barriers:** Technological barriers as we know occur when communication is affected by technical problems or inadequate communication facilities. In this regard we may mention an example, poor internet connectivity may disrupt an online meeting.

**(viii) Information Overload:** Information overload as we know occurs when individuals receive more information than they can effectively process. In this regard we may mention an example, employees receiving numerous emails may overlook important messages.

**(ix) Lack of Feedback:** As we know communication becomes ineffective when feedback is absent or delayed. In this regard we may mention an example, a manager may not know whether employees have understood instructions if no response is received.

**(x) Poor Listening Barriers:** Poor listening as we know habits can prevent accurate understanding of messages. In this regard we may mention an example, an employee making errors because he or she did not pay attention during a meeting.

Business communication barriers as we know can significantly affect organizational effectiveness if left unaddressed. By recognizing these barriers and adopting suitable corrective measures, organizations can improve communication, strengthen relationships, and achieve their objectives more efficiently.

## **2.9 Strategies for Effective Communication**

Effective communication as we know is essential for the smooth functioning and success of any organization. As we know it ensures that messages are transmitted clearly, understood accurately, and acted upon appropriately. To overcome communication barriers and improve organizational effectiveness, the following strategies can be adopted:

**(i) Use Clear and Simple Language:** As we know messages should be expressed in simple, clear, and understandable language to avoid confusion. In this regard we may mention an example, a manager explaining workplace policies using straightforward terms instead of complex technical jargon.

**(ii) Encourage Active Listening:** Effective communication as we know requires careful listening as well as speaking. In this regard we may mention an example, an employee attentively listening to a supervisor's instructions before beginning a task.

**(iii) Provide Timely Feedback:** Feedback helps as we know confirm whether the message has been understood correctly. In this regard we may mention an example, team members acknowledging and responding to instructions received through email.

**(iv) Choose the Appropriate Communication Channel:** The communication as we know medium should be selected according to the nature and urgency of the message. In this regard we may mention an example, using a face-to-face meeting to discuss a sensitive issue rather than sending an email.

**(v) Ensure Message Clarity and Completeness:** Communication as we know should include all necessary information and avoid ambiguity. In this regard we may mention an example, a project manager providing detailed instructions regarding deadlines, responsibilities, and expected outcomes.

**(vi) Minimize Communication Barriers:** Organizations as we know should identify and reduce physical, semantic, psychological, and technological barriers. In this regard we may mention an example, installing better communication equipment to improve virtual meetings.

**(vii) Encourage Open Communication:** Employees as we know should feel comfortable expressing ideas, concerns, and suggestions. In this regard we may mention an example, management organizing regular meetings where employees can freely share their opinions.

**(viii) Develop Interpersonal Skills:** Strong interpersonal skills as we know help improve understanding and cooperation among employees. In this regard we may mention an example, managers demonstrating empathy and respect while communicating with team members.

**(ix) Promote Cultural Sensitivity:** As we know understanding and respecting cultural differences can prevent misunderstandings. In this regard we may mention an example, multinational companies providing cultural awareness training to employees.

**(x) Use Technology Effectively:** Modern communication tools as we know can enhance the speed and efficiency of communication. In this regard we may mention an example, organizations using video conferencing platforms to connect employees working from different locations.

**(xi) Maintain Consistency in Communication:** Messages should be consistent and aligned with organizational goals and policies. In this regard we may mention an example, all departments communicating the same information regarding a new company policy.

**(xii) Encourage Two-Way Communication:** Communication as we know should allow both the sender and receiver to participate actively. In this regard we may mention an example, managers inviting questions and suggestions after presenting new workplace guidelines.

Effective communication as we know is a key factor in organizational success. By adopting appropriate communication strategies, organizations can reduce misunderstandings, improve coordination, strengthen relationships, and achieve their goals more efficiently.

## 2.10 Let Us Sum Up

Business communication as we know is a vital organizational function that facilitates information sharing, coordination, decision-making, and relationship building. Organizations as we know use various communication tools and channels to exchange information effectively. Communication as we know may be formal or informal and can flow in different directions within and outside the organization. While formal communication ensures structure and accountability, informal communication promotes flexibility and interpersonal relationships. However, various barriers may hinder effective communication. As we know by adopting appropriate communication strategies, organizations can overcome these barriers and enhance efficiency, productivity, and organizational success.

## 2.11 Keywords

1. **Memos-** Memos are internal communication tools as we know used to convey information, instructions, or announcements within an organization.
2. **Formal Communication:** Communication that follows official channels and organizational rules. In this regard we may mention an example, official notices, reports, and circulars.
3. **Informal Communication:** Communication that occurs through unofficial channels. In this regard we may mention an example, employees discussing workplace matters during breaks.
4. **Grapevine Communication:** Informal communication as we know often spreads through unofficial networks known as the grapevine

## **2.12 Exercises**

### **A. Multiple Choice Questions (MCQs)**

1. Business communication as we know primarily helps organizations to-
  - a) Increase confusion
  - b) Achieve organizational objectives
  - c) Reduce employee interaction
  - d) Avoid decision-making
2. Which of the following is a feature of business communication?
  - a) Personal bias
  - b) Goal-oriented nature
  - c) Lack of feedback
  - d) Rumour spreading
3. Which communication tool as we know is commonly used for quick digital communication?
  - a) Notice Board
  - b) Email
  - c) Poster
  - d) Banner
4. Communication from manager to employee as we know is known as-
  - a) Upward communication
  - b) Horizontal communication
  - c) Downward communication
  - d) Diagonal communication
5. Formal communication as we know follows-
  - a) Personal relationships
  - b) Organizational hierarchy
  - c) Social interactions
  - d) Grapevine network
6. Informal communication as we know is also known as:
  - a) Official communication
  - b) Structured communication
  - c) Grapevine communication
  - d) Written communication
7. Which of the following is a barrier to communication as we know?
  - a) Active listening
  - b) Feedback
  - c) Language differences
  - d) Coordination
8. As we know excessive noise in the workplace is an example of-
  - a) Physical barrier
  - b) Cultural barrier
  - c) Psychological barrier

- d) Semantic barrier
- 9. Feedback in communication as we know helps to-
  - a) Create barriers
  - b) Confirm understanding
  - c) Delay communication
  - d) Increase rumors
- 10. Effective communication as we know contributes to-
  - a) Organizational success
  - b) Employee confusion
  - c) Poor coordination
  - d) Reduced productivity

### **B. Short Answer Questions**

1. What do you mean by the business communication?
2. Mention any four features of business communication.
3. Why is business communication important in organizations?
4. Name any four tools of business communication.
5. What is formal communication?
6. What is informal communication?
7. State any two advantages of formal communication.
8. Mention any two limitations of informal communication.
9. What are communication barriers?
10. State any four strategies for effective communication.

### **C. Long Answer Questions**

1. Explain the meaning, features, and importance of business communication.
2. Discuss the various tools of business communication with suitable examples.
3. Explain the different types of business communication.
4. Define formal communication and discuss its features, advantages, and limitations.
5. Define informal communication and discuss its features, advantages, and limitations.
6. Compare formal and informal communication.
7. Explain the meaning and types of barriers to business communication.
8. Discuss the impact of communication barriers on organizational effectiveness.
9. Explain the strategies for effective communication in organizations.
10. Discuss the role of communication in achieving organizational success.

### **2.13 References / Suggested Readings**

- Business Communication Today – Bovee, C. L. & Thill, J. V.
- Business Communication – Madhukar, R. K.
- Essentials of Business Communication – Pal, R. & Korlahalli, J. S.
- Business Communication – Raman, M. & Singh, P.
- Effective Business Communication – Kaul, A.
- University Grants Commission Study Materials on Business Communication.
- [SWAYAM](#) Courses on Business Communication and Soft Skills.

- [National Digital Library of India \(NDLI\)](#) for additional learning resources.
- <https://chat.openai.com>
- [National Digital Library of India](#)
- [e-PG Pathshala](#)
- [UGC e-Content Portal](#)

## 2.14 Check Your Progress: Possible Answers

### Section 2.5

1. Upward communication is the flow of information from subordinates to superiors within an organization.
2. Formal communication: An official notice issued by the management to employees. Informal communication: Employees discussing workplace matters during a lunch break.
3. Non-verbal communication is the process of conveying messages without spoken or written words, through body language, facial expressions, gestures, posture, eye contact, and tone.

### Section 2.6

1. Two features of formal communication are:
  - (i) Formal communication is official in nature and is used for organizational purposes.
  - (ii) Formal communication follows a structured channel and organizational hierarchy.
2. Two advantages of formal communication are:
  - (i) Formal communication ensures clarity and accuracy by conveying information through authorized channels.
  - (ii) Formal communication creates permanent records that can be used for future reference.
3. Two limitations of formal communication are:
  - (i) Formal communication can be time-consuming because messages often pass through several levels of hierarchy.
  - (ii) Formal communication may lack flexibility because it follows fixed rules and procedures.

## **Module II: Interpersonal, Group, and Digital Communication**

### **Unit 3: Interpersonal and Group Communication Skills**

#### **Structure**

#### 3.0 Learning Objectives

#### 3.1 Introduction

#### 3.2 Interpersonal Communication

##### 3.2.1 Features of Interpersonal Communication

##### 3.2.2 Importance of Interpersonal Communication

##### 3.2.3 Limitations of Interpersonal Communication

#### 3.3 Group Communication

##### 3.3.1 Features of Group Communication

##### 3.3.2 Advantages of Group Communication

##### 3.3.3 Limitations of Group Communication

#### 3.4 Group Discussion

##### 3.4.1 Objectives of Group Discussion

##### 3.4.2 Techniques of Group Discussion

##### 3.4.3 Do's and Don'ts in Group Discussion

#### 3.5 Mock Interview

##### 3.5.1 Objectives of Mock Interview

##### 3.5.2 Process of Mock Interview

##### 3.5.3 Benefits of Mock Interview

#### 3.6 Seminar

##### 3.6.1 Objectives of Seminar

##### 3.6.2 Features of Seminar

##### 3.6.3 Importance of Seminar

#### 3.7 Development of Speaking Skills for Professional Effectiveness

##### 3.7.1 Strategies for Improving Speaking Skills

##### 3.7.2 Importance of Speaking Skills for Professional Effectiveness

#### 3.8 Development of Listening Skills for Professional Effectiveness

##### 3.8.1 Strategies for Improving Listening Skills

##### 3.8.2 Importance of Listening Skills for Professional Effectiveness

#### 3.9 Development of Presentation Skills for Professional Effectiveness

##### 3.9.1 Techniques for Effective Presentation

##### 3.9.2 Importance of Presentation Skills for Professional Effectiveness

#### 3.10 Let us Sum Up

#### 3.11 Keywords

#### 3.12 Exercises

#### 3.13 References / Further Readings

#### 3.14 Check Your Progress: Possible Answers

### **3.0 Learning Objectives**

After studying this unit, learners will be able to-

- understand the concept and significance of interpersonal communication;
- explain the meaning and importance of group communication;
- describe the concept, objectives, and techniques of group discussion;
- understand the purpose and benefits of mock interviews;
- explain the meaning and importance of seminars;

- develop speaking skills for professional effectiveness;
- enhance listening skills for effective communication; and
- improve presentation skills required in professional settings.

### 3.1 Introduction

In the modern business environment, effective communication skills are essential for building relationships, exchanging ideas, solving problems, and achieving organizational objectives. Individuals who communicate effectively as we know are more likely to succeed in their academic pursuits, professional careers, and social interactions. Interpersonal communication generally refers to the exchange of information, ideas, feelings, and opinions between two or more individuals. It helps usually people to develop mutual understanding, establish trust, and maintain healthy relationships. Group communication as we know, on the other hand, involves communication among members of a group working toward common goals. Effective group communication generally promotes teamwork, collaboration, and collective decision-making. Various communication activities such as group discussions, seminars, and interviews provide opportunities for individuals to develop their communication competencies. These activities enable participants to express their ideas confidently, listen actively, and interact effectively with others. In addition, communication skills such as speaking, listening, and presentation are highly valued in today's professional world because they contribute significantly to workplace effectiveness and career advancement.

This unit discusses interpersonal and group communication skills as well and focuses on the meaning, objectives, techniques, and importance of group discussions, mock interviews, and seminars. It also highlights strategies for developing speaking, listening, and presentation skills that enhance professional effectiveness and personal growth.

### 3.2 Interpersonal Communication

Interpersonal communication as we know refers to the exchange of information, ideas, thoughts, feelings, and opinions between two or more individuals. This form of communication as we know occurs in everyday situations such as conversations between friends, discussions among colleagues, interactions between managers and employees, and communication between teachers and students. Effective interpersonal communication generally promotes understanding, cooperation, trust, and positive relationships.

#### 3.2.1 Features of Interpersonal Communication

Interpersonal communication as we know possesses several characteristics that make it an essential component of human interaction.

**(i) Two-Way Process:** Interpersonal communication generally involves both sending and receiving messages. In this regard we may mention an example; viz. a discussion between a manager and an employee regarding work performance.

**(ii) Involves Feedback:** Feedback as we know helps to ensure that messages are understood correctly. For example, we may mention that teacher is asking questions after giving instructions.

**(iii) Personal in Nature:** As we know it involves direct interaction among individuals. For an example, we may mention that two colleagues discussing a project assignment.

**(iv) Relationship-Oriented:** Interpersonal communication usually helps to build and maintain relationships. For an example, we may mention that friends communicating regularly to strengthen their friendship.

**(v) Uses Verbal and Non-Verbal Communication:** As we know messages are conveyed through words, gestures, facial expressions, and body language. In this regard we may mention an example viz., a manager encouraging employees through both spoken words and positive facial expressions.

**(vi) Continuous Process:** Communication as we know occurs regularly in daily life. For an example, employees communicating with co-workers throughout the working day.

**(vii) Dynamic:** The communication process as we know changes according to the situation and participants involved. In this regard we may mention an example viz., adapting communication style while speaking to customers.

**(viii) Purposeful:** Communication is generally intended to achieve a specific objective. For an example, we may mention that discussing project deadlines to ensure timely completion.

**(ix) Influenced by Perception:** Individuals as we know may interpret the same message differently. In this regard we may mention an example viz., employees interpreting managerial feedback in different ways.

Interpersonal communication as we know plays a vital role in fostering effective relationships and ensuring successful interaction in personal and professional settings.

### **3.2.2 Importance of Interpersonal Communication**

Interpersonal communication as we know is essential for establishing effective relationships and achieving personal and professional success.

**(i) Builds Strong Relationships:** Generally, it helps individuals to establish trust and understanding. For an example, co-workers' maintaining positive working relationships through regular communication.

**(ii) Improves Teamwork:** Effective communication as we know promotes cooperation among team members. In this regard we may mention an example viz., project teams discussing responsibilities to achieve common goals.

**(iii) Facilitates Problem-Solving:** Open communication as we know helps to identify and resolve issues. For an example, we may mention that employees discussing workplace challenges with supervisors.

**(iv) Enhances Understanding:** We know that it reduces misunderstandings and confusions. For an example, we mention that clarifying instructions before beginning a task.

**(v) Supports Decision-Making:** Communication as we know enables the exchange of ideas and information needed for decision-making. For an example, managers consulting team members before implementing changes.

**(vi) Develops Trust:** As we know honest and transparent communication strengthens trust among individuals. In this regard we may mention an example viz., managers regularly updating employees about organizational developments.

**(vii) Improves Workplace Environment:** Positive communication as we know creates a supportive atmosphere. For an example, employees encouraging one another during challenging projects.

**(viii) Increases Productivity:** Effective communication as we know reduces errors and improves efficiency. In this regard we may mention an example viz., clear instructions helping employees to complete tasks correctly.

**(ix) Assists in Conflict Resolution:** Communication generally helps to address disagreements constructively. For an example, colleagues discussing misunderstandings to reach a solution.

**(x) Enhances Professional Effectiveness:** Strong interpersonal skills as we know contribute to career growth and professional success. In this regard we may mention an example viz., employees with excellent communication skills performing effectively in leadership roles.

Interpersonal communication is therefore an indispensable skill that promotes understanding, cooperation, and organizational effectiveness.

### **3.2.3 Limitations of Interpersonal Communication**

Interpersonal communication as we know is an effective means of exchanging information and building relationships. However, it also has certain limitations that may affect the communication process and reduce its effectiveness.

**(i) Possibility of Misunderstanding:** Messages may sometimes be interpreted differently by different individuals. For an example, we may mention that an employee misunderstanding a manager's instructions.

**(ii) Influence of Personal Bias:** Personal opinions, beliefs, and attitudes may affect communication. In this regard we may mention an example viz., a person rejecting a suggestion because of personal prejudice.

**(iii) Emotional Barriers:** Strong emotions such as anger, fear, or anxiety may hinder effective communication. For an example, we may mention that a nervous employee failing to express ideas clearly during a meeting.

**(iv) Lack of Communication Skills:** Ineffective speaking or listening skills may create communication problems. For an example, we may mention that a speaker using unclear language that confuses the listener.

**(v) Time-Consuming:** Effective interpersonal communication often requires sufficient time for discussion and feedback. In this regard we may mention an example viz., lengthy discussions between colleagues delaying decision-making.

**(vi) Limited Reach:** Interpersonal communication generally involves a small number of people and cannot reach a large audience simultaneously. For an example, we may mention that a manager communicating individually with employees instead of addressing the entire workforce at once.

**(vii) Cultural Differences:** Differences in language, customs, and values may create communication barriers. For an example, we may mention that employees from different cultural backgrounds interpreting messages differently.

**(viii) Dependence on Feedback:** The effectiveness of interpersonal communication often depends on the quality of feedback received. In this regard we may mention an example viz., a listener remaining silent, making it difficult for the speaker to know whether the message has been understood.

**(ix) Risk of Conflict:** Differences in opinions and perceptions may sometimes lead to disagreements and conflicts. For an example, we may mention that co-workers arguing over different approaches to completing a task.

**(x) Lack of Permanent Record:** Verbal interpersonal communication generally does not provide a permanent record for future reference. For an example, we may mention that important verbal instructions being forgotten after a discussion.

Interpersonal communication, therefore, despite its importance in developing relationships and understanding, may face several limitations arising from personal, emotional, cultural, and situational factors. Effective communication skills can help to overcome many of these limitations.

