Master of Computer Application (MCA)

COMMUNICATION SKILLS – SCIENTIFIC AND TECHNICAL WRITING

MCA – 206

Lesson: 1

INTRODUCTION TO COMMUNICATION

Writer: **Dr. M. C. Garg**

Reader, Department of Business administration,

Guru Jambheshwar University of Science and Technology,

Hisar, (Haryana)

Vetter: **Dr. Kulwant Pathania**

Converted in to SIM format by: **M. R. Patra**

Faculty Member,

Department of Communication Management and Technology,

Guru Jambheshwar University of Science and Technology,

Hisar, Haryana.

LESSON STRUCTURE:

In this lesson, we shall discuss about some basic aspects of communication. We shall discuss about the expanse, need, and evolution of communication. Then we shall focus on the essentials of communication and the principles of effective communication. Finally, we shall try to understand the impact of IT on communication, and communication systems in business organizations. The lesson structure shall be as follows:

1.0   OBJECTIVES:

Communication is as old as the human race. Several communications scholars have stated that the word "communication" is derived from the Latin verb "*communicare*" which means " to make common" or " to share". It is also believed to have been based on a Latin word, "*cummunis*", which means to communicate and share, to impart a piece of information, a message, an idea or concept.

We shall discuss about various aspects of communication in this lesson. The objectives of this lesson are as follows:

To understand the Expanse of Communication,

To study the Need for Communication,

To study the Evolution of Communication.

To study the Meaning and Characteristics of Communication,

To study the Importance of Communication,

To understand the Objectives of Communication,

To understand the Factors Affecting in Choosing the Means of Communication,

To understand the Essentials of Good Communication,

To understand the Top Ten Tips for Successful or Effective Communication,

To understand the Principles of Effective Communication,

To understand the Impact of Information Technology on Communication,

To understand the Communication System in Business Organizations.

1.1 INTRODUCTION:

Communication is often considered as an activity only. In actuality, it is a process. The process of communication includes transmission of information, ideas, emotions, skills, and knowledge. This is done with the help of symbols, words, pictures, figures, graphs, drawings, and illustrations, etc.

Again, "communication" is the process by which we understand and in turn try to be understood by others. It is dynamic, constantly changing and shifting in response to the overall situation. Therefore, "communication" can be described as "the interchange of thoughts or ideas". This is also referred as *sharing of meaning.*

Again, *communication is viewed as creation and transmission of information, consisting of distinctive stimuli, from a source to a recipient.*

Speaking about the role of communication in everyday life, one can say that communication is a system through which the messages are sent, and feedback received. So it is not a one-way process. Rather it is a two-way process.

1.2 PRESENTATION OF CONTENT:

Communication is a process of transferring a particular information or message from an information source to a desired, definite or a particular destination. This process also involves feedback from the receiver. In this lesson, we shall discuss about different aspects of communication.

The content of this lesson shall be presented as follows:

Expanse of Communication

Need for Communication

Evolution of Communication

Meaning and Characteristics of Communication

Importance of Communication

Objectives of Communication

Factors affecting in choosing the means of Communication

Essentials of good Communication

Top Ten Tips for Successful or Effective Communication

Principles of Effective Communication

Impact of Information Technology on Communication

Communication System in Business Organizations

1.2.1 EXPANSE OF COMMUNICATION:

When a baby sees its mother's face for the first time, communication happens. When someone steps out onto a beach and the air touches his nose and the smell of the ocean comes into his mind, communication happens.

When the Indian Parliament passes and the President signs a new bill to curb monopolies in the market, communication happens. When a computer in Delhi calls up a computer in Tokyo and transmits a message, communication happens.

Communication is the modus operandi of social and commercial intercourse. It is communication, which gets the world going. It is the lifeblood of any organization. It is the ability of mankind to communicate across barriers and beyond boundaries that has ushered the progress of mankind. It is the ability of fostering speedy and effective communication around the world, which has shrunk the world and made 'globalization' a reality.

Communication is at once the cause and the consequence of a powerful world. Development of varied and sophisticated means of communication over a period of time has brought human beings across the globe closer and has also facilitated transmission of thoughts and ideas. The expanse of communication, therefore, is worldwide. And it truly encompasses human life in all its facets and endeavors. It galvanizes action among individuals, in organizations, in society and the world community at large. Understanding the power of communication is essential for the success of any human endeavor.