#### ◆ CHECK YOUR PROGRESS

1. What do you mean by interpersonal communication?
2. State two importance of interpersonal communication .
3. Write two limitations of interpersonal communication.

### 3.3 Group Communication

Group communication as we know refers to the exchange of information, ideas, thoughts, feelings, and opinions among three or more individuals working together to achieve a common objective. It is a process through which group members interact, share information, discuss issues, solve problems, and make collective decisions. Group communication may take place in meetings, committees, classrooms, project teams, and various social or professional groups. This form of communication as we know plays an important role in organizations, educational institutions, and society. Effective group communication generally promotes cooperation, coordination, participation, and mutual understanding among members, thereby helping in the achievement of common goals.

#### 3.3.1 Features of Group Communication

Group communication as we know possesses several characteristics that make it an important means of interaction and collaboration.

**(i) Involves More Than Two Persons:** Group communication generally takes place among three or more individuals. For an example, we may mention that a team of employees discussing a project in a meeting.

**(ii) Common Objective:** Members of a group generally communicate to achieve a shared goal. For an example, we may mention that a committee planning an annual college event.

**(iii) Exchange of Ideas:** Group communication as we know allows members to share information, opinions, and suggestions. In this regard we may mention an example viz., students discussing different solutions to an academic problem.

**(iv) Interactive Process:** Communication within a group generally involves active participation from all members. For an example, we may mention that team members asking questions and responding during a discussion.

**(v) Involves Feedback:** Feedback as we know helps members understand and evaluate different viewpoints. For an example, we may mention that employees giving suggestions after a manager presents a proposal.

**(vi) Promotes Cooperation and Coordination:** Group communication generally helps members work together effectively. In this regard we may mention an example viz., different departments coordinating activities for a company programme.

**(vii) Dynamic in Nature:** The communication process as we know changes according to the situation and participants involved. For an example, we may mention that discussion becoming more detailed while solving a complex problem.

**(viii) Decision-Making Oriented:** Group communication is generally used to make collective decisions. For an example, we may mention that a management team deciding a new business strategy.

**(ix) Influenced by Group Relationships:** The effectiveness of communication as we know depends on the relationships among group members. In this regard we may mention an example viz., team members communicating openly due to mutual trust and respect.

Group communication as we know is therefore essential for effective collaboration, participation, and collective achievement of goals.

### **3.3.2 Advantages of Group Communication**

Group communication as we know offers numerous benefits that help individuals and organizations to achieve their objectives effectively.

**(i) Encourages to Exchange of Ideas:** Group communication generally allows members to share diverse ideas and viewpoints. For an example, team members suggesting different solutions during a project meeting.

**(ii) Improves Decision-Making:** Generally, decisions made collectively are often more effective because they consider multiple perspectives. In this regard we may mention an example viz., a management committee discussing various alternatives before selecting a business strategy.

**(iii) Enhances Teamwork:** Group communication as we know promotes cooperation and coordination among members. For example, employees collaborating to complete a departmental project.

**(iv) Facilitates Problem-Solving:** Group discussions as we know help to identify and resolve issues efficiently. In this regard we may mention an example viz., a project team discussing ways to overcome operational challenges.

**(v) Develops Leadership Skills:** Group activities as we know provide opportunities for individuals to lead and guide others. For an example, we mention that a team leader coordinating member during a project.

**(vi) Improves Understanding:** Members as we know gain a better understanding of tasks and objectives through discussion. In this regard we may mention an example viz., employees clarifying their responsibilities during a team meeting.

**(vii) Increases Participation:** Generally, group communication encourages active involvement of members. For example, students participating in classroom discussions.

**(viii) Promotes Innovation:** The exchange of diverse ideas as we know often generates creative solutions. In this regard we may mention an example viz., a brainstorming session leading to a new product idea.

**(ix) Builds Confidence:** Participation in group activities as we know helps individuals express their views confidently. For an example, we mention that employees presenting suggestions during meetings.

**(x) Strengthens Relationships:** Regular interaction as we know fosters trust and cooperation among members. In this regard we may mention an example viz., colleagues working together on organizational projects.

Group communication as we know is therefore an effective means of enhancing teamwork, decision-making, and organizational performance.

### **3.3.3 Limitations of Group Communication**

Despite its advantages, group communication as we know also has certain limitations that may affect its effectiveness.

**(i) Time-Consuming:** Reaching a consensus as we know may require considerable time. For an example, a committee taking several meetings to finalize a decision.

**(ii) Possibility of Conflict:** Differences in opinions as we know may lead to disagreements among members. In this regard we may mention an example viz., team members arguing about the best approach to a project.

**(iii) Dominance by Some Members:** A few individuals as we know may dominate discussions and limit participation by others. For an example, we mention that senior members speaking excessively during meetings.

**(iv) Groupthink:** Members as we know may avoid expressing opposing views to maintain harmony. For an example, we mention that employees agreeing with a proposal despite having concerns.

**(v) Miscommunication:** Messages generally may be misunderstood due to multiple participants. For an example, different interpretations of meeting instructions.

**(vi) Lack of Individual Accountability:** Responsibility as we know may become unclear in group settings. In this regard we may mention an example viz., members blaming one another for a project's failure.

**(vii) Information Overload:** Excessive information as we know may make discussions confusing. For example, lengthy meetings covering too many issues at once.

**(viii) Unequal Participation:** Some members may remain passive during discussions. In this regard we may mention an example viz., students remaining silent during group activities.

**(ix) Difficult Coordination:** Managing communication as we know among many participants can be challenging. For an example, coordinating discussions among members from different departments.

**(x) Delayed Decision-Making:** Extensive discussions as we know may slow the decision-making process. In this regard we may mention an example viz., a management team taking a long time to approve a proposal.

Although group communication has certain limitations, it remains an essential tool for collaboration, teamwork, and organizational success.

#### ◆ CHECK YOUR PROGRESS

1. What do you mean by group communication.
2. State two features of group communication.
3. Write two advantages of group communication.

### 3.4 Group Discussion

A Group Discussion (GD) as we know is a systematic and purposeful exchange of ideas, opinions, and information among a group of individuals on a particular topic. It is a commonly used method for evaluating communication skills, leadership qualities, analytical ability, teamwork, and problem-solving skills. Group discussions as we know are widely used in educational institutions, business organizations, recruitment processes, training programmes, and professional development activities. Participants are expected to present their views, listen to others, and contribute constructively to the discussion. An effective group discussion generally encourages active participation, logical thinking, respectful interaction, and collaborative decision-making. It helps individuals to improve their communication skills and gain confidence in expressing their opinions before others.

#### 3.4.1 Objectives of Group Discussion

Group discussions as we know are conducted to achieve various educational, professional, and organizational objectives.

**(i) To Exchange Ideas and Information:** Group discussions generally provide a platform for participants to share knowledge and viewpoints. For an example, we may mention that students discussing the impact of digital technology on education.

**(ii) To Improve Communication Skills:** Participants learn to express ideas clearly and effectively as we know. In this regard we may mention an example viz., employees improving their speaking skills through regular team discussions.

**(iii) To Develop Critical Thinking:** Group discussions as we know encourage analysis and evaluation of different viewpoints. For an example, we mention that discussing the advantages and disadvantages of remote working.

**(iv) To Enhance Listening Skills:** Participants as we know learn to listen carefully to others before responding. In this regard we may mention an example viz., students paying attention to classmates' opinions during a discussion.

**(v) To Promote Teamwork:** Group discussions as we know foster cooperation and collaboration among participants. For an example, we may mention that employees working together to solve a workplace problem.

**(vi) To Develop Leadership Qualities:** Participants as we know get opportunities to guide and influence others. In this regard we may mention an example viz., a participant coordinating the flow of discussion.

**(vii) To Improve Decision-Making Skills:** Generally, discussions help participants evaluate alternatives before making decisions. For an example, committee members discussing options before selecting an event venue.

**(viii) To Build Confidence:** Participation as we know helps individuals overcome hesitation and speak confidently. In this regard we may mention an example viz., students presenting their views during classroom discussions.

**(ix) To Assess Personality Traits:** Organizations as we know use group discussions to evaluate communication ability, leadership potential, and interpersonal skills. For an example, companies conducting GDs during recruitment.

**(x) To Encourage Problem-Solving:** Group discussions as we know help participants collectively to identify and resolve issues. In this regard we may mention an example viz., team members discussing solutions to customer complaints.

Group discussions serve as an effective learning and assessment tool for developing communication and professional competencies.

### **3.4.2 Techniques of Group Discussion**

As we know that effective participation in group discussions requires certain techniques and communication skills.

**(i) Understand the Topic Clearly:** Participants as we know should carefully understand the topic before expressing their views. For an example, we may mention that, reading and analysing the discussion topic before speaking.

**(ii) Start Confidently:** If given the opportunity, participants should begin the discussion confidently and relevantly. In this regard we may mention an example viz., introducing the topic with a brief and meaningful statement.

**(iii) Speak Clearly and Concisely:** Ideas as we know should be expressed in a simple and organized manner. For an example, presenting key points without unnecessary repetition.

**(iv) Listen Actively:** Generally, effective participants listen attentively to others. In this regard we may mention an example viz., considering another participant's viewpoint before responding.

**(v) Maintain Relevance:** Contributions as we know should remain focused on the topic under discussion. For an example, we mention that discussing the assigned topic rather than introducing unrelated issues.

**(vi) Support Arguments with Facts:** Opinions as we know should be supported by logical reasoning and examples. In this regard we may mention an example viz., using statistics to support an argument about online education.

**(vii) Encourage Participation:** Participants as we know should involve quieter members in the discussion. For an example, inviting others to share their views.

**(viii) Respect Different Opinions:** Participants as we know should remain polite and respectful even when disagreeing. For an example, expressing disagreement without criticizing others personally.

**(ix) Maintain Positive Body Language:** Usually, good posture, eye contact, and facial expressions improve communication effectiveness. In this regard we may mention an example viz., maintaining eye contact while speaking.

**(x) Summarize Effectively:** At the conclusion as we know, key points should be summarized clearly. For an example, highlighting the major conclusions reached by the group.

Effective use of these techniques enhances the quality of group discussions and contributes to successful communication and professional development.

### **3.4.3 Do's and Don'ts in Group Discussion**

#### ***Do's***

- (i)** Be well prepared about current affairs and common discussion topics.
- (ii)** Speak clearly, confidently, and politely.
- (iii)** Listen carefully to other participants.
- (iv)** Support your views with facts and examples.
- (v)** Encourage participation from all members.
- (vi)** Maintain positive body language.
- (vii)** Respect differing opinions.
- (viii)** Stay focused on the topic.
- (ix)** Be a good team player.
- (x)** Summarize important points whenever appropriate.

### ***Don'ts***

- (i) Do not interrupt others unnecessarily.
- (ii) Do not dominate the discussion.
- (iii) Do not use offensive or disrespectful language.
- (iv) Do not speak without understanding the topic.
- (v) Do not repeat the same point frequently.
- (vi) Do not engage in personal criticism.
- (vii) Do not remain completely silent throughout the discussion.
- (viii) Do not deviate from the topic.
- (ix) Do not display negative body language.
- (x) Do not argue aggressively with other participants.

Group discussions as we know provide valuable opportunities for developing communication, leadership, teamwork, and analytical skills that are essential for academic and professional success.

## **3.5 Mock Interview**

A mock interview as we know is a simulated interview conducted to prepare individuals for actual job, academic, or professional interviews. It replicates the interview environment and allows participants to practice answering questions, improve communication skills, and gain confidence in general. Mock interviews as we know are commonly organized by educational institutions, training organizations, and career development centres to help candidates to understand the interview process and identify areas for improvement. They provide an opportunity to receive constructive feedback and enhance interview performance. In general, through regular practice, mock interviews help individuals to overcome nervousness, improve self-presentation, and develop the skills required to succeed in real interviews.

### **3.5.1 Objectives of Mock Interview**

Mock interviews as we know are conducted to achieve several learning and professional development objectives.

- (i) To Familiarize Candidates with the Interview Process:** Mock interviews usually help individuals understand how interviews are conducted. In this regard we may mention an example viz., students participating in practice interviews before campus recruitment.
- (ii) To Build Confidence:** They help candidates as we know to overcome anxiety and nervousness. For an example, a job applicant gaining confidence through repeated interview practice.
- (iii) To Improve Communication Skills:** Mock interviews as we know enhance verbal and non-verbal communication abilities. In this regard we may mention an example viz., candidates learning to communicate answers clearly and confidently.
- (iv) To Develop Interview Etiquette:** Participants in general learn appropriate professional behaviour. For an example, practicing proper greetings, posture, and eye contact.

**(v) To Assess Strengths and Weaknesses:** Mock interviews as we know help identify areas requiring improvement. In this regard we may mention an example viz., recognizing the need to improve responses to technical questions.

**(vi) To Enhance Presentation Skills:** Candidates usually learn to present themselves professionally. For an example, practicing self-introduction and discussing achievements effectively.

**(vii) To Improve Listening Skills:** Participants generally learn to understand questions before answering. In this regard we may mention an example viz., carefully listening to interview questions before responding.

**(viii) To Develop Critical Thinking:** Mock interviews as we know encourage thoughtful and structured responses. For an example, answering situational questions logically.

**(ix) To Receive Constructive Feedback:** Participants usually obtain guidance for improvement. For an example, interviewers providing suggestions regarding communication style.

**(x) To Increase Employability:** Better interview performance as we know improves career opportunities. In this regard we may mention an example viz., students becoming more successful in placement interviews.

Mock interviews therefore serve as an effective tool for preparing candidates for professional success.

### **3.5.2 Process of Mock Interview**

The mock interview process generally consists of several stages that simulate a real interview experience.

**(i) Preparation:** Candidates prepare as we know their resumes, documents, and information about the organization. For an example, researching a company's profile before attending a mock interview.

**(ii) Interview Scheduling:** As we know that a suitable date and time are fixed for conducting the interview. In this regard we may mention an example viz., a college placement cell organizing mock interview sessions.

**(iii) Conducting the Interview:** The interviewer as we know asks questions similar to those asked in actual interviews. For an example, questions regarding education, skills, experience, and career goals.

**(iv) Observation of Communication Skills:** The interviewer generally evaluates verbal communication, body language, confidence, and professionalism. In this regard we may mention an example viz., assessing a candidate's eye contact and speaking ability.

**(v) Question and Answer Session:** Candidates usually respond to technical, situational, and personal questions. For an example, answering questions about strengths and weaknesses.

**(vi) Performance Evaluation:** The interviewer in general assesses the overall performance of the candidate. In this regard we may mention an example viz., evaluating communication skills and subject knowledge.

**(vii) Feedback Session:** We know that constructive feedback is provided after the interview. For an example, suggesting improvements in confidence and presentation.

**(viii) Self-Assessment:** Candidates as we know reflect on their performance and identify areas for improvement. In this regard we may mention an example viz., recognizing the need for better time management during responses.

**(ix) Practice and Improvement:** Candidates generally work on weaknesses identified during the mock interview. For an example, practicing frequently asked interview questions.

**(x) Follow-Up Mock Interview:** Additional mock interviews as we know may be conducted to assess improvement. In this regard we may mention an example viz., participating in multiple interview practice sessions before recruitment.

Following a systematic mock interview process helps candidates to become more prepared and confident for real interviews.

### **3.5.3 Benefits of Mock Interview**

Mock interviews as we know provide several advantages for personal and professional development.

**(i) Improves Confidence:** In general, candidates become more comfortable facing interview situations.

**(ii) Reduces Anxiety:** Practice as we know helps reduce fear and nervousness.

**(iii) Enhances Communication Skills:** Participants generally learn to communicate effectively.

**(iv) Improves Professional Appearance:** Candidates as we know develop proper interview etiquette and grooming habits.

**(v) Provides Valuable Feedback:** Feedback usually helps identify strengths and weaknesses.

**(vi) Develops Problem-Solving Skills:** Participants as we know learn to answer challenging questions effectively.

**(vii) Improves Listening Ability:** Candidates normally learn to understand questions accurately.

**(viii) Enhances Self-Awareness:** Individuals as we know gain insight into their capabilities and areas for improvement.

**(ix) Increases Employability:** We know that better interview performance improves job prospects.

**(x) Prepares Candidates for Real Interviews:** Practice as we know creates familiarity with professional interview environments.

Mock interviews are therefore an important component of career preparation and professional development.

### 3.6 Seminar

A seminar as we know is an organized academic or professional meeting in which participants discuss a specific topic under the guidance of experts, resource persons, or facilitators. It provides a platform for sharing knowledge, exchanging ideas, presenting research findings, and promoting intellectual interaction among participants. Seminars are commonly conducted in educational institutions, business organizations, research centres, and professional associations. They may involve lectures, presentations, discussions, question-and-answer sessions, and interactive activities. Seminars in general contribute significantly to learning, professional development, and the dissemination of knowledge.

#### 3.6.1 Objectives of Seminar

Seminars as we know are organized to achieve various educational and professional objectives.

**(i) To Disseminate Knowledge:** Seminars generally provide information on specific topics. For an example, a seminar on digital marketing trends.

**(ii) To Promote Learning:** Participants usually gain new knowledge and insights. In this regard we may mention an example viz., students attending a seminar on entrepreneurship.

**(iii) To Encourage Discussion:** Seminars as we know provide opportunities for exchanging ideas. For an example, participants discussing emerging business practices.

**(iv) To Develop Presentation Skills:** Presenters as we know improve their ability to communicate effectively. In this regard we may mention an example viz., students presenting research papers.

**(v) To Enhance Critical Thinking:** Participants in general analyse and evaluate different viewpoints. For an example, discussing solutions to environmental challenges.

**(vi) To Promote Professional Development:** Seminars usually help individuals update their knowledge and skills. In this regard we may mention an example viz., professionals attending seminars on workplace leadership.

**(vii) To Facilitate Networking:** Participants as we know interact with experts and peers. For an example, researchers meeting professionals in their field.

**(viii) To Encourage Research:** Seminars in general provide opportunities to present research findings. In this regard we may mention an example viz., scholars presenting academic papers.

**(ix) To Improve Communication Skills:** Participants as we know engage in discussions and presentations. For an example, asking questions during seminar sessions.

**(x) To Foster Innovation:** Exposure to new ideas generally encourages creativity. For an example, participants discussing innovative business models.

Seminars are therefore valuable tools for knowledge sharing and professional growth.

### **3.6.2 Features of Seminar**

**(i) Topic-Specific:** Seminars as we know focus on a particular subject or theme. For an example, a seminar on financial literacy.

**(ii) Educational in Nature:** They are usually designed to promote learning and awareness. In this regard we may mention an example viz., a seminar on business ethics.

**(iii) Expert Participation:** As we know that subject experts often guide discussions. For an example, an industry professional delivering a keynote address.

**(iv) Interactive Process:** Participants usually actively engage through discussions and questions. In this regard we may mention an example viz., audience members interacting with speakers.

**(v) Structured Programme:** Seminars as we know follow a planned schedule. For an example, sessions organized according to a predefined agenda.

**(vi) Presentation-Oriented:** We know that the presentations form an important component of seminars. In this regard we may mention an example viz., researchers presenting their findings.

**(vii) Knowledge Sharing Platform:** Participants as we know exchange information and experiences. For an example, professionals discussing industry trends.

**(viii) Professional Environment:** Seminars as we know promote formal and professional interaction. For an example, networking among professionals.

**(ix) Focuses on Skill Development:** Seminars in general contribute to intellectual and professional growth. In this regard we may mention an example viz., developing presentation and analytical skills.

### **3.6.3 Importance of Seminar**

**(i) Enhances Knowledge:** Seminars we know provide updated information on various topics.

**(ii) Promotes Learning:** Participants usually acquire new concepts and perspectives.

**(iii) Improves Communication Skills:** Discussions and presentations as we know strengthen communication abilities.

**(iv) Develops Presentation Skills:** Participants learn how to present ideas effectively as well.

**(v) Encourages Critical Thinking:** As we know that the exposure to diverse viewpoints enhances analytical ability.

**(vi) Facilitates Networking:** Usually, the participants build professional and academic connections.

**(vii) Supports Career Development:** Seminars as we know help individuals improve professional competencies.

**(viii) Encourages Research and Innovation:** Participants as we know become aware of recent developments and innovations.

**(ix) Enhances Confidence:** Presenting and interacting with others increases self-confidence.

**(x) Promotes Professional Effectiveness:** Knowledge and skills generally gained through seminars contribute to workplace success.

Seminars play a vital role in knowledge dissemination, professional development, and lifelong learning.

### **3.7 Development of Speaking Skills for Professional Effectiveness**

Speaking skills as we know refer to the ability to express ideas, thoughts, opinions, and information clearly, confidently, and effectively through oral communication. Speaking is one of the most important communication skills required in personal, academic, and professional life. In the workplace, individuals are often required to participate in meetings, interviews, presentations, seminars, negotiations, and discussions. Effective speaking skills help individuals to communicate their ideas clearly, influence others, and establish professional relationships. The development of speaking skills involves improving pronunciation, vocabulary, fluency, confidence, clarity, and the ability to organize thoughts logically.

#### **3.7.1 Strategies for Improving Speaking Skills**

Effective speaking skills can be developed through continuous practice and conscious effort.

**(i) Improve Vocabulary:** A strong vocabulary as we know helps individuals to express their ideas accurately. For an example, reading newspapers and business magazines regularly.

**(ii) Practice Speaking Regularly:** Frequent practice generally improves fluency and confidence. In this regard we may mention an example viz., participating in classroom discussions and group activities.

**(iii) Focus on Pronunciation:** Correct pronunciation as we know enhances clarity and understanding. For an example, practicing difficult words and listening to proficient speakers.

**(iv) Develop Confidence:** Confidence in general helps speakers communicate effectively. For an example, we may mention that rehearsing speeches before delivering them.

**(v) Organize Thoughts Clearly:** Ideas as we know should be arranged logically before speaking. In this regard we may mention an example viz., preparing key points before a presentation.

**(vi) Use Appropriate Body Language:** Positive body language generally supports verbal communication. For an example, maintaining eye contact while speaking.

**(vii) Listen to Good Speakers:** Observing skilled speakers as we know helps improve speaking techniques. In this regard we may mention an example viz., attending seminars and professional presentations.

**(viii) Participate in Group Discussions:** Group discussions as we know provide opportunities to practice speaking. For an example, participating in classroom debates.

**(ix) Seek Feedback:** Constructive feedback helps identify areas for improvement. In this regard we may mention an example viz., requesting suggestions from teachers or colleagues.

**(x) Overcome Fear of Public Speaking:** Regular exposure to speaking situations reduces anxiety. For an example, volunteering to present topics in class.

### **3.7.2 Importance of Speaking Skills for Professional Effectiveness**

**(i) Enhances Communication:** Effective speaking generally helps to convey ideas clearly.

**(ii) Improves Leadership Ability:** Leaders as we know require strong speaking skills to motivate and guide others.

**(iii) Increases Confidence:** Good speakers are generally more self-assured.

**(iv) Supports Career Growth:** Communication skills as we know improve employment and promotion opportunities.

**(v) Facilitates Teamwork:** Effective speaking generally promotes collaboration among colleagues.

**(vi) Improves Customer Relations:** Clear communication we know strengthens customer satisfaction.

**(vii) Assists in Negotiation:** Strong speaking skills in general help to achieve favourable outcomes.

**(viii) Enhances Professional Image:** Effective speakers as we know create positive impressions.

**(ix) Improves Presentation Effectiveness:** Speaking skills are generally essential for successful presentations.

**(x) Contributes to Organizational Success:** Effective communication as we know improves workplace productivity and coordination.

Speaking skills are therefore an essential component of professional competence and career success.

### **3.8 Development of Listening Skills for Professional Effectiveness**

Listening skills as we know refer to the ability to receive, understand, interpret, and respond appropriately to spoken messages. Listening is an active process that requires concentration, attention, and comprehension. Effective listening, we know helps individuals to understand instructions, gather information, avoid misunderstandings, and build strong interpersonal

relationships. In professional environments, listening skills are essential for teamwork, customer service, leadership, and decision-making. Good listeners as we know not only hear words but also understand the meaning, emotions, and intentions behind the message.

### **3.8.1 Strategies for Improving Listening Skills**

**(i) Pay Full Attention:** Focus completely on the speaker. In this regard we may mention an example viz., avoiding distractions during meetings.

**(ii) Maintain Eye Contact:** We know that eye contact demonstrates interest and attentiveness. For an example, we mention that looking at the speaker during a conversation.

**(iii) Avoid Interruptions:** Allow the speaker to complete the message. In this regard we may mention an example viz., listening patiently before responding.

**(iv) Practice Active Listening:** Show interest through verbal and non-verbal responses. For an example, we mention that nodding while listening.

**(v) Ask Questions:** Clarifying questions help improve understanding. In this regard we may mention an example viz., seeking clarification regarding project instructions.

**(vi) Avoid Premature Judgments:** Generally, we should listen completely before forming opinions. For an example, hearing all viewpoints before making a decision.

**(vii) Take Notes When Necessary:** Note-taking helps retain important information. In this regard we may mention an example viz., recording key points during seminars.

**(viii) Develop Patience:** Patience helps listeners understand messages fully. For an example, we may mention that listening carefully during lengthy discussions.

**(ix) Improve Concentration:** Strong concentration enhances comprehension. For an example, minimizing distractions while attending online meetings.

**(x) Provide Feedback:** Feedback generally confirms understanding. In this regard we may mention an example viz., summarizing key points after a discussion.

### **3.8.2 Importance of Listening Skills for Professional Effectiveness**

**(i) Improves Understanding:** Listening ensures accurate interpretation of messages.

**(ii) Reduces Misunderstandings:** Careful listening as we know minimizes communication errors.

**(iii) Strengthens Relationships:** Good listeners generally build trust and respect.

**(iv) Supports Teamwork:** Listening as we know promotes cooperation among team members.

**(v) Improves Decision-Making:** Accurate information usually leads to better decisions.

**(vi) Enhances Customer Service:** Listening we know helps to understand customer needs.

**(vii) Facilitates Conflict Resolution:** Understanding different perspectives as we know helps to resolve disputes.

**(viii) Increases Productivity:** We know that accurate understanding reduces mistakes.

**(ix) Promotes Learning:** Listening enables individuals to acquire knowledge in general.

**(x) Contributes to Professional Success:** We know that effective listening improves workplace performance and career development.

Listening is therefore an essential communication skill that supports effective interaction and professional growth.

### **3.9 Development of Presentation Skills for Professional Effectiveness**

Presentation skills refer to the ability to communicate information, ideas, or proposals effectively before an audience in a structured and engaging manner. These skills involve verbal communication, visual aids, body language, organization of content, and audience interaction. Presentation skills are widely used in business meetings, seminars, conferences, classrooms, training programmes, and professional settings. Effective presentations help speakers to communicate ideas clearly, persuade audiences, and achieve communication objectives.

Strong presentation skills contribute significantly to professional effectiveness and leadership development.

#### **3.9.1 Techniques for Effective Presentation**

**(i) Understand the Audience:** We know that presentations should be designed according to audience needs and expectations.

**(ii) Define Clear Objectives:** The purpose of the presentation as we know should be clearly identified.

**(iii) Organize Content Logically:** Information should generally be presented in a systematic manner.

**(iv) Prepare Thoroughly:** Adequate preparation as we know improves confidence and effectiveness.

**(v) Use Visual Aids Effectively:** Charts, graphs, and slides can improve understanding.

**(vi) Maintain Eye Contact:** Eye contact usually helps to establish audience engagement.

**(vii) Speak Clearly and Confidently:** Clear speech generally improves communication effectiveness.

**(viii) Use Appropriate Body Language:** Positive gestures and posture generally enhance credibility.

**(ix) Encourage Audience Interaction:** Questions and discussions usually promote engagement.

**(xi) Conclude Effectively:** Summarize key points and reinforce the main message.

### 3.9.2 Importance of Presentation Skills for Professional Effectiveness

- (i) Improves Communication Effectiveness:** Presentations as we know help to convey information clearly.
- (ii) Enhances Professional Image:** Effective presenters usually create positive impressions.
- (iii) Builds Confidence:** Regular presentations we know that improve self-confidence.
- (iv) Supports Leadership Development:** We know that leaders frequently communicate through presentations.
- (v) Facilitates Knowledge Sharing:** Presentations usually help disseminate information efficiently.
- (vi) Improves Persuasion Skills:** Effective presentations influence opinions and decisions.
- (vii) Enhances Career Opportunities:** Strong presentation skills are as we know valued by employers.
- (viii) Encourages Professional Growth:** Presentation experience usually develops communication competence.
- (ix) Promotes Organizational Effectiveness:** Clear presentations as we know improve coordination and understanding.
- (x) Increases Audience Engagement:** Effective presentations generally maintain interest and participation.

Presentation skills as we know are therefore essential for professional effectiveness, leadership, and career advancement.

### 3.10 Let Us Sum Up

Interpersonal and group communication as we know are essential components of effective communication in personal and professional life. Interpersonal communication usually helps individuals to build relationships, exchange information, and develop mutual understanding, while group communication facilitates teamwork, collaboration, and collective decision-making. Group discussions as we know provide opportunities to share ideas, improve communication skills, and develop leadership qualities. Mock interviews help individuals to prepare for professional interviews by improving confidence, communication skills, and interview performance. Seminars as we know serve as valuable platforms for knowledge sharing, learning, and professional development. The development of speaking, listening, and presentation skills enhances professional effectiveness, improves workplace performance, and contributes significantly to career success. Through continuous practice and active participation, individuals usually can strengthen these skills and become effective communicators in various professional environments.

### 3.11 Keywords

1. **Interpersonal Communication**-Interpersonal communication as we know refers to the exchange of information, ideas, thoughts, feelings, and opinions between two or more individuals.
2. **Group Communication**-Group communication as we know refers to the exchange of information, ideas, thoughts, feelings, and opinions among three or more individuals working together to achieve a common objective.
3. **Group Discussion**-A Group Discussion (GD) as we know is a systematic and purposeful exchange of ideas, opinions, and information among a group of individuals on a particular topic.
4. **Mock Interview**-A mock interview as we know is a simulated interview conducted to prepare individuals for actual job, academic, or professional interviews.
5. **Seminar**- A seminar as we know is an organized academic or professional meeting in which participants discuss a specific topic under the guidance of experts, resource persons, or facilitators.

### 3.12 Exercises

#### A. Multiple Choice Questions (MCQs)

1. Interpersonal communication as we know refers to communication between-
  - a) Machines
  - b) Two or more individuals
  - c) Organizations only
  - d) Nations
2. Which one of the following is a feature of interpersonal communication?
  - a) One-way process
  - b) No feedback
  - c) Two-way process
  - d) No interaction
3. Group communication as we know involves-
  - a) Only one person
  - b) Two persons only
  - c) Three or more persons
  - d) Written communication only
4. As we know a Group Discussion is primarily used to-
  - a) Avoid communication
  - b) Exchange ideas and opinions
  - c) Issue official orders

- d) Maintain records
- 
- 5. Mock interviews are generally conducted to-
    - a) Increase anxiety
    - b) Prepare candidates for real interviews
    - c) Replace recruitment interviews
    - d) Test physical fitness
  - 6. A seminar as we know is-
    - a) A social gathering only
    - b) An academic or professional meeting
    - c) A written report
    - d) A personal conversation
  - 7. Which skill is usually essential for effective speaking?
    - a) Silence
    - b) Clear pronunciation
    - c) Avoiding eye contact
    - d) Ignoring feedback
  - 8. Active listening generally requires-
    - a) Interrupting the speaker
    - b) Paying full attention
    - c) Ignoring feedback
    - d) Speaking continuously
  - 9. Presentation skills as we know are important for-
    - a) Knowledge sharing
    - b) Avoiding communication
    - c) Creating barriers
    - d) Reducing confidence
  - 10. Which one of the following usually improves professional effectiveness?
    - a) Poor listening
    - b) Lack of confidence
    - c) Effective communication skills
    - d) Miscommunication

**B. Short Answer Questions**

- 1. What do you mean by interpersonal communication?
- 2. State any four features of interpersonal communication.
- 3. What is group communication?
- 4. Mention any four advantages of group communication.
- 5. Define group discussion.
- 6. State any four objectives of group discussion.
- 7. What is a mock interview?

8. Define a seminar.
9. Mention any four strategies for improving speaking skills.
10. State any four techniques for effective presentation.

### C. Long Answer Questions

1. Explain the meaning, features, importance, advantages, and limitations of interpersonal communication.
2. Discuss the meaning, features, importance, advantages, and limitations of group communication.
3. Define group discussion and explain its objectives and techniques.
4. Discuss the do's and don'ts of group discussion.
5. Explain the meaning, objectives, process, and benefits of mock interviews.
6. Define a seminar and discuss its objectives, features, and importance.
7. Explain the meaning, strategies, and importance of speaking skills for professional effectiveness.
8. Discuss the meaning, strategies, and importance of listening skills for professional effectiveness.
9. Explain the meaning, techniques, and importance of presentation skills for professional effectiveness.
10. Discuss the role of interpersonal and group communication skills in professional success.

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### 3.14 Check Your Progress: Possible Answers

#### Section- 3.2

1. Interpersonal communication refers to the exchange of information, ideas, thoughts, feelings, and opinions between two or more individuals.

2. Two importance of interpersonal communication are:

- (i) Interpersonal communication helps to build strong relationships by developing trust and understanding among individuals.
- (ii) Interpersonal communication improves teamwork by promoting cooperation among team members.

3. Two limitations of interpersonal communication are:

- (i) Interpersonal communication may lead to misunderstanding because messages can be interpreted differently by different individuals.
- (ii) Interpersonal communication has limited reach because it usually involves only a small number of people at a time.

### **Section 3.3**

1. Group communication refers to the exchange of information, ideas, thoughts, feelings, and opinions among three or more individuals working together to achieve a common objective.

2. Two features of group communication are:

- (i) Group communication involves more than two persons.
- (ii) Group communication takes place to achieve a common objective.

3. Two advantages of group communication are:

- (i) Group communication encourages the exchange of ideas and viewpoints among members.
- (ii) Group communication improves decision-making by considering different opinions and perspectives.

## **Module II: Interpersonal, Group, and Digital Communication**

### **UNIT 4: DIGITAL & ONLINE COMMUNICATION**

#### **Structure**

- 4.0 Learning Objectives
- 4.1 Introduction
- 4.2 Introduction to Digital Communication
  - 4.2.1 What is Digital Communication?
  - 4.2.2 The Role of Technology in Modern Business Communication
- 4.3 Email Communication: Meaning, Advantages, Limitations, Formats, and Etiquette
  - 4.3.1 Meaning of Email
  - 4.3.2 Advantages of Email
  - 4.3.3 Limitations of Email
  - 4.3.4 Format of a Professional Email
  - 4.3.5 Email Etiquette
- 4.4 Video Conferencing and Conference Calling
  - 4.4.1 Meaning and Importance
  - 4.4.2 Popular Tools
  - 4.4.3 Etiquette and Professional Conduct
  - 4.4.4 Best Practices for Productive Online Meetings
- 4.5 Social Media as a Business Tool
  - 4.5.1 Social Media in the Professional World
  - 4.5.2 WhatsApp for Business
  - 4.5.3 LinkedIn- The Professional Network
  - 4.5.4 Twitter/X- Real-Time Public Conversation
  - 4.5.5 Instagram- Visual Branding
  - 4.5.6 General principles of Professional Social Media Use
- 4.6 Let Us Sum Up
- 4.7 Keywords
- 4.8 Exercises
- 4.9 Reference/Further Readings
- 4.10 Check Your Progress: Possible Answers

#### **4.0 Learning Objectives**

After studying this unit, you will be able to:

- Explain the role of digital technology in modern business communication.
- Describe the meaning, advantages, and limitations of email communication.
- Write professional emails using the appropriate format and observe proper email etiquette.
- Identify popular video conferencing and conference calling tools and use them effectively.
- Apply best practices and professional conduct in online meetings.
- How to integrate social media platforms i.e. WhatsApp, LinkedIn, Twitter (X), and Instagram professionally for business purposes.

- Recognise the etiquette, risks, and opportunities associated with each digital communication channel.

## **4.1 Introduction**

A generation ago, to do business between cities or countries, you had to send letters, telegrams or make expensive long-distance telephone calls. The documents took days to reach. Meetings meant travel. In Kolkata, a manager may send a contract to a client in London, lead a video meeting with a team in Bangalore and post a product update on social media for customers around the world - all within the same hour, often from a smartphone.