1.2.2 NEED FOR COMMUNICATION:

Man is a social being. He is a member of society. As a member of society he has to constantly interact with his fellow beings. He has emotions, feelings, likes and dislikes. He has to give vent to all these. He needs to convey and let others know what he feels. In other words, whatever be the environment in which a person is placed, he has to build links, establish relationships and have connections. The need for communication arises from man's desire to express himself in a meaningful manner. As stated earlier, communication is

the modus operandi of social interaction or social intercourse. As a member of the family, as a member of the social group, as a part of the work team, man communicates.

Human beings are emotional. They are also rational beings. They are endowed with the faculty of thinking. Human beings are creative. Human beings are intelligent and have brainpower. In order to give a meaningful expression to their creativity, intelligence, thoughts and ideas, they resort to communication.

The need for communication arises from the need to emote, to interact, to express one's ideas and thoughts and the need to relate and to connect.

SPEAKING WITH FIGURES: According to researchers, we spend 50%-80% of our waking hours in communication. Of this:

About 45% is spent in listening;

About 30% is spent in speaking;

About 15% is spent in reading; and

About 10% is spent in writing.

The factors responsible for growing importance of communication are as follows:

1. **Global Business Environment:** Now days, organizations operate at the transnational level. This needs dealings with people of different cultures and language.

2. **Large-Scale Operations:** With the expanding economies, businesses are being done on large scale. Consequently, size and decentralization of the organization increases. Coordinating the whole affair needs effective communication.

3. **Technological Advancement:** With fast moving technology, the methods and techniques of work change very fast. Making people understand the newer ways of doing things need effective communication.

4. **Role of Information:** The organizations need for information has increased. The business environment is changing very fast, and to keep pace with this changing environment, organizations have to be abreast with the latest.

5. **Change in Management Style:** Earlier the style of working was: management decides and orders workers to perform. Over a period of time, there has been a substantial change in this approach. Now the emphasis is on participative management. This requires better and more effective communication.

6. **Need for Better Human Relations and Higher Motivation Level:** With the growing aspirations of work force and its awareness, keeping the workers motivated and maintaining good relations with them is an important task of the management. This again requires better and more effective communication.

7. **Increasing Social Role:** Modern business is being recognized as a social institution. It has to deal with different segments of society who are in different capacities, such as its shareholders, customers, suppliers, trade unions, media, government, etc.

1.2.3 EVOLUTION OF COMMUNICATION:

The art of communication is as old as civilization. The art of communication, in fact, is older than the written word or even the spoken word. Man learnt to communicate even before he learnt to speak, read and write. And communication is not unique to human beings alone. Communication pervades the animal world as well. Birds and animals also communicate. The

sounds they make do carry meanings. The chirping of the birds, the roaring of the lions, the hissing of the snakes, the whining of the dogs, are expressive.

Much before he learnt to speak, man had learnt to express himself through sounds, gestures and actions. If we observe closely, we can see that he continues to use sounds, gestures and actions to communicate even to this day. It is not that those who can't speak, read or write cannot communicate. A blind man, like the illiterate person, resorts to oral and non-verbal communication. A dumb person, unable to speak, resorts to gesticulations and lip-reading.

The art of communication has, however, evolved over the years. From sounds, grunts, actions, gestures and gesticulations to the spoken word and thereafter to the world of reading, writing and modern and sophisticated methods of communication, it has been a long yet fascinating and rewarding journey. As he progressed in this fascinating journey, man learnt to interpret sounds, understand actions and use gesticulations. Messages were conveyed through sound, shouts and drumbeats.

The spoken word added a new dimension to the world of learning. Sages and saints of the yore learnt to pass on sacred verses and holy texts through the world of mouth. Then man started using symbols and pictures to convey messages. Early writings were on stones and leaves.

As man progressed, communication evolved further. The invention of printing, as we all know, revolutionized the process of communication. In terms of its reach the written word took a quantum leap. Side by side, various inventions made possible the recording of the spoken word and its transmission irrespective of time and distance. Gradually, the emergence of new media added new dimensions to the world communication.