This change has been driven by digital communication technology. Email, video conferencing, instant messaging and social media have not only speeded up old ways of working – they have changed the very nature of professional communication. They have made it more rapid, cheaper, more global and more constant. But these tools also come with new challenges: information overload, the dissolution of work and personal life, and careless messages that can result in professional embarrassment or even legal trouble.

This unit provides the practical knowledge and etiquette needed to communicate professionally in the digital age. First, we look at how technology has transformed business communication, then we get to the core of digital communication channels—email, video conferencing and conference calling, and social media platforms—and review the tools, formats, etiquette, and best practices for each.

## **4.2 Introduction to Digital Communication**

### **4.2.1 What is Digital Communication?**

Digital communication is communication via electronic and internet-based means, as opposed to traditional physical means such as printed letters or meeting in person. It includes email, instant messaging, video calls, social media, websites and online collaborative platforms. The common denominator is that the message is created, transmitted and received digitally—as data moving across networks.

Digital communication is now the default form of communication in business. Most workplace studies show employees now spend most of their working day communicating digitally – sending and reading emails, attending video meetings and messaging colleagues.

### **4.2.2 The Role of Technology in Modern Business Communication**

Technology has reshaped business communication in several profound ways:

#### **Speed and Instant Connectivity**

Messages that took days now take seconds. An email travels to the other side of the world in a flash . An instant message pops up as soon as you send it . It's the speed that lets companies make decisions quickly, respond to customers quickly, and operate around the clock across time zones.

#### **Global Reach and Remote Work**

Now digital tools have removed the barrier of physical distance. So now a small company in a small town can have clients all over the world. Teams can be spread across cities and countries and work together in real time. The rapid acceleration of remote and hybrid working, which

was driven by the COVID-19 pandemic, would not have been possible without digital communication technology.

### **Cost Reduction**

Digital communication is dramatically cheaper than its traditional alternatives. Email costs almost nothing compared with postage and courier services. A video conference replaces expensive air travel and hotel stays. This cost advantage has been particularly helpful for small businesses and start-ups that are working with tight budgets.

### **Documentation and Searchability**

Digital communications generate automatic records. Emails, chat logs and shared documents can be stored, searched and retrieved later – a big advantage over the spoken word, which leaves no record. This is important for accountability, training, legal protection and institutional memory.

### **Collaboration and Integration**

Modern digital tools allow for multiple people working on the same document at the same time, instant file sharing and combining different functions — calendar, chat, video and file storage — into one platform. This integration streamlines workflows and reduces the friction of managing complex projects.

#### **The Other Side of the Coin:**

Technology has brought great benefits, but also challenges. These include information overload (too many messages to process), the expectation of constant availability, less face-to-face human contact, security and privacy risks, and the danger of misinterpretation when tone and body language are absent. Effective digital communicators learn to manage these downsides as carefully as they exploit the benefits.

#### **◆ CHECK YOUR PROGRESS**

1. List THREE ways in which digital technology has changed business communication.
2. What is one major advantage and one major challenge of digital communication for a small business?
3. Why is the 'documentation' feature of digital communication valuable in a professional context?

## **4.3 Email Communication**

### **4.3.1 Meaning of Email**

Email (short for “electronic mail”) is a way of transmitting digital messages between people via electronic devices over the internet. Email, invented in the early 1970s, has become the backbone of professional communication worldwide. Instant messaging and social media have risen in popularity but email is still the most popular and most formal communication channel for business, appreciated for its professionalism, permanence and reliability.

You can send text, attach files (documents, images, spreadsheets), send to multiple recipients at once, and keep a written record of correspondence. Asynchronous – the sender and receiver do not need to be online at the same time. The receiver reads and responds at the time that is convenient.

### 4.3.2 Advantages of Email

1. Speed: An email can be delivered to almost anywhere in the world within seconds.
2. Low cost: Sending an email is free. It costs almost nothing no matter how far it travels or how many recipients get it.
3. Written record: Emails provide a written, searchable record of communication that helps with reference and accountability.
4. Attachments: Documents, images, and other files can be attached along with the message.
5. Reach: A single email can be sent to one person or thousands simultaneously.
6. Asynchronous: Recipients can read and respond at their own convenient time.
7. Professionalism: Email is widely accepted as the formal channel for official business correspondence.

### 4.3.3 Limitations of Email

1. Information overload: Professionals receive dozens or hundreds of emails a day, and it's hard to manage all of them. It becomes easy to miss important messages.
2. Lack of tone: There is no voice and body language in emails and this can cause misunderstanding. A brief reply can sound rude, or sarcasm can be taken literally.
3. Delayed response: Because email is asynchronous, urgent matters may not get a timely response..
4. Security risks: Email can be hacked, intercepted, or misdirected. Email is often used to deliver threats such as phishing scams and malware.
5. No guarantee of reading: An email that gets sent may not get read, there is generally no certainty that the recipient has seen it.
6. Spam: Unwanted commercial and junk emails clutter inbox spaces.

### 4.3.4 Format of a Professional Email

A professional email is clear and follows a simple format. Mastering this format signals competence.

#### 1. Subject Line

A clear, specific subject line conveys the recipient what the email is about. Vague subjects like 'Hi' or 'Important' should be avoided. Good examples: 'Meeting Rescheduled to Friday @ 3 PM' or 'Invoice #4521 — Payment Confirmation.'

#### 2. Salutation (Greeting)

Start with a proper salutation. For formal contexts: 'Dear Mr Sharma,' or 'Dear Ms Banerjee,'. For semi-formal or familiar contacts: 'Hello Rahul,' or 'Hi Priya,'.

#### 3. Opening / Body

State your purpose clearly in the opening sentence. The body should be concise, organised into short paragraphs, and focused on one main topic. Use clear, simple language and break up longer emails with bullet points or numbered lists where helpful.

#### 4. Closing

End with a courteous closing line such as 'Thank you for your time' or 'I look forward to your response.' Then add a sign-off: 'Regards,' 'Best regards,' 'Sincerely,' or 'Yours faithfully,' depending on formality.

#### 5. Signature

Include your full name, designation, organisation, and contact details. A professional email signature adds credibility.

#### **Sample Email Structure:**

##### **Subject: Request for Meeting on Project Budget**

Dear Ms Sengupta,

I hope this email finds you well. I am writing to request a brief meeting to discuss the revised budget for the marketing project. Would Thursday at 11 AM be convenient for you?

Please let me know if another schedule would suit you better. Thank you for your time.

Best regards,

Arjun Mehta | Marketing Executive | ABC Pvt. Ltd. | +91-98XXXXXXX

### **4.3.5 Email Etiquette**

Email etiquette is the commonly accepted rules of polite and professional conduct in email communication. Good manners not only safeguard your reputation, they also ensure your messages have the desired effect.

1. Keep the subject line of all emails concise and relevant.
2. Keep the message brief and to the point. Respect your reader's time.
3. Use a professional tone and correct grammar, spelling, and punctuation.
4. Reply promptly. Try to reply ideally within 24 hours, even if only to acknowledge receipt.
5. Use 'Reply All' only when everyone really needs to see your response.
6. Use CC (carbon copy) for people who should be informed, and BCC (blind carbon copy) to protect recipients' privacy in mass emails.
7. Avoid writing in ALL CAPITALS.
8. Proofread before sending, and double-check the recipient's address and any attachments.
9. Do not send confidential or sensitive information without considering security threats..
10. Avoid emotional or angry emails. Wait and re-read anything you write when you are angry.

#### **◆ CHECK YOUR PROGRESS**

1. Name THREE essential parts of a professional email format.
2. Why is a clear subject line important? Give one example of a good and a poor subject line.
3. What is the difference between CC and BCC, and when would you use each?

## **4.4 Video Conferencing and Conference Calling**

### **4.4.1 Meaning and Importance**

Video conferencing is a technology that allows two or more people in different locations to hold face-to-face meetings using video and audio over the internet. Conference calling is similar, but generally involves just audio — multiple people dialing into a single phone or internet call. Both are central to modern business, especially in the wake of remote and hybrid work.

They offer the immediacy and richness of face-to-face interaction while providing the convenience and cost savings of digital communication. They enable teams to communicate, present, collaborate, and decide without the time and cost of travel. A video conference keeps a lot of the benefits of face-to-face meetings — facial expressions, tone of voice and real-time interaction — that email and text can't capture.

These tools combine the immediacy and richness of face-to-face interaction with the convenience and cost savings of digital communication. They allow teams to discuss, present, collaborate, and make decisions without the time and expense of travel. A video conference preserves much of the value of in-person meetings — facial expressions, tone of voice, and real-time interaction — that email and text cannot capture.

#### 4.4.2 Popular Tools

There are several platforms that dominate the video conferencing and conference calling landscape. Both share the same core features – video, audio, screen sharing, chat, and recording – but each has its own strengths::

| Tool            | Best Known For                                                       |
|-----------------|----------------------------------------------------------------------|
| Zoom            | Reliable video meetings, breakout rooms, large webinars              |
| Microsoft Teams | Integration with Office apps; chat, files, and meetings in one place |
| Google Meet     | Browser-based, easy to use, integrated with Google Workspace         |
| Cisco Webex     | Enterprise-grade security and large-scale events                     |
| Skype           | Long-established personal and small-business calls                   |

Most of these tools also offer features such as virtual backgrounds, screen sharing, in-meeting chat, polls, hand-raising, recording, and the ability to mute participants — all of which support productive online meetings.

#### 4.4.3 Etiquette and Professional Conduct

Video meeting etiquette is about showing respect for other participants and helping the meeting/conference run smoothly. Poor behaviour in online meetings reflects badly on you and disrupts the group.

##### Before the Meeting

1. Test your equipment (camera, microphone, and internet connection ) in advance.
2. Choose a quiet, well-lit location .
3. Dress appropriately.
4. Join on time, or a minute or two early, to settle in.

##### During the Meeting

5. Mute your microphone when you are not speaking to avoid background noise.
6. Keep your camera on (when expected) to show engagement and presence.
7. Look at the camera when speaking to create a sense of eye contact.
8. Avoid multitasking (do not check emails or your phone during the meeting) .

9. Use the 'raise hand' option to speak
10. Use the chat function for questions or links without interrupting the speaker.

#### **After the Meeting**

11. Summarise key decisions and action points.
12. If the meeting was recorded, share the recording with relevant participants.

#### **4.4.4 Best Practices for Productive Online Meetings**

1. Set a clear agenda and share it in advance so participants come prepared.
2. Keep meetings as short as possible. Long video meetings cause fatigue.
3. Assign a host or moderator to manage the discussion and timing.
4. Encourage participation and give everyone a chance to contribute.
5. Use screen sharing to present documents or slides clearly.
6. Have a backup plan (a phone number or alternative platform) in case of technical failure.
7. Record important meetings for those who cannot attend, with everyone's consent.

##### **Note on 'Video Fatigue':**

It can be surprisingly tiring to sit through hours of video meetings, a phenomenon that has been dubbed “Zoom fatigue”. Try to avoid this as much as possible by creating small gaps between meetings, turning off self-view when possible, and considering if some conversations can be resolved with a quick message or audio call, rather than a full video.

#### **◆ CHECK YOUR PROGRESS**

1. List THREE things you should do BEFORE joining an important video meeting.
2. Why is it good etiquette to mute your microphone when not speaking?
3. What is 'video fatigue' and suggest one way to reduce it?

### **4.5 Social Media as a Business Tool**

#### **4.5.1 Social Media in the Professional World**

Social media platforms were built for personal connection and entertainment, but they have become powerful business tools. Companies and professionals use them to build their brand, reach customers, recruit talent, share knowledge, provide customer service and network. If used skilfully social media offers a huge reach at low cost. Thoughtlessly used, it can ruin reputations in minutes.

It is important to distinguish between personal and professional use of social media. What's casual on a personal account may be inappropriate or damaging on a professional one. The golden rule of professional social media is: assume that anything you post can be seen by your employer, your clients, and the public — because it can.

#### **4.5.2 WhatsApp for Business**

WhatsApp is the most widely used messaging app in India and many other countries. It is considered as a formal channel for quick business communication. WhatsApp Business is a dedicated version for organisations who offers features such as business profiles, automated greeting messages, quick replies, and product catalogues.

**Professional uses:** Quick coordination with colleagues and clients. It is useful while sharing documents and updates, customer support, order confirmations, and group communication for teams or projects.

**Etiquette:** Respect working hours and avoid messaging clients or colleagues late at night for non-urgent matters. Keep professional groups focused, avoid forwarding jokes, fake news, or off-topic content. Be concise and clear. Avoid overusing emojis or informal abbreviations in business contexts. Always verify information before forwarding.

#### 4.5.3 LinkedIn — The Professional Network

LinkedIn is the world's largest professional networking platform has been designed specifically for career and business purposes. The professionals can use this platform for creating online professional identity, a digital résumé, networking and content sharing.

**Professional uses:** Building a professional profile, networking with colleagues and industry contacts, job searching and recruiting, sharing professional achievements and insights, following industry news, and trends..

**Best practices:** Keep your profile complete, accurate, and up to date with a professional photograph. Write a clear headline and summary. Connect with people for networking. Share and comment on relevant professional content. Engage respectfully and avoid controversial or off-topic posts. Endorse and recommend colleagues genuinely.

##### Tip for Students:

Even as a student, one of the best things you can do for your career is to build a strong LinkedIn profile. List your education, skills, projects, internships and interests. Follow companies and professionals in your industry. A well-maintained LinkedIn profile is often the first impression a recruiter gets.

#### 4.5.4 Twitter / X — Real-Time Public Conversation

Twitter (now known as X) is a microblogging platform. For businesses, it is a tool for real-time engagement, brand voice, customer service, and participation in public conversations and trends.

**Professional uses:** Posting company news and announcements. Responding quickly to customer queries and complaints, monitoring industry trends and public sentiment, interacting with customers and influencers, and building a public brand personality.

**Best practices:** Keep your posts short, clear, and on-brand. Respond quickly and politely to customer queries, including complaints. Use relevant hashtags to boost visibility, but avoid overusing them. Never post in anger. Maintain a consistent, professional voice. Verify facts before posting to avoid spreading misinformation.

#### 4.5.5 Instagram — Visual Branding

Instagram is a visual platform centered around photos, short-form videos (Reels), and Stories. It's especially good for businesses with a strong visual aspect to their brand, including fashion, food, travel, design, retail and lifestyle brands.

**Professional uses:** Visual presentation of products and services by professionals Aesthetic formation and identity. Behind the scenes content to humanise the brand- Influencer collaborations. Target younger audiences who are very active on the platform

**Best practices:** Develop a unified visual style and brand identity. Post high quality photos and videos. Use captions, hashtags and Stories strategically. Engage with your followers – reply to

comments and messages. Switch to a Business or Creator account to gain access to analytics and advertising tools. Post regularly to stay visible in your followers' feeds.

#### 4.5.6 General Principles of Professional Social Media Use

1. Maintain professionalism: Everything you post reflects you and your organisation.
2. Protect confidentiality: Never share confidential business information, client data, or internal matters.
3. Be authentic and consistent: A consistent, genuine voice builds trust over time.
4. Respond to feedback gracefully: Handle criticism and complaints calmly and constructively.
5. Respect privacy and copyright: Do not post others' content or images without permission.
6. Know your organisation's social media policy: Many companies have rules about what employees may post.
7. Think before you post: A post can be screenshot and shared forever. Rethink before publishing anything you might regret.

#### ◆ CHECK YOUR PROGRESS

1. Which social media platform would you use to build a professional network and look for jobs? Why?
2. List THREE rules of etiquette for using WhatsApp in a professional context.
3. Why should you 'think before you post' on social media in a business context?

### 4.6 Let Us Sum Up

In this unit, we explored the essential channels of digital and online communication that define modern professional life. The key points are:

- a. Digital communication is communication via electronic and internet-based means, as opposed to traditional physical means such as printed letters or meeting in person. It includes email, instant messaging, video calls, social media, websites and online collaborative platforms. The common denominator is that the message is created, transmitted and received digitally—as data moving across networks.
- b. Email remains the most important formal channel of business communication. Email (short for “electronic mail”) is a way of transmitting digital messages between people via electronic devices over the internet. Email, invented in the early 1970s, has become the backbone of professional communication worldwide. Instant messaging and social media have risen in popularity but email is still the most popular and most formal communication channel for business, appreciated for its professionalism, permanence and reliability.
- c. Video conferencing is a technology that allows two or more people in different locations to hold face-to-face meetings using video and audio over the internet. Conference calling is similar, but generally involves just audio — multiple people dialing into a single phone or internet call. Both are central to modern business, especially in the wake of remote and hybrid work.

- d. Social media platforms are powerful business tools when used professionally. WhatsApp is ideal for quick coordination and customer support-LinkedIn for professional networking and career development-Twitter/X for real-time public engagement and customer service; and Instagram for visual branding.

Mastering these digital communication channels and the etiquette that governs them is no longer optional. It is a core professional competency that will shape your professional journey throughout your career.

## 4.7 Keywords

**Digital Communication:** The exchange of information via electronic and internet-based technologies.

**Asynchronous Communication:** Communication in which sender and receiver do not need to be active at the same time (e.g., email).

**CC (Carbon Copy):** A field for sending a visible copy of an email to additional recipients.

**BCC (Blind Carbon Copy):** A field for sending a copy of an email to recipients whose addresses are hidden from others often used during mass mailing.

**Email Etiquette:** The accepted rules of polite and professional conduct in email communication.

**Video Conferencing:** Technology enabling face-to-face meetings using video and audio over the internet.

**Conference Calling:** A call involving multiple participants.

**Screen Sharing:** A feature that lets meeting participants view a presenter's computer screen.

**Video Fatigue:** Tiredness caused by spending extended periods in video meetings.

**Phishing:** A fraudulent attempt to obtain sensitive information by disguising as a trustworthy entity, often via email.