1.2.4 MEANING AND CHARACTERISTICS OF COMMUNICATION:

In the last four or five decades the study of communication has been refined and strengthened by contribution from many scholars belonging to a variety of disciplines. Many scholars have defined communication to give us a clearer understanding. Some of such definitions are stated below:

1. In the words of Herbert A. Simon, *"Communication can be defined as any process whereby decisional premises are transmitted from one member of an organization to another."*

2. In the words of Keith Davis, *"Communication is the process of passing information and understanding from one person to another."*

3. In the words of Louis A. Allen, *"Communication is the sum of all the things one person does when he wants to create understanding in the mind of another. It is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding."*

4. According to American Management Association, *"Communication is any behavior that results in an exchange of meaning."*

5. In the words of Bartol and Martin, *"Communication is the exchange of messages between people for the purpose of achieving common meanings."*

6. In the words of McFarland, *"Communication may be broadly defined as the process of meaningful interaction among human beings. More specifically, it is the process by which meanings are perceived and understanding reached among human beings."*

Thus, communication is the force that binds the people of a group, or an organization together and the members can attain a common viewpoint and understanding, as well as cooperation to accomplish the group's or organization's objectives.

FOLLOWING ARE THE CHARACTERISTICS OF COMMUNICATION:

1. It is a process of passing information and understanding from one person to another.
2. It is a process of transmitting and sharing of ideas, opinions, facts, etc., in a manner that is perceived and understood by the receiver of the communication.
3. It is a meaningful interaction among people where the thoughts are transferred from one person to another.
4. Effective communication depends on the ability to listen (receive) and the ability to deliver the message.
5. The ultimate object of communication is to foster any attitude, which is necessary for motivation, cooperation and job satisfaction.
6. Communication discourages misinformation, ambiguity and rumours.
7. It establishes and improves the labour-management relationships.
8. Communication is an integral part of the process of adopting change.
9. It is the vehicle by which information relevant to decision is transferred.

1.2.5 IMPORTANCE OF COMMUNICATION:

The importance of communication is business has been widely accepted in recent years and this can be judged from the following facts:

1. **Smooth Running of Organizations:** Effective channel of communication facilitates smooth functioning of any organization. In every type of organizations, whether big or small, private or public; effective communication plays a vital role. The efficient performance of subordinates depends on effective communication from the superior at the right time, to the right person and through the right channel.
2. **Right and Quick Decision-making:** Communication facilitates the management to take vital decisions at the right time. Effective

communication is very essential for quick and systematic implementation of the management decisions also. It is the basis of direction and leadership. The management communicates the organizational policies, rules and procedures to the lower levels and the feedback conveys the performance.

3. **Facilitates Proper Planning and Coordination:** Communication also facilitates effective planning and coordination of activities. One of the important preconditions in planning is to get the things done and this can be possible through communication. Similarly, coordination between various groups and activities are very essential for efficient functioning of the enterprise. Coordination and cooperation depends upon adequate and effective system of communication at all levels of the enterprise.

4. **Maximum Productivity with Minimum Cost:** Maximum productivity with lesser cost is the aim of management. Maximization of the production is to be achieved with minimum friction and utmost good faith on the part of workers. All the sources of production such as men, materials and finance cannot accelerate productivity unless the management motivates the workers through effective communication of ideas, objectives and programmes of the organization. Communication thus, becomes a part of education, leadership and guidance function of the management.

5. *Minimizing Organizational Conflicts:* Shobhana Khandwala, in her book on *Communication in Industry* writes, *"Most of the conflicts in business are not basic but are caused by misunderstanding and ignorance of the facts. Proper communication between the interested parties reduces the point of friction and minimizes those that inevitably arise. Management at every work level is primarily charged with the responsibility of seeing that proper procedures are established for sympathetic interchange of information between all parties concerned."*

6. **To Induce Action and to Promote Employee Loyalty:** Ernest Dale and Michelon observe that the purpose of communication is to induce action. It is also meant to increase employee morale and to promote employee loyalty, cooperation and understanding. It is the method of persuading people towards the achievement of common objectives.

7. **Basis of Decentralization and Delegation of Authority:** About this point, George R. Terry writes, *"Communication is the means by which the act of delegation is accomplished."* Decentralization needs an increase in the communication system. People working in an organization must have clear understanding of their objectives and responsibilities. Everyone must know clearly the limits of his job and how it relates to the job of others working in same organization. This requires an effective system of communication- both upwards and downwards.

8. **For Democratic Functioning:** Democratic functioning of management requires a good channel of communication so that the problems and grievances of the workers, consumers, shareholders, suppliers of materials, and others who have direct interests in the organization could be solved in time and their valued suggestions could be incorporated in the policies, programmes and procedures of the organization.