## 4.8 Exercises

### A. MCQ Questions

1. Digital communication refers to communication through:
  - A. Printed letters only
  - B. Electronic and internet-based means
  - C. Face-to-face meetings only
  - D. Handwritten notices
2. Which of the following is an example of digital communication?
  - A. Printed newspaper only
  - B. Email

- C. Handwritten diary
- D. Physical notice board only

3. Email is short for:

- A. Electronic Mail
- B. Easy Mail
- C. Express Message
- D. External Mail

4. Which of the following is an advantage of email?

- A. It is always read immediately
- B. It provides a written record
- C. It has no security risk
- D. It cannot be forwarded

5. A clear subject line in an email helps the receiver to:

- A. Ignore the message
- B. Understand the purpose of the email
- C. Delete the email quickly
- D. Avoid replying

6. CC in email stands for:

- A. Common Copy
- B. Carbon Copy
- C. Clear Copy
- D. Confirmed Copy

7. Video conferencing allows people in different locations to communicate through:

- A. Video and audio over the internet
- B. Printed letters
- C. Notice boards
- D. Physical meetings only

8. Which of the following is a popular video conferencing tool?

- A. Zoom
- B. Instagram Reels
- C. Newspaper
- D. Poster

9. LinkedIn is mainly used for:

- A. Professional networking
- B. Online gaming
- C. Watching films
- D. Editing photos only

10. "Think before you post" is important because social media content can be:

- A. Always private
- B. Public, permanent, and widely shared

- C. Automatically deleted
- D. Seen by no one

### **B. Short Answer Type Questions**

1. What do you mean by digital communication?
2. Write two advantages of digital communication.
3. State two challenges of digital communication.
4. What is email communication?
5. Write two advantages of email.
6. State two limitations of email.
7. Mention any three essential parts of a professional email.
8. What do you mean by video conferencing?
9. Write two rules of etiquette for online meetings.
10. Why is LinkedIn important for professional communication?

### **C. Long Answer Type Questions**

1. Define digital communication and explain its importance in modern business communication.
2. Discuss the role of technology in changing modern business communication.
3. Explain the meaning, advantages, and limitations of email communication.
4. Describe the proper format of a professional email with suitable examples.
5. Discuss the important rules of email etiquette in professional communication.
6. Explain the meaning and importance of video conferencing and conference calling.
7. Discuss the etiquette and professional conduct required during online meetings.
8. Explain the best practices for conducting productive online meetings.
9. Discuss the role of social media as a business communication tool.
10. Explain the professional uses of WhatsApp, LinkedIn, Twitter/X, and Instagram in business communication.

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## **4.10 Check Your Progress: Possible Answers**

### **Section 1: Digital Communication**

**Q1:** Digital technology has improved business communication by making it faster (instant delivery), cheaper (low or no cost) and more global (removing distance barriers). It has also facilitated remote work, automatic documentation and collaboration in real-time.

**Q2:** A big plus is the cost reduction – a small business can connect with customers worldwide and have meetings without the need for expensive travel. One of the largest issues is information overload, as workers try to deal with the sheer volume of digital messages.

**Q3:** Digital communication creates automatic, searchable records. These records also provide accountability, legal protection, dispute resolution, and institutional memory for training and reference.

### **Section 2: Email Communication**

**Q1:** There are three basic elements. The subject line, the salutation (greeting) and the body. A professional email also includes a closing and a signature.

**Q2:** A clear subject line tells the recipient what the email is about and helps them prioritize it. Good: "Meeting Rescheduled to Friday 3 PM." Bad example: 'Hi' or 'Important.'

**Q3:** CC (carbon copy) sends a visible copy to other recipients who need to be kept informed – everyone can see who received it. BCC (blind carbon copy) conceals the addresses of recipients from one another, and can be used to protect privacy in mass emails, or to inform someone discreetly.

### **Section 3: Video Conferencing**

**Q1:** Prior to a significant video meeting, you should test your equipment (camera, microphone, internet), choose a quiet, well-lit place with a neutral background, and dress appropriately. Arriving a few minutes early helps too.

**Q2:** When you are not speaking, mute your microphone to eliminate background noise that can disrupt the meeting and distract other participants such as typing, traffic or family sounds.

**Q3:** Video fatigue (or 'Zoom fatigue') is feeling tired from spending many hours in video meetings. This can be alleviated by having shorter breaks between meetings, turning off self-view or having audio-only calls for some conversations.

### **Section 4: Social Media**

**Q1:** LinkedIn - because it is a platform built for professional networking and career development. It's an online professional profile and resume, connects you to industry contacts and recruiters and is where most professional job searching and hiring activity happens.

**Q2:** Three WhatsApp etiquette rules: Don't message non-urgent things late at night. Respect working hours. Keep professional groups on-topic. Don't forward jokes or unverified content. Be concise and clear. Verify information before forwarding.

**Q3:** Why should you think before you post? Social media content is public and permanent; it can be screenshot and shared widely, even after deletion. One careless post can damage your professional reputation and that of your organisation within minutes.

## **Module III: Business Writing and Employability Skills**

### **Unit 5: Business Documents and Report Writing**

#### **Structure**

5.0 Learning Objectives

5.1 Introduction

5.2 Business Documents

5.3 Notice

5.3.1 Features of Notice

5.3.2 Format of Notice

5.3.3 Drafting Practice of Notice

5.4 Circular

5.4.1 Features of Circular

5.4.2 Format of Circular

5.4.3 Drafting Practice of Circular

5.5 Resolution

5.5.1 Features of Resolution

5.5.2 Types of Resolution

5.5.3 Format of Resolution

5.5.4 Drafting Practice of Resolution

5.6 Minutes

5.6.1 Features of Minutes

5.6.2 Types of Minutes

5.6.3 Format of Minutes

5.6.4 Drafting Practice of Minutes

5.7 Distinction between Notice and Circular

5.8 Report Writing

5.8.1 Features of Report

5.8.2 Types of Report

5.8.3 Styles of Report Writing

5.8.4 Rules for Drafting Reports

5.9 Let us Sum Up

5.10 Keywords

5.11 Exercises

5.12 References / Further Readings

5.13 Check Your Progress : Possible Answers

#### **5.0 Learning Objectives**

The objectives of this unit are to-

- familiarize learners with the meaning, purpose, formats, and drafting techniques of notices, circulars, resolutions, and minutes used in business communication;
- develop practical skills in preparing these documents accurately and professionally;
- explain the concept, features, types, styles, and drafting rules for report writing; and
- develop effective written communication skills required in academic, administrative, and business environments.

## 5.1 Introduction

Written communication as we know plays a crucial role in business and organizational activities. Organizations regularly use documents such as notices, circulars, resolutions, minutes, and reports to communicate information, record decisions, and maintain official records. These documents ensure clarity, transparency, and effective communication among employees, management, and stakeholders. In addition, report writing helps organizations to analyse situations, present findings, and support decision-making. Therefore, knowledge of business documents and report writing as we know is essential for students and professionals engaged in business and commerce.

## 5.2 Business Documents

Business documents as we know are written records. These are used by organizations to communicate information, record decisions, maintain official records, and facilitate business operations. They play a vital role in ensuring effective communication among employees, management, customers, shareholders, and other stakeholders. Business documents help organizations to convey messages clearly, to maintain transparency, and to preserve important information for future reference. In the modern business environment, various types of documents are used for different purposes. Notices and circulars are used to communicate information and instructions, resolutions are used to record formal decisions taken during meetings, and minutes serve as the official record of meeting proceedings. Reports are prepared to present facts, findings, analyses, and recommendations on specific issues or activities. These documents help organizations to maintain systematic communication, improve coordination, and support decision-making.

Business documents as we know must be drafted carefully using clear, concise, and professional language. Proper formatting and accurate presentation of information enhance their effectiveness and credibility. Knowledge of preparing and using business documents is therefore essential for students, professionals, managers, and administrators.

## 5.3 Notice

A notice as we know is a formal written communication used to inform a specific group of people about an event, meeting, programme, policy, activity, or any other matter of importance. It is issued by an authorized person or authority and is usually displayed on notice boards, circulated through e-mails, or published on official websites. A notice is brief, clear, and precise, containing all essential information required by the intended audience.

### 5.3.1 Features of Notice

**(i) Formal in Nature:** A notice generally is an official form of communication issued by an authorized authority. In this regard we may mention an example; viz. a Principal issuing a notice regarding college reopening.

**(ii) Brief and Concise:** A notice in general contains only essential information and avoids unnecessary details. **For an example,** a notice announcing the date and venue of a seminar.

**(iii) Clear and Specific:** A notice as we know presents information in a simple and unambiguous manner. In this regard we may mention an example; viz. a notice clearly stating the deadline for examination form submission.

**(iv) Purpose-Oriented:** Every notice as we know is issued with a specific objective such as informing, inviting, or instructing. For an example, we mention that a notice inviting students to participate in a cultural programme.

**(v) Directed to a Specific Audience:** A notice is generally intended for a particular group of people. We may mention an **example**, a notice addressed to all first-year students.

**(vi) Contains Essential Information:** A notice includes important details such as date, time, venue, and instructions. In this regard we may mention an example; viz. a notice regarding a workshop mentioning registration details.

**(vii) Uses Formal Language:** The language of a notice as we know is professional and polite. For an example, we mention that using "All employees are requested to attend" instead of informal expressions.

**(viii) Serves as an Official Record:** A notice as we know acts as documentary evidence and can be referred to in the future. **For an example we may mention**, "a notice announcing the Annual General Meeting of a company".

### 5.3.2 Format of Notice

A standard notice generally consists of the following parts-

**(i) Name of the Organization / Institution:** The name of the issuing organization as we know is written at the top. **For an example**, XYZ College.

**(ii) Title (NOTICE):** The word "NOTICE" is generally written prominently to indicate the nature of the communication. **For an example**, NOTICE.

**(iii) Date:** The date of issue of the notice as we know is mentioned. **For an example**, 15<sup>th</sup> July, 2026.

**(iv) Heading/Subject:** A brief title indicating the purpose of the notice. **For an example**, Annual Cultural Programme.

**(v) Body of the Notice:** The main content containing relevant information such as purpose, date, time, venue, and instructions. We may mention **for example**, details regarding a seminar or meeting.

**(vi) Signature:** The signature of the issuing authority is provided. **For example, viz.-** Sd/-.

**(vii) Name and Designation:** The name and designation of the person issuing the notice are mentioned. **For an example**, Cultural Secretary or Principal.

#### Specimen Format

**ABC COLLEGE  
NOTICE**

**Date:** 15<sup>th</sup> July, 2026

**Subject:** Annual Cultural Programme

All students are hereby informed that the Annual Cultural Programme of the college will be held on 25<sup>th</sup> July, 2026 at 11:00 a.m. in the College Auditorium. Interested students are requested to register their names with the Cultural Committee by 20<sup>th</sup> July, 2026.

Sd/-  
Rahul Das  
Cultural Secretary

### 5.3.3 Drafting Practice of Notice

#### Guidelines for Drafting a Notice

**(i) Use a Clear Heading:** The heading as we know should indicate the purpose of the notice immediately. **For an example we may mention, viz.-** "Workshop on Entrepreneurship Development."

**(ii) Be Brief and Precise:** Only relevant information as we know should be included. For an example, we mention that mentioning the date, time, and venue without lengthy explanations.

**(iii) Use Formal Language:** The language as we know should be professional and polite. **For an example we may mention, viz.-** "Students are requested to attend the programme."

**(iv) Include Complete Information:** All essential details should be provided. For an example, we mention that registration date, venue, and reporting time.

**(v) Maintain Accuracy:** The information given as we know should be correct and verified. **For an example we may mention, viz.-** ensuring that dates and timings are accurate.

**(vi) Mention the Issuing Authority:** The notice should clearly indicate who has issued it. For an example, we mention that Head of the Department or Principal.

#### Notice for a Seminar

##### XYZ COMMERCE COLLEGE

##### NOTICE

**Date:** 10<sup>th</sup> August, 2026

**Subject: Seminar on Digital Marketing**

All students of the Commerce Department are hereby informed that a seminar on "Digital Marketing and Business Growth" will be organized on 18<sup>th</sup> August, 2026 at 11:00 a.m. in the Seminar Hall. Students are requested to attend the seminar and gain valuable insights from industry experts.

**Sd/-**

Dr. S. Roy

Coordinator, Department of Commerce

#### Notice for a Meeting

##### ABC COMPANY LTD.

##### NOTICE

**Date:** 5<sup>th</sup> September, 2026

**Subject: Staff Meeting**

All staff members are hereby informed that a staff meeting will be held on 12<sup>th</sup> September, 2026 at 3:00 p.m. in the Conference Room to discuss quarterly performance and future plans. Attendance is mandatory for all employees.

**Sd/-**

Amit Kumar

Human Resource Manager

Thus, we may mention that a notice is an important means of formal communication used to convey information efficiently and officially. A well-drafted notice should be clear, concise, accurate, and properly formatted so that the intended audience can understand and act upon the information effectively.

### CHECK YOUR PROGRESS

1. What do you mean by Notice in business writing?
2. List THREE rules of writing notice in business context.

## 5.4 Circular

A circular as we know is a formal written communication issued by an organization to convey the same information, instructions, policies, decisions, or announcements to a large number of people simultaneously. It is widely used in business organizations, educational institutions, government offices, and other establishments to ensure uniform communication among all concerned persons. Unlike a notice, which is usually displayed for a specific group, a circular is distributed directly to all concerned individuals or departments. Circulars help maintain consistency in communication and ensure that everyone receives the same message at the same time.

### 5.4.1 Features of Circular

**(i) Formal in Nature:** A circular as we know is an official communication issued by an authorized authority within an organization. In this regard we may mention an example; viz. a company issuing a circular regarding revised leave policies.

**(ii) Sent to Multiple Recipients:** A circular as we know is addressed to a large number of people simultaneously. **For an example,** a university sending a circular to all departments regarding examination procedures.

**(iii) Uniform Communication:** In general, it ensures that the same information reaches all recipients without any variation. In this regard we may mention an example; viz. a circular informing all employees about a salary revision policy.

**(iv) Written Communication:** Circulars as we know are generally issued in written form and may be distributed physically or electronically. For an example, we mention that a circular sent through e-mail to all staff members.

**(v) Informative in Nature:** Circulars as we know are primarily used to disseminate information, instructions, policies, or decisions. In this regard we may mention an example; viz. a circular announcing new office working hours.

**(vi) Clear and Precise:** The content of a circular should be easy to understand and free from ambiguity. In this regard we may mention an example; viz. a circular clearly explaining the procedure for applying for leave.

**(vii) Official Record:** A circular as we know serves as documentary evidence of organizational communication. For an example, we mention that a circular regarding revised service rules retained for future reference.

**(viii) Facilitates Coordination:** Circulars usually help to ensure uniform implementation of policies and procedures across departments. In this regard we may mention an example; viz. a circular regarding safety guidelines issued to all branches of a company.

### 5.4.2 Importance of Circular

**(i) Ensures Uniformity:** A circular as we know communicates the same information to all recipients. **For an example,** informing all employees about a change in office timings.

**(ii) Saves Time and Effort:** Instead of communicating individually, information can be shared with many people at once. In this regard we may mention an example; viz. a circular announcing a public holiday.

**(iii) Improves Coordination:** Circulars as we know help different departments work according to common instructions. For an example, we mention that a circular regarding a new reporting procedure.

**(iv) Maintains Official Communication:** Circulars usually provide an authentic and reliable means of communication. **For an example,** a circular issued by the management regarding company policies.

### 5.4.3 Format of Circular

A standard circular generally consists of the following parts:

**(i) Name of the Organization:** The name of the issuing organization appears at the top of the circular. **For an example,** ABC Industries Ltd.

**(ii) Title (CIRCULAR):** The word "CIRCULAR" as we know is prominently displayed to indicate the nature of the communication. **For an example,** CIRCULAR.

**(iii) Circular Number (if any):** Organizations may assign a reference number for record purposes. **For an example,** Circular No. HR/2026/15.

**(iv) Date:** The date of issue is mentioned clearly. **For an example,** 15<sup>th</sup> July, 2026.

**(v) Subject:** A brief heading indicating the purpose of the circular. **For an example,** Revision of Office Working Hours.

**(vi) Body of the Circular:** The main content containing detailed information, instructions, or announcements. In this regard we may mention an example; viz. details of revised office timings.

**(vii) Signature:** The signature of the issuing authority is provided. **For an example,** Sd/-.

**(viii) Name and Designation:** The name and designation of the authorized person are mentioned. **For an example,** Human Resource Manager.

#### Specimen Format

**ABC INDUSTRIES LTD.**  
**CIRCULAR**  
**Circular No.: HR/2026/15**  
**Date: 15<sup>th</sup> July, 2026**  
**Subject: Revision of Office Working Hours**

All employees are hereby informed that, with effect from 1<sup>st</sup> August, 2026, the office working hours will be from 9:00 a.m. to 5:30 p.m. Employees are requested to adhere to the revised schedule and ensure punctuality.

**Sd/-**  
Amit Kumar  
Human Resource Manager

#### 5.4.4 Drafting Practice of Circular

##### Guidelines for Drafting a Circular

- (i) State the Purpose Clearly:** The objective of the circular as we know should be clearly mentioned. For an example, we mention that informing employees about a policy change.
- (ii) Use Formal Language:** Circulars as we know should be written in a professional and courteous tone. In this regard we may mention an example; viz. "All employees are requested to comply with the instructions."
- (iii) Provide Complete Information:** All relevant details in general should be included to avoid confusion. **For example,** mentioning the effective date of a new policy.
- (iv) Maintain Clarity and Accuracy:** The information as we know should be precise and factually correct. In this regard we may mention an example; viz. accurately stating office timings and implementation dates.
- (v) Keep the Content Organized:** Information as we know should be presented in a logical and systematic manner. In this regard we may mention an example; viz. explaining policy changes point by point.
- (vi) Mention the Issuing Authority:** The circular should indicate the authority responsible for issuing it. **For example,** the Managing Director or HR Manager.

##### Circular Regarding Office Timing

**XYZ COMPANY LTD.**  
**CIRCULAR**  
**Circular No.: ADM/2026/08**  
**Date: 10<sup>th</sup> August, 2026**  
**Subject: Change in Office Timing**

All employees are hereby informed that, effective from 1<sup>st</sup> September 2026, the office timing will be from 9:30 a.m. to 5:30 p.m. Employees are requested to follow the revised schedule and maintain punctuality.