9. **For Establishing Better Labour Relations:** Effective communication can play useful role in establishing constructive labour relations. It will do important work in interpreting and explaining the workers about the management policies, future programmes, the company and its products, history of the company, etc.

10. **Helps in Moulding Attitudes:** Effective communication helps in moulding attitudes of the workers in order to persuade, convince, and influence behavior. Communication helps to increase cooperation of employees also.

11. **Orientation Towards Physical and Social Environment:** Dale S. Beach is of the view that without physical and social orientation people would be lost. They would be unable to gain perspective or to place themselves properly in these environments. Effective communication, therefore, orients people to their physical and social environment.

12. **Binds the People to Organization:** Communication is the force that binds the people of an organization together since it attains a common viewpoint and understanding among the people to work together. It creates team spirit among the workers that holds together the employees for achievement of common objectives.

1.2.6 OBJECTIVES OF COMMUNICATION:

John G. Glover in his book on Fundamentals of Top Management, has given the following objectives of communication for an organization:

1. To keep the employees acquainted with the company's progress and development programmes.

2. To provide employees with necessary orders and instructions in connection with their rights, duties and responsibilities.

3. To solicit information from the employees which can help the management in decision-making.

4. To motivate employees towards their job and to create interest in the work of the company.

5. To express the interest and concern of the management in its personnel.

6. To minimize labour turnover.

7. To indoctrinate employees with the will to work and the benefits derived from their association with the company.

8. To instill employee with personal prestige and pride in being a member of the corporate body.

1.2.7 FACTORS AFFECTING IN CHOOSING MEANS OF COMMUNICATION:

The medium chosen for communicating any message will depend on various factors such as:

1. **Cost:**

    How much the communication will cost in terms of the results expected?

    Can an internal message be handwritten or is a printed copy important?

    Is the postal service satisfactory, or is email or fax justified?

2. **Confidentiality:**

    E-mail or fax may not be appropriate.

    A telephone call could be overheard.

    An internal memo may need to be enclosed in an envelope.

3. **Safety and Security:**

    Should a special Post Office service be used, e.g., registered or recorded delivery?

    Would a courier service be justified?

4. **Influence:**

    To convey a certain impression, would a congratulatory telegram or invitation be suitable?

    Multi-coloured letterheads on high quality paper convey a good image of a company.

5. **Urgency:**

Choose the method, which will produce the desired results with in the time available.

Perhaps the higher cost of a fax will be justified by the results obtained through its speed.

6. **Distance:**

    Is the communication with in the building, in the same town, or the other side of the world?

7. **Time of Day:** *This is particularly important when communicating with overseas countries.*

8. **Resources:** *Consider the equipment and staff available (sender and recipient).*

9. **Written Record:** *Written communications carry more authority and are proof of a transaction.*

10. **Recipient:**

    Consider who is sending and receiving the message.

    Personal contact may be appropriate on certain occasions.

    Verbal communication will not be appropriate where complex information or bad news is concerned.

    Choose language appropriately, considering the situation and the relationship between sender and recipient.

1.2.8 ESSENTIALS OF GOOD COMMUNICATION:

Much has been written about the essentials of good communication. The American Management Association has laid down ten essentials of good communications. Many authors like Frank E. Fischer, Merrihue and Redfield have highlighted many elements of communication. Keeping all these facts in view, the essentials of good communication are stated below:

1. **Think Clearly What to Communicate:** The first and the foremost step is to think clearly before you communicate. This means that there must be adequate planning before you communicate. Many communications fail because of inadequate planning and this planning process will consider the goals and attitudes of those who will receive the message of communication. It is desirable to consult others in planning a communication.

2. **Be Clear About the Objective of Communicating:** Before communicating, one should be very clear about the purpose of communicating, and what one wants to achieve through the proposed communication. It may be for obtaining any important information, or to initiate action, gain undertaking or to clear any doubts.

3. **Know Your Audience Well:** While communicating, it is important to know the attitudes, feelings and expectations of the receivers.

4. **Determine Media:** The media of communication is to be decided after having decided the subject matter of communication. In this respect all possibilities of written, visual or oral communication must be examined carefully.

5. **Select the Language and Content Carefully:** The person who communicates must be very careful about the language he uses for transmitting message while speaking or writing. His expressions, tone, and emotion play definite role in the effectiveness of communication.