**Sd/-**  
Rakesh Sharma  
Administrative Officer

##### Circular Regarding Training Programme

**ABC BANK LTD.**  
**CIRCULAR**  
**Circular No.: HRD/2026/12**  
**Date: 5<sup>th</sup> September, 2026**  
**Subject: Training Programme on Customer Service**

All branch managers are requested to nominate two employees from their respective branches for the training programme on "Customer Service Excellence" scheduled to be held on 20<sup>th</sup> September, 2026. The programme aims to improve customer relationship management and service quality.

**Sd/-**  
Neha Gupta  
Manager (Human Resource Development)

A circular as we know is an important business communication document which is used to disseminate information, policies, and instructions to a large number of people simultaneously. A well-drafted circular should be clear, concise, accurate, and professionally structured to ensure effective and uniform communication throughout the organization.

## 5.5 Resolution

A resolution in general is a formal decision, declaration, or expression of opinion adopted by the members of a meeting after discussion and approval. It represents the collective will of the members present at the meeting and serves as an official record of decisions taken by an organization, company, committee, or association. Resolutions as we know are commonly passed in board meetings, committee meetings, annual general meetings, and other formal gatherings to approve policies, authorize actions, or make important decisions. Once passed, a resolution becomes an official decision that guides future actions and activities of the organization.

### 5.5.1 Features of Resolution

**(i) Formal Decision:** A resolution as we know is an official decision adopted by the members of a meeting. **For an example,** a company's board passing a resolution to open a new branch office.

**(ii) Collective Approval:** A resolution generally reflects the collective agreement of the members present at the meeting. In this regard we may mention an example; viz. members approving the annual budget through a resolution.

**(iii) Passed Through Voting or Consensus:** A resolution as we know is generally approved through voting or unanimous consent. For an example, we mention that shareholders voting to appoint a new auditor.

**(iv) Recorded in Writing:** Every resolution generally is documented in writing and included in the minutes of the meeting. **For an example,** a resolution regarding dividend declaration recorded in meeting minutes.

**(v) Specific and Clear:** A resolution as we know clearly states the decision or action to be taken. **For an example,** approving the purchase of new office equipment.

**(vi) Legally Significant:** Certain resolutions as we know have legal implications and are binding on the organization. In this regard we may mention an example; viz. a company passing a resolution to amend its Articles of Association.

**(vii) Authoritative in Nature:** Generally, a resolution is adopted by a competent authority and carries official approval. For an example, we mention that a board resolution authorizing a manager to sign contracts.

**(viii) Future-Oriented:** A resolution generally relates to future actions, policies, or decisions. **For an example,** approving a training programme to be conducted next month.

### 5.5.2 Importance of Resolution

**(i) Facilitates Decision-Making:** Resolutions as we know help organizations make formal and collective decisions. In this regard we may mention an example; viz. approving an annual business plan.

**(ii) Provides Official Authorization:** Resolutions as we know authorize specific actions or activities. **For an example,** authorizing the Managing Director to negotiate a business agreement.

**(iii) Maintains Transparency:** Resolutions generally ensure that important decisions are documented and communicated properly. For an example, we mention that, recording decisions taken during an Annual General Meeting.

**(iv) Serves as Legal Evidence:** Resolutions as we know act as official records that can be referred to whenever necessary. In this regard we may mention an example; viz. a board resolution submitted to a bank for opening a company account.

### 5.5.3 Format of Resolution

A standard resolution generally consists of the following parts:

**(i) Name of the Organization:** The name of the organization passing the resolution. **For an example,** ABC Company Limited.

**(ii) Title or Heading:** Indicates that the document is a resolution. **For an example,** Board Resolution.

**(iii) Date of Meeting:** The date on which the resolution was passed. **For an example,** 15<sup>th</sup> July, 2026.

**(iv) Resolution Number (if applicable):** A reference number for record purposes. **For an example,** Resolution No. 05/2026.

**(v) Text of the Resolution:** The formal statement of the decision approved by the members. **For an example,** approval of a new business project.

**(vi) Voting Details (if applicable):** Information regarding approval by members. **For an example,** passed unanimously.

**(vii) Signature:** Signature of the Chairperson or authorized officer. **For an example,** Chairperson of the Board.

#### Specimen Format

**ABC COMPANY LIMITED**  
**BOARD RESOLUTION**  
**Resolution No.: 05/2026**  
**Date: 15<sup>th</sup> July, 2026**

**"Resolved that the Company shall establish a new branch office at Kolkata with effect from 1<sup>st</sup> September, 2026 and that the Managing Director is hereby authorized to take all necessary actions in this regard."**

**Passed unanimously by the Board of Directors.**

**Sd/-**  
Ramesh Gupta  
Chairperson

### 5.5.4 Types of Resolution

**(i) Ordinary Resolution:** An ordinary resolution as we know is passed by a simple majority of members present and voting at a meeting. In this regard we may mention an example; viz. approving the annual financial statements of a company.

**(ii) Special Resolution:** A special resolution generally requires a higher majority, usually prescribed by law or organizational rules. **For an example**, altering the Memorandum of Association of a company.

**(iii) Board Resolution:** A board resolution as we know is passed by the Board of Directors to make decisions relating to company management. For an example, we mention that approving a new investment proposal.

**(iv) Committee Resolution:** A committee resolution generally is passed by members of a committee regarding matters within its authority. In this regard we may mention an example; viz. a finance committee approving budget allocations.

### **5.5.5 Drafting Practice of Resolution**

**Guidelines for Drafting a Resolution are as follows-**

**(i) Use Clear and Formal Language:** The wording should be precise and professional. **For an example**, using "Resolved that" to begin the resolution.

**(ii) State the Decision Clearly:** The exact decision or action should be clearly mentioned. **For an example**, approving a new recruitment policy.

**(iii) Avoid Ambiguity:** The resolution should be specific and easy to understand. **For an example**, clearly mentioning dates and responsibilities.

**(iv) Ensure Legal Compliance:** The resolution should comply with applicable laws and organizational rules. **For an example**, following company law requirements for special resolutions.

**(v) Record Approval Properly:** The resolution should indicate whether it was passed unanimously or by majority vote. **For an example**, "Passed unanimously."

**(vi) Include Authorization if Required:** Mention the person authorized to implement the decision. **For an example**, authorizing the HR Manager to execute the recruitment process.

#### **Resolution for Organizing a Seminar**

##### **XYZ COMMERCE COLLEGE RESOLUTION**

**Date:** 10<sup>th</sup> August, 2026

**"Resolved that a National Seminar on Emerging Trends in Business Communication shall be organized by the Department of Commerce on 25<sup>th</sup> September, 2026 and that the Head of the Department is authorized to make all necessary arrangements for the successful conduct of the seminar."**

**Passed unanimously by the Departmental Committee.**

**Sd/-  
Dr. S. Roy  
Chairperson**

#### **Resolution for Purchase of Equipment**

**ABC INDUSTRIES LTD.  
BOARD RESOLUTION  
Date:** 20<sup>th</sup> September, 2026

**"Resolved that the Company shall purchase twenty new computers for the Accounts Department and that the Finance Manager is hereby authorized to complete the procurement process in accordance with company policies."**

**Passed unanimously by the Board of Directors.**

**Sd/-**  
Amit Sharma  
Chairperson

A resolution as we know is a formal and authoritative decision adopted by the members of a meeting. It serves as an official record of organizational decisions and provides a basis for future actions. A well-drafted resolution in general should be clear, precise, legally compliant, and properly documented to ensure effective implementation and accountability.

### CHECK YOUR PROGRESS

1. What do you understand by 'Resolution' in a business context?
2. List THREE features of resolution in a professional setting.
3. Write three types of resolution.

## 5.6 Minutes

Minutes as we know are the official written record of the proceedings, discussions, decisions, and resolutions of a meeting. They provide a concise and accurate account of what took place during the meeting and serve as an important reference for future action and decision-making. Minutes generally are prepared by the secretary or an authorized person and are approved by the chairperson of the meeting. They help organizations to maintain transparency, accountability, and continuity in their operations. Minutes are commonly prepared for board meetings, committee meetings, departmental meetings, annual general meetings, and other formal gatherings.

### 5.6.1 Features of Minutes

**(i) Official Record:** Minutes as we know serve as the official record of the proceedings of a meeting. For an example, we mention that the minutes of a Board Meeting recording decisions related to company policies.

**(ii) Concise and Accurate:** Minutes generally present the discussions and decisions briefly but accurately. **For an example,** recording only the key points discussed during a meeting.

**(iii) Chronological Order:** Minutes as we know are generally recorded in the order in which the items were discussed during the meeting. In this regard we may mention an example; viz. recording agenda items sequentially from beginning to end.

**(iv) Objective in Nature:** Minutes usually contain facts and decisions rather than personal opinions or comments. For an example, we mention that recording that a proposal was approved without expressing personal views.

**(v) Based on Agenda:** Minutes usually follow the agenda of the meeting. In this regard we may mention an example; viz. recording discussions under each agenda item.

**(vi) Legally Significant:** Minutes as we know often serve as legal evidence of decisions taken during a meeting. **For an example,** minutes of a shareholders' meeting submitted during legal proceedings.

**(vii) Future Reference:** Minutes generally provide information that can be referred to in future meetings and organizational activities. For an example, we mention that reviewing previous minutes to check the status of pending actions.

**(viii) Authorized Document:** Minutes as we know are signed and approved by the chairperson or authorized authority. In this regard we may mention an example; viz. minutes signed by the Chairperson after approval.

### 5.6.2 Importance of Minutes

**(i) Maintains Organizational Records:** Minutes as we know preserve important decisions and discussions for future reference. **For an example,** maintaining records of annual budget approvals.

**(ii) Ensures Accountability:** Minutes generally identify responsibilities assigned to individuals or departments. **For an example,** assigning responsibility for organizing a seminar.

**(iii) Facilitates Follow-up Action:** Minutes as we know that help to monitor the implementation of decisions taken during meetings. In this regard we may mention an example; viz. reviewing progress on previously approved projects.

**(iv) Provides Legal Evidence:** Minutes as we know serve as documentary proof of organizational decisions. For an example, we mention that minutes supporting a company's decision to appoint a director.

### 5.6.3 Format of Minutes

A standard set of minutes generally contains the following components:

**(i) Name of the Organization:** The name of the institution or organization conducting the meeting. **For an example,** XYZ Commerce College.

**(ii) Title:** The heading indicating that the document contains minutes. In this regard we may mention an example; viz. Minutes of the Departmental Meeting.

**(iii) Date, Time, and Venue:** Details regarding when and where the meeting was held. **For an example,** 15<sup>th</sup> July, 2026 at 11:00 a.m. in the Conference Hall.

**(iv) Names of Members Present:** List of members who attended the meeting. In this regard we may mention an example; viz. Principal, Department Heads, and Faculty Members.

**(v) Names of Members Absent:** Names of members who could not attend the meeting. **For an example,** two faculty members on leave.

**(vi) Agenda Items:** The matters discussed during the meeting. For an example, we mention that examination schedule and seminar planning.

**(vii) Proceedings and Decisions:** Summary of discussions and decisions taken on each agenda item. In this regard we may mention an example; viz. approval of a workshop proposal.

**(viii) Closing of the Meeting:** Time at which the meeting concluded. **For an example,** the meeting ended at 1:00 p.m.

**(ix) Signature:** Signature of the Chairperson or Secretary. **For an example,** Head of the Department.

**Specimen Format**

**XYZ COMMERCE COLLEGE**  
**Minutes of the Departmental Meeting**

**Date:** 15 July 2026

**Time:** 11:00 a.m.

**Venue:** Conference Room

**Members Present:** Dr. S. Roy (Chairperson), Faculty Members of the Department

**Agenda 1: Organization of Seminar**

The members discussed the proposal to organize a seminar on Business Communication. It was unanimously decided to hold the seminar on 25<sup>th</sup> August, 2026.

**Agenda 2: Examination Schedule**

The examination schedule for the upcoming semester was reviewed and approved.

There being no other business, the meeting concluded at 1:00 p.m. with a vote of thanks to the Chair.

**Sd/-**

Dr. S. Roy  
Chairperson

**5.6.4 Types of Minutes**

**(i) Minutes of Resolution:** These minutes record only the resolutions and decisions passed during a meeting. **For an example,** board meeting minutes containing approved resolutions.

**(ii) Minutes of Narration:** These minutes as we know provide a summary of discussions along with decisions taken. In this regard we may mention an example; viz. committee meeting minutes describing key discussions before recording decisions.

**(iii) Verbatim Minutes:** These minutes usually contain a word-for-word account of the proceedings of a meeting. For an example, we mention that parliamentary proceedings recorded exactly as spoken.

**5.6.5 Drafting Practice of Minutes**

**Guidelines for Drafting Minutes are as follows-**

**(i) Record Facts Accurately:** Minutes as we know should accurately reflect discussions and decisions. In this regard we may mention an example; viz. recording approved resolutions exactly as passed.

**(ii) Be Clear and Concise:** Only relevant information in general should be included. **For an example,** summarizing discussions without unnecessary details.

**(iii) Follow the Agenda:** Minutes as we know should be organized according to the meeting agenda. In this regard we may mention an example; viz. recording decisions under the respective agenda items.

**(iv) Maintain Objectivity:** Personal opinions and comments we know should be avoided. For an example, we mention that recording decisions without expressing agreement or disagreement.

(v) **Use Formal Language:** Minutes as we know should be written in a professional and official style. In this regard we may mention an example; viz. using "It was resolved that..." instead of informal expressions.

(vi) **Ensure Timely Preparation:** Minutes as we know should be prepared soon after the meeting. **For an example,** circulating draft minutes within a few days of the meeting.

(vii) **Obtain Approval:** Minutes as we know should be approved and signed by the Chairperson. **For an example,** minutes confirmed in the next meeting.

### **Minutes of a Staff Meeting**

**ABC COLLEGE**  
**Minutes of the Staff Meeting**  
**Date:** 10<sup>th</sup> August, 2026  
**Time:** 2:00 p.m.  
**Venue:** Staff Room

**Members Present:** Principal, Heads of Departments, Faculty Members

#### **Agenda 1: Student Orientation Programme**

The members discussed arrangements for the Student Orientation Programme. It was decided that the programme would be held on 20<sup>th</sup> August, 2026.

#### **Agenda 2: Library Development**

The Librarian presented a proposal for purchasing new books and journals. The proposal was approved unanimously.

The meeting concluded at 4:00 p.m. with a vote of thanks to the Chair.

**Sd/-**  
Principal

Minutes as we know are an essential component of organizational communication as they provide an official and permanent record of meeting proceedings, discussions, decisions, and resolutions. Properly drafted minutes ensure accountability, facilitate follow-up actions, and serve as valuable references for future decision-making and organizational governance.

## **5.7 Distinction between Notice and Circular**

Although both notices and circulars are used for official communication, they differ in their purpose, scope, and method of dissemination.

| <b>Basis of Difference</b> | <b>Notice</b>                                                                                                                                      | <b>Circular</b>                                                                                                                                                    |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>(i) Meaning</b>         | A notice as we know is a formal written communication used to inform a specific group of people about an event, meeting, or important information. | A circular as we know is a formal written communication issued to convey the same information, instructions, or policy to a large number of people simultaneously. |
| <b>(ii) Purpose</b>        | To announce, inform, invite, or notify concerned persons about a specific matter.                                                                  | To communicate policies, decisions, instructions, or information uniformly to all concerned persons.                                                               |

| <b>Basis of Difference</b>        | <b>Notice</b>                                                                             | <b>Circular</b>                                                                                       |
|-----------------------------------|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| <b>(iii) Scope</b>                | Usually, limited to a specific group or section of people.                                | Generally, addressed to a large number of employees, departments, or members of an organization.      |
| <b>(iv) Mode of Communication</b> | Usually, displayed on notice boards, websites, or other public places.                    | Usually, distributed directly through letters, e-mails, or official circulation channels.             |
| <b>(v) Nature of Information</b>  | As we know, mostly related to meetings, events, examinations, holidays, or announcements. | As we know, mostly related to policies, procedures, rules, instructions, or organizational decisions. |
| <b>(vi) Audience</b>              | Intended for a particular group of people.                                                | Intended for all concerned persons within an organization.                                            |
| <b>(vii) Length</b>               | Generally brief and concise.                                                              | Usually more detailed than a notice.                                                                  |
| <b>(viii) Frequency of Use</b>    | Issued whenever specific information needs to be communicated.                            | Issued whenever uniform information or instructions need to be circulated widely.                     |
| <b>(ix) Formality</b>             | Formal communication as we know.                                                          | Formal communication in general.                                                                      |
| <b>(x) Example</b>                | A notice as we know informing students about a seminar on Business Communication.         | A circular as we know informing all employees about revised office working hours.                     |

## 5.8 Report Writing

A report as we know is a formal and systematic written document that presents information, facts, findings, observations, analysis, and recommendations on a specific subject or issue. It is prepared to communicate information clearly and objectively to a particular audience for decision-making, evaluation, or record-keeping purposes. Reports in general are widely used in business organizations, educational institutions, government departments, and research organizations. They help managers, administrators, and other stakeholders to understand situations, evaluate performance, solve problems, and make informed decisions. For an example, we mention that a committee preparing a report on the conduct of a seminar, a manager submitting a sales report, or a researcher presenting research findings.

### 5.8.1 Importance of Report Writing

**(i) Facilitates Decision-Making:** Reports as we know provide factual information that helps managers and authorities make informed decisions. In this regard we may mention an example; viz. a market survey report helping a company launch a new product.

**(ii) Provides Accurate Information:** Reports in general present organized and reliable information on a specific issue. For an example, we mention that a financial report showing the profit and loss position of a company.

**(iii) Serves as an Official Record:** Reports as we know act as permanent records for future reference. **For an example,** an annual report maintained by a company.

**(iv) Assists in Problem-Solving:** Reports as we know help identify problems and suggest suitable solutions. **For an example,** a quality control report identifying production defects.

**(v) Improves Communication:** Reports in general communicate information systematically among different stakeholders. In this regard we may mention an example; viz. a project progress report submitted to management.

### 5.8.2 Features of Report

**(i) Formal in Nature:** A report as we know is an official document prepared in a professional manner. **For an example,** a company's annual performance report.

**(ii) Objective and Impartial:** A report in general presents facts without personal opinions or bias. **For an example,** an audit report based on verified financial records.

**(iii) Systematic Presentation:** Information in a report as we know is organized logically and systematically. For an example, we mention that a report containing introduction, findings, and recommendations.

**(iv) Based on Facts and Evidence:** Reports in general rely on authentic data and observations. **For an example,** a survey report prepared using collected responses.

**(v) Clear and Concise:** The language of a report as we know should be simple, clear, and direct. **For an example,** a progress report summarizing achievements without unnecessary details.

**(vi) Purpose-Oriented:** Every report as we know is prepared for a specific objective. **For an example,** a feasibility report assessing the viability of a project.

**(vii) Accurate and Reliable:** Information presented in a report generally should be correct and dependable. For an example, we mention that a financial report based on audited accounts.

**(viii) Includes Conclusions and Recommendations:** Most reports as we know conclude with findings and suggestions. In this regard we may mention an example; viz. a committee report recommending improvements in organizational procedures.

**(ix) Written in Formal Language:** Reports as we know use professional and official language. **For an example,** a project report submitted to management.

**(x) Useful for Future Reference:** Reports as we know can be consulted whenever similar issues arise. In this regard we may mention an example; viz. an annual report used for performance comparison.

### 5.8.3 Types of Report

**(i) Formal Report:** A formal report generally is prepared in a structured format and usually contains detailed information, analysis, findings, and recommendations. **In this regard we may mention an example; viz.** an annual report of a company.

**(ii) Informal Report:** An informal report as we know is shorter and less structured than a formal report. In this regard we may mention an example; viz. a department head submitting a monthly work report.

**(iii) Routine Report:** A routine report as we know is prepared regularly at fixed intervals. **For an example,** weekly sales reports submitted by the sales department.

**(iv) Special Report:** A special report generally is prepared to address a specific issue or situation. **For example,** a report investigating the causes of declining sales.

**(v) Informational Report:** An informational report as we know presents facts and information without analysis or recommendations. In this regard we may mention an example; viz. a report on attendance statistics.

**(vi) Analytical Report:** An analytical report as we know includes analysis, interpretation, conclusions, and recommendations. For an example, we mention that a market research report evaluating consumer preferences.

**(vii) Progress Report:** A progress report we know describes the status of an ongoing project or activity. **For an example,** a construction project progress report.

**(viii) Feasibility Report:** A feasibility report as we know evaluates whether a proposed project or plan is practical and beneficial. In this regard we may mention an example; viz. a report assessing the feasibility of opening a new branch office.

**(ix) Technical Report:** A technical report generally presents scientific, engineering, or technical information. **For an example,** a report on software development outcomes.

**(x) Research Report:** A research report as we know presents the findings of a systematic investigation or study. In this regard we may mention an example; viz. a report based on a consumer behavior survey.

#### 5.8.4 Styles of Report Writing

**(i) Letter Report Style:** A report as we know presented in the form of a letter and addressed to a specific person or authority. **For an example,** a manager submitting a report to the Managing Director.

**(ii) Memorandum Report Style:** A report as we know is prepared in memorandum format for internal communication within an organization. In this regard we may mention an example; viz. a departmental report sent to senior management.

**(iii) Manuscript Report Style:** A detailed and comprehensive report as we know is prepared in a formal format. **For an example,** an annual report or research report.

**(iv) Printed Report Style:** A professionally printed report usually intended for wide circulation. **For an example,** a company's annual report distributed to shareholders.

**(v) Digital Report Style:** A report prepared and distributed usually electronically. In this regard we may mention an example; viz. a PDF project report shared through email.

#### 5.8.5 Rules for Drafting Reports

**(i) Define the Purpose Clearly:** The objective of the report as we know should be clearly understood before writing. **For an example,** preparing a report to evaluate employee performance.

**(ii) Collect Accurate Information:** Information generally should be gathered from reliable sources. For an example, we mention that using verified sales data in a sales report.

**(iii) Organize Information Systematically:** Information should as we know be arranged logically under appropriate headings. In this regard we may mention an example; viz. presenting findings before recommendations.

**(iv) Use Clear and Simple Language:** Reports as we know should be easy to read and understand. **For an example,** avoiding unnecessary technical jargon.

**(v) Maintain Objectivity:** Personal opinions as we know should be avoided unless specifically required. **For an example,** presenting survey results without personal comments.

**(vi) Be Concise and Relevant:** Include only information relevant to the purpose of the report. **For an example,** focusing on project outcomes rather than unrelated activities.

**(vii) Ensure Accuracy:** Facts, figures, and data should be checked carefully before submission. For an example, we mention that verifying financial calculations in an audit report.

**(viii) Use Appropriate Headings and Subheadings:** Proper headings improve readability and organization. In this regard we may mention an example; viz. using sections such as Introduction, Findings, and Recommendations.

**(ix) Include Conclusions and Recommendations:** The report should summarize findings and suggest suitable actions. **For an example,** recommending measures to improve productivity.

**(x) Review and Edit Before Submission:** The report in general should be proofread to eliminate errors and improve clarity. In this regard we may mention an example; viz. checking grammar, spelling, and formatting before final submission.

Report writing as we know is an essential form of business communication that helps organizations collect, analyse, and communicate information effectively. Thus, we may mention that a well-written report is factual, objective, systematic, and purpose-oriented.

## 5.9 Let Us Sum Up

This unit introduced the major business documents as we know used in organizational communication, namely **notices, circulars, resolutions, and minutes**. It explained their meaning, importance, formats, and drafting practices, highlighting their role in conveying information, recording decisions, and maintaining official records. The unit also distinguished between **notices and circulars** based on their purpose, audience, and mode of communication. Further, it discussed **report writing**, including its meaning, features, types, styles, and drafting rules.

## 5.10 Keywords

**Notice-**A notice as we know is a formal written communication used to inform a specific group of people about an event, meeting, programme, policy, activity, or any other matter of importance.

**Circular-**A circular as we know is a formal written communication issued by an organization to convey the same information, instructions, policies, decisions, or announcements to a large number of people simultaneously.

**Resolution-** A resolution in general is a formal decision, declaration, or expression of opinion adopted by the members of a meeting after discussion and approval.

**Minutes**-Minutes as we know are the official written record of the proceedings, discussions, decisions, and resolutions of a meeting.

## **5.11 Exercises**

### **A. Multiple Choice Questions (MCQs)**

**1. A notice as we know is primarily used to-**

- a) Record meeting proceedings
- b) Inform people about important matters
- c) Approve decisions
- d) Conduct surveys

**2. Which of the following is generally distributed to a large number of people?**

- a) Resolution
- b) Minutes
- c) Circular
- d) Agenda

**3. A resolution as we know is-**

- a) A formal decision of a meeting
- b) A public announcement
- c) A type of report
- d) A notice board display

**4. Minutes as we know are the official record of-**

- a) A report
- b) A circular
- c) A meeting
- d) A notice

**5. Which document is generally displayed on a notice board?**

- a) Notice
- b) Resolution
- c) Minutes
- d) Report

**6. Which type of report is prepared at regular intervals?**

- a) Special Report
- b) Routine Report
- c) Feasibility Report
- d) Research Report

**7. A report as we know should be-**

- a) Biased
- b) Emotional
- c) Objective

d) Informal

**8. Which style of report is most detailed and comprehensive?**

- a) Letter Report
- b) Memorandum Report
- c) Manuscript Report
- d) Informal Report

**9. Who generally signs the minutes of a meeting?**

- a) Any member
- b) Visitor
- c) Chairperson or authorized officer
- d) Accountant

**10. Which of the following is a feature of report writing?**

- a) Accuracy
- b) Objectivity
- c) Clarity
- d) All of these

**B. Short Answer Questions**

1. What do you mean by a notice?
2. Define a circular.
3. What is meant by a resolution?
4. What are minutes of a meeting?
5. Mention any four features of a notice.
6. State any four components of the format of a circular.
7. Give any four differences between a notice and a circular.
8. What is report writing?
9. Mention any four features of a report.
10. Name any four types of reports.

**C. Long Answer Questions**

1. Define a notice and explain its format and drafting guidelines.
2. What is a circular? Discuss its features, format, and drafting practice.
3. Define a resolution and explain its importance, format, and drafting procedure.
4. What are minutes of a meeting? Discuss their features, format, and drafting practice.
5. Distinguish between a notice and a circular.
6. Define report writing and discuss its importance in business communication.
7. Explain the major features of a report with suitable examples.
8. Discuss the various types of reports used in organizations.
9. Explain the different styles of report writing and their uses.
10. Discuss the rules for drafting an effective report.

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## 5.13 Check Your Progress : Possible Answers

### Section 5.3

1. A notice in business writing is a formal written communication used to inform a specific group of people about an event, meeting, programme, policy, activity, or any important matter.
2. Three rules of writing a notice in a business context are:
  - (i) A notice should be brief and concise, containing only the essential information.
  - (ii) A notice should be clear and specific, so that the readers can easily understand the message.
  - (iii) A notice should use formal and polite language suitable for official communication.

### Section 5.5

1. A resolution in a business context is a formal decision, declaration, or expression of opinion adopted by the members of a meeting after discussion and approval. It represents the collective decision of the members and serves as an official record of the organization.
2. Three features of resolution in a professional setting are:
  - (i) A resolution is a formal decision adopted by the members of a meeting.
  - (ii) A resolution reflects the collective approval of the members present at the meeting.
  - (iii) A resolution is recorded in writing and included in the minutes of the meeting.
3. Three types of resolution are:
  - (i) Ordinary Resolution
  - (ii) Special Resolution
  - (iii) Board Resolution

## **Module III: Business Writing and Employability Skills**

### **UNIT 6: BUSINESS CORRESPONDENCE AND INTERVIEW SKILLS**

#### **Structure**

- 6.0 Learning Objectives
- 6.1 Introduction
- 6.2 Business Letter Writing
  - 6.2.1 Meaning
  - 6.2.2 Importance of Business Letters
- 6.3 Essentials of a Good Business Letter
- 6.4 Styles and Forms of Business Letters
  - 6.4.1 Layout Styles
  - 6.4.2 Parts (forms) of a Business Letter
- 6.5 Types of Business Letters
- 6.6 Interviewing Skills: Definition and Types
  - 6.6.1 Definitions
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- 6.7 Guidelines for Successful Interviews
  - 6.7.1 Before the Interview
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- 6.8 Application Letter Writing
  - 6.8.1 Meaning and Purpose
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- 6.9 Essentials of Curriculum Vitae and Resume
  - 6.9.1 What is a Resume?
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  - 6.9.3 Difference between a CV and a Resume
  - 6.9.4 Essential Components
  - 6.9.5 Tips for an Effective Resume/CV
- 6.10 Let Us Sum Up
- 6.11 Keywords
- 6.12 Exercises
- 6.13 References/Further Readings
- 6.14 Check Your Progress: Possible Answers

## 6.0 Learning Objectives

After studying this unit, you will be able to:

- Explain the meaning and importance of business letter writing.
- Identify the essential qualities of an effective business letter.
- Distinguish between the different styles, forms, and types of business letters.
- Define interviews and describe their various types.
- Apply practical guidelines to perform well in interviews.
- Write an effective job application letter.
- Prepare a professional curriculum vitae and resume, and explain the difference between them.

## 6.1 Introduction

Imagine you have just completed your degree and spotted your dream job advertisement. Two things now stand between you and that job: the quality of your written application, and your performance in the interview. Both depend on a set of practical skills that this unit will help you master — the skills of business correspondence and interviewing.

Business correspondence is the written communication that organisations use to conduct their affairs. Despite the rise of email, instant messaging, and phone calls, the formal business letter remains a vital tool — for placing orders, making enquiries, lodging complaints, sending official notices, and, importantly, applying for jobs. A well-written letter projects professionalism, builds goodwill, and creates a permanent record.

Interview skills, meanwhile, are essential for almost every stage of your career. The job interview is the gateway to employment, but interviews also occur in many other contexts — admissions, appraisals, journalism, and research. Knowing how interviews work, and how to perform well in them, is a skill that will serve you for a lifetime.

This unit brings these two essential areas together. We begin with the art of business letter writing, then move on to interviewing skills, and finally focus on the practical documents you will need for your own career: the application letter, the curriculum vitae (CV), and the resume.

## 6.3 Business Letter Writing: Meaning and Importance

### 6.3.1 Meaning

A business letter is a formal written communication from one organisation to another organisation or to an individual, in relation to a commercial or official matter. A personal letter is informal and emotional but a business letter is formal, factual and purposeful. It deals with inquiries, orders, complaints, sales, recruitments, official correspondence etc.

Basically, a business letter is a tool of professional communication. It is a way of doing business, of informing, persuading and maintaining relationships in writing. All business letters have a purpose and an audience, and they follow a recognized format that signals professionalism and seriousness.

### 6.3.2 Importance of Business Letters

Even in the age of instant digital communication, there are several reasons business letters remain important:

- Permanent record: A business letter is a written documented record of communication that can be referred to, filed and used as evidence if there are disputes.

- **Formality and credibility:** A letter lends an authority and seriousness that informal messages do not possess. Official decisions, agreements, and notices are typically communicated through formal letters.
- **Wide reach:** Letters can reach out to customers, suppliers, employees, and authorities who may be located anywhere.
- **Building goodwill:** A courteous, well-written letter creates a positive impression and helps in building long-term business relationships.
- **Legal value:** Many business letters like contracts, agreements, official notices have legal value and can be produced as evidence in legal proceedings.
- **Cost-effective:** Writing is cheaper than travel and meetings.
- **Promotion and persuasion:** Sales letters and circulars are very powerful instruments to promote products and persuade customers.

#### ◆ CHECK YOUR PROGRESS

1. Define a business letter in your own words.
2. How does a business letter differ from a personal letter?
3. List THREE reasons why business letters remain important in the digital age.

## 6.4 Essentials of a Good Business Letter

A good business letter is not just about following a format ; it is about communicating successfully. The '7 Cs' of communication are often used to remember the essential qualities of a good business letter, as well as some other features specific to letter writing.

- 1. Clarity:** The message must be clear and easily understood. It should not sound ambiguous.
- 2. Conciseness:** Try to be brief as much as possible. A long letter wastes the reader's time and obscures the main point.
- 3. Completeness:** The letter should contain all the relevant information the reader needs i.e. dates, references, amounts, and any required action.
- 4. Correctness:** Facts, figures, grammar, and spelling must be accurate. Errors kill credibility and may trigger practical problems.
- 5. Courtesy:** When delivering bad news or a complaint, a polite and respectful tone can help build a lot of goodwill.
- 6. Coherence:** Ideas should be logically structured and flow smoothly from one point to the next.
- 7. Concreteness:** Use specific facts and figures rather than vague statements.

In addition to the 7 Cs, a good business letter should also have:

- Proper format and presentation in an acceptable format.
- Tone that fits the purpose and the reader.
- Clear, relevant focus on one subject or a few closely related subjects.
- Reader-centred language, which takes account of the reader's interests and needs (the 'you' attitude).

## 6.5 Styles and Forms of Business Letters

The 'style' of a business letter refers to the way its parts are arranged on the page i.e. the layout. With time several standard layouts have developed.

### 6.5.1 Layout Styles

#### 1. Full Block Style

In the full block style, every line of the letter the date, addresses, salutation, body, and closing begins at the left margin. There is no indentation anywhere. Paragraphs are separated by a blank line. This is the most common and modern style because it is simple, clean, and easy to type.

#### 2. Modified Block Style

In the modified block style, the body paragraphs and addresses are indented to the left, but the date, complimentary close, and signature are placed toward the right side of the page (the centre or right). This style gives a balanced, traditional look. Semi-Block (Indented) Style.

#### 3. Semi-Block (Indented) Style

The semi-block style is similar to the modified block, but the first line of each paragraph is indented. This is the most traditional and formal-looking style, though it is less common in modern business.

### 6.5.2 Parts (Forms) of a Business Letter

No matter what style of layout is followed, a complete business letter contains the following standard parts:

**Heading / Letterhead:** The sender's name, address and contact details, usually pre-printed at the top.

**Date:** The date on which the letter is written.

- **Inside Address:** The name, designation and address of the person to whom you are writing.
- **Salutation:** The form of address, e.g. 'Dear Sir/Madam,' or 'Dear Mr Sharma,'.
- **Subject Line:** A short statement of the purpose of the letter (optional, but recommended).
- **Body:** The main part of the text, usually divided into an introduction, body and conclusion paragraph.
- **Complimentary Close:** A formal way of ending a letter, e.g. 'Yours faithfully,' or 'Yours sincerely,'.
- **Signature:** Hand written signature of sender. Typed name and designation are usually provided.
- **Enclosures:** A reference to any attached documents (e.g. 'Encl: Resume').

#### Salutation and Close — A Useful Rule:

When you begin with 'Dear Sir' or 'Dear Madam' (you do not know the person's name), close with 'Yours faithfully.' When you begin with the person's name, such as 'Dear Mr Mukherjee,' close with 'Yours sincerely.'

#### ♦ CHECK YOUR PROGRESS

1. Name and briefly describe the THREE main layout styles of a business letter.
2. List any FIVE standard parts of a business letter.
3. If you begin a letter with 'Dear Sir,' which complimentary close should you use?

## 6.6 Types of Business Letters

Business letters can be classified according to their purpose. The most common types are:

### **1. Enquiry Letters**

An enquiry letter is written to know about the products, services, prices, terms or availability. For example, a buyer could write to a supplier requesting a price list and delivery details. Enquiry letters should be clear and specific as to what information is required.

### **2. Order Letters**

An order letter (or purchase order) is a letter to place an order for goods or services. There should be no confusion regarding the items, quantities, prices, delivery requirements and payment terms.

### **3. Sales Letters**

A sales letter is a letter that you write to sell a product or service and persuade the reader to buy. This is normally in the form of attention, interest, desire and action (the AIDA method).

### **4. Complaint Letters**

A complaint letter is written to inform, of a problem — defective goods, poor service, billing error — and request a remedy. A well written complaint letter should accurately and politely describe the problem, include the pertinent details and state the desired action, but do so in a firm but courteous tone.

### **5. Adjustment Letters**

An adjustment letter is a response to a complaint letter. It accepts the complaint and states its course of action and attempts to preserve the goodwill of the customer, whether or not the complaint is upheld.

### **6. Recovery / Collection Letters**

These letters are written to remind customers about overdue payments and request settlement.