6. **Create Self-Interest to the Receiver:** The best communication is one, which is expressed in terms of self-interest to the receiver. Merrihue writes "The ability to see other person's point of view is a priceless ingredient of effective communication." Thus efforts should be made to convey something that is beneficial to the receiver. This will make the communication more meaningful.

7. **Timing of Communication:** Proper attention should be given to the timing of the communication. Redfield writes, "The same message will be received or responded to differently by different individuals and groups at the same time or by the same individuals and groups at different time. Even in an emergency one dare not overlook the situational, psychological, and technical aspect of timing."

8. **Ensure that the Message is Properly Received:** The object of communication cannot be complete by simple transmission of the message. It is necessary to find out whether the message is properly received and understood by the receiver. To check this aspect, the receiver's reactions should be obtained. This means that there should be sufficient feedback to evaluate the communication whether it has been understood properly or it needs any adjustments.

9. **Present and Future Effect:** Ray A. Killan writes, "Aim communication at tomorrow as well as today. Although it may focus primarily on today's problem, it should plant the seeds of constant growth and improvement, and minimize future problems," This means that communication should be aimed at the present requirements and future requirements; and should not be meant for a particular situation only.

10. **Attach Importance to Actions Rather Than Words:** In all communications, actions are more significant than words. This is because that action speaks louder than words. The most persuasive communication is not what one says but what one does.

11. **Good Listening:** The American Management Association states "Listening is one of the most important, most difficult and most neglected skills in communication. It demands that we concentrate not only on the explicit meanings another person is expressing, but also on the implicit meanings, unspoken words, and undertones that may be far more

significant. Thus, we must learn to listen with attention and be focused if we are to know the inner meanings." An important aspect of effective communication, therefore, is that superiors and subordinates should be good listeners.

12. **Climate of Trust and Confidence:** Paul Arnold has stated "If your employee-relations programme is a sound one, if your intent is true, if your people believe in that intent and in that truth, then, and only then, your are successfully, communicating." This means that communication grows best in a climate of trust and confidence between the superiors and subordinates. The subordinates need to be convinced and feel that the company is truthful and sincere in its efforts.

13. **Keep the Channels of Communication Open:** The system of communication should be kept open and alive all the time. It is only through honest attempts that good communication relation can be developed.

14. **Feedback or Follow-Up:** This is one of the essential conditions of effective communication. The basic object of feedback is to ensure that what has been communicated originally has been properly understood by the recipients.

1.2.9 TOP TEN TIPS FOR SUCCESSFUL OR EFFECTIVE COMMUNICATION:

Shirley Taylor has prescribed top ten tips for successful communication, which are stated below:

1.   **Read:** Extend your knowledge of language by reading.

2.   **Listen Intelligently:** Remember that communication is a two way process. Listening is just as important as speaking. Similarly, try

reading your written message as if you were the recipient, and consider if it will be effective.

3. **Think and Plan:** Think before you speak or write. Plan all your communications carefully, whether oral or written

4. **Use Appropriate Language:** Use clear, simple language, and appreciate the same used by others.

5. **Be Open-Minded:** Consider other people's viewpoints.

6. **Select Appropriate Media:** Consider carefully the media or channels to be used for communicating your message. These should be appropriate to the desired objective.

7. **Time Your Communication Appropriately:** Consider the best time for the communication and how long it should be.

8. **Obtain Feedback:** Obtain feedback to ensure that the communication is effective. If the message is not understood, rather than blaming the recipient, ask your self why the communication failed and how it could have been improved. Some questions you might ask are:
   a. Did your language create confusion or misunderstanding?
   b. Were your timing poor?
   c. Was your message too long and the main points were lost?
   d. Were your tone and manner appropriate?

9. **Aim High:** Set and maintain high standards in all you methods of communication, both in terms of language and presentation.

1.2.10 PRINCIPLES OF EFFECTIVE COMMUNICATION:

The following are the principles of effective communication:

CLARITY: This includes clarity of thought and clarity of expression.

Clarity of thought:

The communication cycle begins with the generation of an idea in the mind of the transmitter. A great deal of clarity is needed at this stage, for if the beginning is fuddled, it is likely to mar the entire communication process. The communicator must be clear about three points:

(i)   What is the objective of communication?

(ii)   What is to be communicated?