### **7. Circular Letters**

A circular letter is used to communicate the same information to a large number of people – for example, to announce a change of address, a new product launch or a change in management.

### **8. Application Letters**

An application letter (covered in detail in Section 6.9) is written to apply for a job, usually accompanying a resume or CV.

#### **◆ CHECK YOUR PROGRESS**

1. What is the purpose of an enquiry letter?
2. Explain the difference between a complaint letter and an adjustment letter.
3. What does a circular letter do?

## **6.7 Interviewing Skills: Definition and Types**

### **6.7.1 Definition**

It takes place between two or more people . One person asks questions(interviewer) ; the other person answers (interviewee) . The most common form is the job interview, where an employer determines the fitness of a candidate for a position. But interviews come in many forms and serve many purposes besides hiring.

In its most basic sense, the interview is a purposeful, goal-oriented communication event. Each has a goal (interviewer must gather information and make a judgment; interviewee must present well and gather information about the opportunity).

### 6.7.2 Types of Interviews

Interviews can be classified in a number of ways: by purpose, structure, number of participants and format.

#### By Purpose

- Job / Selection Interview: Conducted to assess and select candidates for employment.
- Appraisal Interview: Conducted for reviewing an employee's performance and discussing development.
- Exit Interview: Conducted when an employee leaves, to comprehend their reasons and gather feedback.
- Information / Research Interview: Conducted to gather facts, opinions, or data, common in journalism and research.
- Counselling / Disciplinary Interview: Conducted to advise, discipline or discuss an employee's behaviour or problems.

#### By Structure

- Structured Interview: The questions are standardised and asked in the same order to all candidates so that they can be fairly compared.
- Unstructured Interview: Talk without a predetermined list of questions – more flexible but harder to compare.
- Semi-Structured Interview: Semi-Structured Interview: Consists of a set of pre-prepared questions but allows for the flexibility to explore interesting points as they arise. This is the most common format in practice.

#### By Format and Participants

- One-to-One Interview: A single interviewer and a single candidate . This is the most common format.
- Panel Interview: Several interviewers question one candidate together. This is common for senior or important roles.
- Group Interview: Several candidates are interviewed together and usually there is a group discussion or activity.
- Telephone / Video Interview: Conducted remotely, quite common for initial screening and for remote roles.
- Stress Interview: It is an interview in which the candidate is purposely put under pressure to see how he/she reacts to stress.
- Behavioural Interview: The candidate discusses how they handled real past cases, assuming that past behaviour is a predictor of future behaviour.

#### ♦ CHECK YOUR PROGRESS

1. Define an interview in your own words.
2. Distinguish between a structured and an unstructured interview.
3. What is a panel interview, and when is it commonly used?

## 6.8 Guidelines for Successful Interviews

Achieving success in an interview is rarely a matter of luck. It is the result of 3Ps i.e. preparation, presentation, and practice. The following are the guidelines for the three stages of an interview to help you perform well.

### 6.8.1 Before the Interview

- Get a thorough know-how about the organisation: Learn about its products, services, values, recent accolades, and the role you are applying for. This knowledge helps you ask good questions and answer questions intelligently
- Analyse the job description: Understand what they are looking for and be ready to back it up with examples of how you have them.
- Anticipate questions: Think about answers to common questions like, “Tell me about yourself,” “Why do you want this job?,” “What are your strengths and weaknesses?”
- Prepare your documents: Carry extra copies of your resume, certificates and any requested documents in a well-organized folder.
- Dress for success: Wear a smart, appropriate outfit for the organization. Ensure your clothes are clean and pressed.
- Plan logistics: Know the venue, route, and time. Kindly arrive 10-15 minutes early.

### 6.8.2 During the Interview

- Make a good first impression: Shake hands politely and firmly (if appropriate) with the interviewer and wait to be invited to sit down.
- Mind your body language: Stand tall, make eye contact, smile naturally and don't fidget.
- Listen carefully: Listen carefully and make sure you understand the question before you answer it.
- Answer clearly and honestly: Answer honestly and clearly. Provide some real-life examples to back up what you are saying.
- Show enthusiasm: Be genuinely interested in the work and the organization.
- Ask thoughtful questions: When invited, ask intelligent questions about the role, team or growth opportunities. This is engagement.
- Stay calm and positive: No matter how tough a question may be stay cool and never say anything negative about previous employers.

### 6.8.3 After the Interview

- Thank the interviewer: Before you leave, thank them and follow up with a quick thank-you email.
- Reflect: What went well and what could be improved for the next interviews.
- Follow up appropriately: If you have not heard within the stated time then a polite follow up enquiry is acceptable.

#### The STAR Technique:

For behavioural questions ('Tell me about a time when...'), use the STAR method: describe the Situation, the Task you faced, the Action you took, and the Result you achieved. This gives a clear, structured, and convincing answer.

#### ◆ CHECK YOUR PROGRESS

1. List THREE things you should do BEFORE attending a job interview.
2. Why is body language important during an interview?
3. Explain the STAR technique for answering interview questions.

## 6.9 Application Letter Writing

### 6.9.1 Meaning and Purpose

An effective application letter (also popularized as cover letter) is a formal letter written to apply for a job. It usually accompanies your resume or CV and serves to introduce you to the employer, highlight your compatibility for the role, and compel them to invite you for an interview. While the resume lists your qualifications and experience, the application letter explains in a personal, persuasive way why you are the right candidate for the vacancy advertised.

### 6.9.2 Structure of an Application Letter

A good application letter is generally one page long and follows this structure:

- Opening paragraph: State the position you are applying for, and how you heard about it. Grab the reader's attention.
- Middle paragraph(s): Highlight your relevant qualifications, skills, and experience. Write your strengths. In this section try to explain why these qualities make you suitable for the job.
- Closing paragraph: Express your enthusiasm, ask for an interview, thank the reader, and tell how you can be reached.

### 6.9.3 Tips for an Effective Application Letter

- Address the letter to a specific person whenever possible, rather than 'To Whom It May Concern.'
- Tailor each letter to the specific job requirement and organisation. Avoid generic letters.
- Keep it concise. A single page is perfect.
- Use a confident tone.
- Emphasize what you can do for the employer, not just what you want from the job.
- Proofread carefully, spelling or grammatical errors create a poor first impression.

#### Sample Application Letter (Outline):

[Your Name & Address] [Date]

[Employer's Name, Designation, Address]

Dear Mr/Ms [Name],

Subject: Application for the post of [Job Title]

Para 1: I wish to apply for the post of [Job Title] advertised in [source]. I am confident that my qualifications and skills make me a strong candidate for this role.

Para 2: I hold a [degree] from [institution] and have [experience/skills]. In my previous role, I [achievement that matches the job needs]...

Para 3: I would welcome the opportunity to discuss my application in an interview. Thank you for considering my application. I look forward to hearing from you.

Yours sincerely,

[Signature]

[Your Name]  
Encl: Resume

#### ◆ CHECK YOUR PROGRESS

1. What is the purpose of an application letter, and how does it differ from a resume?
2. Describe the three-part structure of an application letter.
3. Why should you tailor each application letter to the specific job?

## 6.10 Essentials of Curriculum Vitae and Resume

### 6.10.1 What is a Resume?

A resume is a short, clear document—usually one to two pages—that summarizes a candidate's education, work experience, skills and achievements in relation to a particular position. The word 'resume' comes from the French word for 'summary' and it is usually a focused summary tailored to the position you are applying for. A resume is the most common document used for job applications in the corporate world.

### 6.10.2 What is a Curriculum Vitae (CV)?

A curriculum vitae, or CV (Latin for 'course of life'), is a more detailed and comprehensive document, providing a complete history of a person's academic and professional life. It can be many pages long, and contains detailed information about education, research, publications, presentations, awards, and professional affiliations. Curriculum Vitae are frequently used in medicine, research, academia and science and for jobs abroad.

### 6.10.3 Difference Between a CV and a Resume

| Feature       | Resume                           | Curriculum Vitae (CV)                            |
|---------------|----------------------------------|--------------------------------------------------|
| Length        | Short (1–2 pages)                | Detailed (can be several pages)                  |
| Content       | Targeted summary for a job       | Full academic and professional history           |
| Focus         | Skills and experience for a role | Complete record including research, publications |
| Customisation | Tailored to each job             | Mostly comprehensive                             |
| Common Use    | Corporate / industry jobs        | Academic, research, medical, overseas            |

### 6.10.4 Essential Components

Whether you are writing a resume or a CV, the following components are typically included:

- Personal details: Full name, phone number, professional email address, and contact address. (A photograph and date of birth are common in India but not required in many Western countries.)
- Career objective / Professional summary: A brief statement of your goals.
- Educational qualifications: Degrees attained, institutions, and years, usually included in reverse chronological order (most recent first).
- Work experience: Job titles, employers, durations, and key responsibilities and achievements.
- Skills: Relevant technical, language, and soft skills.
- Achievements and awards: Any notable accomplishments, prizes, and recognitions.
- Additional information: Languages, hobbies, certifications, or volunteer work, as relevant.
- References: People who can vouch for you ( relatives should be avoided).

#### **6.10.5 Tips for an Effective Resume / CV**

- Keep it clean, easy to read, with consistent formatting.
- Use clear headings and bullet points rather than long paragraphs.
- Start your bullet points with strong action verbs (e.g., 'managed,' 'developed,' 'achieved').
- Quantify achievements, if possible (e.g., 'increased sales by 20%').
- Tailor your resume according to the job requirement.
- Keep it honest , never exaggerate or include false information.
- Proofread thoroughly to remove spelling and grammatical errors.
- Use a professional email address and an appropriate file name when sending over e-mail.

#### **♦ CHECK YOUR PROGRESS**

1. What is the main difference between a resume and a CV?
2. List any FIVE essential components of a resume.
3. Why is it important to use action verbs and quantify achievements in a resume?

### **6.11 Let Us Sum Up**

In this unit you have studied two closely related aspects that are vital to your professional life: business correspondence and interview skills.

- A business letter is a formal written message used for commercial or official purposes. Business letters still are important because they are permanent records, have formality and legal value, develop goodwill, and reach a wide audience.
- A good business letter should adhere to the 7 Cs: clarity, conciseness, completeness, correctness, courtesy, coherence and concreteness, with a correct format, professional tone and reader-oriented language.
- Business letters are written in full block, modified block or semi-block style and consist of standard parts such as the heading, date, inside address, salutation, body, complimentary close and signature.

- Some common types of business letters are enquiry, order, sales, complaint, adjustment, recovery, circular and application letters.
- An interview is a structured conversation with a purpose. Interviews are classified by purpose (job, appraisal, exit, research), structure (structured, unstructured, semi-structured) and format (one-to-one, panel, group, telephone/video, stress, behavioural).
- Interview success depends on good preparation, confident presentation, good listening, honest and structured answers (e.g. STAR technique) and proper follow-up
- An application letter introduces a candidate, emphasizes the candidate's suitability and persuades the employer to grant an interview. It should be relevant, short and convincing.
- A resume is a short summary targeted for a particular job, while a CV is a detailed document used mainly in academia and research. Both should be clear, honest, well-organised and, where possible, tailored.

These skills collectively form the foundation of your professional self-presentation. Mastering them will give you a huge advantage as you start and move along in your career.

## 6.12 Keywords

**Business Letter:** A formal written message exchanged for a commercial or official purpose.

**Salutation:** The greeting at the beginning of a letter (e.g., 'Dear Sir,').

**Complimentary Close:** The courteous sign-off at the end of a letter (e.g., 'Yours faithfully,').

**Full Block Style:** A letter format in which every line begins at the left margin.

**Enquiry Letter:** A letter requesting information about products, services, or terms.

**Interview:.** A planned and systematic conversation for the purpose of obtaining information or make an assessment.

**Structured Interview:** An interview using a fixed set of predetermined questions for all candidates.

**Panel Interview:** An interview in which several interviewers question one candidate together.

**STAR Technique:** A method of answering behaviour questions by explaining the Situation, Task, Action and Result.

**Application Letter:** A formal letter, also called a cover letter, written to apply for a job alongside a resume.

**Resume:** A resume is a short, clear document—usually one to two pages—that summarizes a candidate's education, work experience, skills and achievements in relation to a particular position.

**Curriculum Vitae (CV):** A curriculum vitae, or CV (Latin for 'course of life'), is a more detailed and comprehensive document, providing a complete history of a person's academic and professional life.

## 6.13 Exercises

### A. MCQ Questions

1. A business letter is mainly used for:

- A. Personal emotional communication
- B. Commercial or official communication
- C. Casual conversation
- D. Entertainment

2. Which of the following is an importance of business letters?

- A. They create confusion
- B. They provide a permanent record
- C. They are always informal
- D. They avoid documentation

3. Which of the following is one of the 7 Cs of a good business letter?

- A. Confusion
- B. Clarity
- C. Carelessness
- D. Complexity

4. In full block style, every line of the letter begins at the:

- A. Right margin
- B. Centre of the page
- C. Left margin
- D. Bottom of the page

5. Which part of a business letter contains the main message?

- A. Salutation
- B. Body
- C. Signature
- D. Complimentary close

6. An enquiry letter is written to:

- A. Apply for a job
- B. Request information about products, services, prices, or terms
- C. Complain about poor service
- D. Collect overdue payment

7. An interview is a purposeful communication event between:

- A. Writer and reader
- B. Speaker and audience only
- C. Interviewer and interviewee
- D. Seller and buyer only

8. A panel interview involves:

- A. One interviewer and one candidate
- B. Several interviewers questioning one candidate
- C. Only written questions
- D. No interviewer

9. The STAR technique stands for:

- A. Situation, Task, Action, Result
- B. Skill, Time, Answer, Review
- C. Strength, Talent, Ability, Response
- D. Statement, Topic, Aim, Result

11. A resume is usually:

- A. A long academic document
- B. A short summary of education, experience, skills, and achievements
- C. A personal diary
- D. A legal agreement

### **B. Short Answer Type Questions**

1. What do you mean by a business letter?
2. State two importance of business letters.
3. Write any three essentials of a good business letter.
4. What is meant by full block style in business letter writing?
5. Mention any five parts of a business letter.
6. What is an enquiry letter?
7. Define an interview in your own words.
8. What is a panel interview?
9. What is the purpose of an application letter?
10. Write two differences between a resume and a curriculum vitae.

### **C. Long Answer Type Questions**

1. Define business letter and explain its importance in professional communication.
2. Discuss the essential qualities of a good business letter with reference to the 7 Cs of communication.
3. Explain the different layout styles of business letters.
4. Describe the main parts of a business letter with suitable examples.
5. Discuss the different types of business letters and their purposes.
6. Define interview and explain the different types of interviews based on purpose, structure, and format.
7. Explain the guidelines for successful interviews before, during, and after the interview.
8. Discuss the STAR technique and explain how it helps in answering behavioural interview questions.
9. Explain the meaning, purpose, and structure of an application letter.
10. Discuss the difference between a resume and a curriculum vitae and explain the essential components of both

## **6.14 References/Further Readings**

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## **6.14 Check Your Progress: Possible Answers**

### **Section 6.3**

**Q1:** A business letter is a formal letter written from one organization to another, or from an organization to an individual, for a commercial or official purpose.

**Q2:** Business letters are formal, factual and to the point and contain commercial or official information; personal letters are informal, emotional and are between people who know each other on a private level.

**Q3:** Business letters are still important because they provide a permanent written record, convey formality and legal value, and help build goodwill and lasting business relationships.

### **Section 6.5**

**Q1:** Full block (all lines flush left); modified block (body flush left, but date and close flush right); and semi-block (like modified block but first lines of paragraphs indented).

**Q2:** Any five of: heading/letterhead, date, inside address, salutation, subject line, body, complimentary close, signature, and enclosures.

**Q3:** You should end with 'Yours faithfully.'

### **Section 6.6**

**Q1:** An enquiry letter is written to request information about products, services, prices, terms or availability from a supplier or organisation.

**Q2:** A complaint letter states a problem and asks for a remedy. An adjustment letter is the response to a complaint. It acknowledges the problem, explains the action taken, and attempts to preserve goodwill.

**Q3:** A circular letter is one that contains the same information for a large number of people at the same time. For example, a circular letter may announce a new product, a change of address or a change in management.

### **Section 6.7**

**Q1:** An interview is a purposeful, formal conversation between two people, one of whom asks questions and the other answers in order to obtain information or an assessment.

**Q2:** You have a set of questions that you ask every candidate in the same way. This lets you compare candidates fairly. Unstructured interview: You just have a conversation that is free flowing.

**Q3:** In a panel interview, a group of interviewers interview a single candidate. It is often used for senior, important or sensitive positions.

### **Section 6.8**

**Q1:** Before a job interview you should: research about the organisation/company and the role applied for; think about and prepare answers to common questions; arrange your certificates, appearance and travel plans in advance.

**Q2:** Body language signals confidence, attentiveness, and professionalism. Good posture, eye contact, and a natural smile create a positive impression. Avoid fidgeting or poor posture.

**Q3:** STAR method for answering behavioural questions STAR stands for Situation, Task, Action, Result. Using the STAR method gives a clear, structured and convincing answer.

### **Section 6.9**

**Q1:** An application letter introduces the candidate to an employer and argues for an interview by emphasizing his or her suitability. The application letter, unlike a resume, which lists qualifications, explains in a personal and persuasive fashion why the candidate is suitable for the job.

**Q2:** An application letter has an opening paragraph (stating the position and where you saw it), middle paragraph(s) (highlighting relevant qualifications and linking them to the job), and a closing paragraph (expressing enthusiasm, requesting an interview and giving contact details).

**Q3:** Tailoring each letter shows the employer that you have understood their specific needs and are seriously interested in that particular job role. A lot more convincing than a mass produced, general letter.

### **Section 6.10**

**Q1:** A resume is a short, clear document—usually one to two pages—that summarizes a candidate's education, work experience, skills and achievements in relation to a particular position while a curriculum vitae, or CV (Latin for 'course of life'), is a more detailed and comprehensive document, providing a complete history of a person's academic and professional life.

**Q2:** Any five of: personal details, career objective/summary, educational qualifications, work experience, skills, achievements and awards, additional information, and references.

**Q3:** Action verbs make your resume sound dynamic and concrete, while quantified achievements (e.g., 'increased sales by 20%') provide measurable proof of your impact, making your resume more convincing to employers.