(iii)   Which medium will prove to be the most suitable for the purpose?

Clarity of expression:

The receiver learns about the idea in the transmitter's mind through the coded message. If encoding is faulty, the message may be misinterpreted. So it is important to be careful while encoding the message. Since most of the messages are transmitted with the help of word, the transmitter should be careful about the meanings and composition of words.

The following points about the choice of words deserve attention:

(i)   **Use simple words**. Remember that simple and short words are more effective than pompous and heavy words.

(ii)   **Use single words for long phrases**. A single word is often more effective than long pompous-looking phrases.

(iii)   **Use verbs for nouns**. Using verbs in place of nouns often brings about simplicity and clarity.

(iv)   **Avoid *double entendre***. We often use words or phrases with two meanings. Such phrases can be easily replaced by simpler and clearer words.

(v)   Use concrete expressions. Concrete expressions create visualize images that are easy to register. So instead of vague, generalized statements, give define facts (unless you can derive a particular advantage from being general).

(vi)   Prefer active constructions (active voice), as they are easier to understand. If you deliberately want to create an impersonal style, you may be justified in using passive constructions. But in ordinary circumstances, it is better to use active constructions.

(vii)   Avoid excessive use of the infinitive. Excessive use of infinitive to tends to make the communication less impressive.

(viii)   Avoid jargon. Jargon refers to the special language of a trade, profession, or field of study. It may refer to words as well as to the style of writing. Jargons create difficulties of understanding, and make the style formal and stiff, so better avoid jargons in business communication.

(ix)   Avoid ambiguity. If your message can mean more than one thing, it is ambiguous. Ambiguity is very often caused by a careless use of personal pronouns.

Rajiv told Ramesh that he was not being considered for promotion. In this sentence, it is impossible to understand whether it was Rajiv or Ramesh who is not being considered for promotion.

(x)   Use short sentences. Whether your communication is oral or written, use short sentences. Long sentences tend to be complex and demand greater concentration. And nobody has time or patience for long sentences. To keep your sentences short, you can follow two very simply rules:

  o *Use one sentence to express only one idea.*

o *If a sentence runs beyond 30 words, it is better to break it up into two sentences.*

COMPLETENESS:

In communication, completeness of facts is absolutely necessary. Incomplete communication irritates the reader, for it leave him baffled. If wrong actions follow an incomplete message, they may also prove expensive. Let us suppose you are ordering shirts by mail. Your communication must include all the relevant facts – size, colour, catalogue number, quantity, mode of payment, mode of dispatch, the date by which you need the shirt, etc.

In the absence of any of these details, your order cannot be fulfilled to your satisfaction. You should organize your message in such a way that the receiver has no doubts about anything contained in it.

CONCISENESS:

A reader's time is invaluable. Do not make him feel that he is wasting his time in going through your unnecessarily lengthy letter. Be as brief as possible. Brevity in expression effectively wins the attention of the reader. However, brevity should not be affected at the cost of appropriateness, clarity, correctness, completeness or courtesy.

In fact, there is no hard and fast rule for the length of a letter. A letter should be as long or as short as is necessary to tell the story effectively. A two-page letter may seem short, while a ten-line letter may seem all too long. There are two tests to ascertain whether a letter

is to long. Ask yourself these two questions: "Does if say more than need be said?" "Does it take too many words for which it must say?"

CONSIDERATION:

In our letters and other communication, we must show consideration for the reader. This can be done in the following ways:

(i) **Adopt the your-attitude**. We know that we are primarily interested in ourselves. Naturally, every other person is interested more in himself than in a third party. It follows, therefore, that when we write letters to others, they are effective and the readers respond to out letters well only when we write from their point of view. So to make out letter more effective, we must avoid I's and we's and have as many you's as possible. In any case we should not forget the reader's point of view in the whole of our letter.

(ii) **Avoid gender bias**. Now that men no longer dominate the business world, it is extremely important to avoid gender bias. Using he when a message is going to a lady will certainly cause offence. So take timely precautions.

(iii) **Emphasize positive and pleasant facts**. On many occasions you may have to refuse (say 'no'), regret, disagree, complain, or say 'sorry'. To say this in plain words and in a straightforward manner is not difficult, but its effect on the reader's mind and the repercussions on the organization could be bad and far-reaching. We swallow sugarcoated pills without any grumble. Similarly in a business letter, the reader accepts calmly and coolly all the no's, regret's, and sorry's if they are expressed in a positive manner. An approach with a negative beginning or a negative connotation irritates the reader and makes him feel that you lack business manners and the gentlemanliness. In other

words, a positive and pleasant approach says 'no' but retains the customer's goodwill.

COURTESY:

In business we must create friendliness with all those to whom we write. Friendliness is inseparable from courtesy. And courtesy demands a considerate and friendly behaviour towards others.

CORRECTNESS:

(i) **Give correct facts**. Business communication often leads to expensive operations. So you should be sure that you are transmitting correct facts. In fact you should not transmit any message unless you are absolutely sure of its correctness. If you are not satisfied, you should immediately verify it from a reliable source, like an encyclopedia, an office file, a colleague, a dictionary, or even a grammar book. It your message involves any legal matter; you should know the correct legal position before you commit anything.

(ii) **Send your message at the correct time**. All messages must be transmitted and responded to at the most appropriate time. Outdated information is useless. In fact, communication is important, and transmitting outdated information would mean wastage of time, money and human resources. The principle of correct timing also stipulates that you communicate your message at a time when it is likely to prove most effective.

1.2.11 IMPACT OF INFORMATION TECHNOLOGY ON COMMUNICATION:

In recent years there has been an information technology revolution. While paper-based manual systems for processing information and communicating

are still very much evident, more and more office functions and procedures are now being undertaken by computer-based technology. The implications of information technology on communication cannot be ignored. However, the technology will always require people, and in communication it is the input of the operator that will ensure effective communication (or otherwise).

In the area of text creation, computer experts are trying to make the task of documents creating much easier. Programmes and software are available that produce standard layouts for most business documents when the inputs or variables are keyed in. In other words, the originator does not decide on the layout, the computer programme does.

The fundamental skills of structure, tone and composition will always be of vital importance in ensuring effective communication. As an originator of printed communications, you have control over these factors. However, while technological developments are making your role more interesting and challenging, the basic presentational conventions should not be allowed to suffer. No matter how technology develops in the future, high standards must be set and maintained in order to ensure that all your communications are not only appropriately worded and logically structured, but are also consistently and attractively presented.

1.2.12 COMMUNICATION SYSTEMS IN BUSINESS ORGANIZATIONS:

In small organizations of just a few people, there may be few communication problems. In larger organizations, the process is more complicated. Larger companies produce an organization chart, which makes lines of communication quite clear.

Reliance Industries

Chief Executive/Chairman

Managing Director

Company Secretary	Financial Director	Production Director	Human Resources Director	Sales Director	Purchasing Director
Sales Accounts	Purchase Accounts	Training Manager	Marketing Manager	Customer Services	Sales Manager

(Communication System)

Organization charts make it easier to see how communication can take place vertically (between levels), horizontally (between sections) and diagonally (between different levels and sections). It is important to keep all communication routes as open and as effective as possible.

1.3   SUMMARY:

- Communication is the process by which we understand and in turn try to be understood by others. It is dynamic, constantly changing and shifting in response to the overall situation. Therefore, "communication" can be described as "the interchange of thoughts or ideas". This is also referred as *sharing of meaning.*Again, *communication is viewed as creation and transmission of information, consisting of distinctive stimuli, from a source to a recipient.* Speaking about the role of communication in everyday life, one can say that communication is a system through which the messages are sent, and feedback received. So it is not a one-way process. Rather it is a two-way process.

- Communication is the modus operandi of social and commercial intercourse. It is communication, which gets the world going. It is the lifeblood of any organization. Communication is at once the cause and the consequence of a powerful world. Development of varied and sophisticated means of communication over a period of time has brought human beings across the globe closer and has also facilitated transmission of thoughts and ideas. The expanse of communication, therefore, is worldwide. And it truly encompasses human life in all its facets and endeavors. It galvanizes action among individuals, in organizations, in society and the world community at large.

- From sounds, grunts, actions, gestures and gesticulations to the spoken word and thereafter to the world of reading, writing and modern and sophisticated methods of communication, it has been a long yet fascinating and rewarding journey. The invention of printing, as we all know, revolutionized the process of communication. Gradually, the emergence of new media added new dimensions to the world communication.

- Communication is a process of passing information and understanding from one person to another. It is a process of transmitting and sharing of ideas, opinions, facts, etc., in a manner that is perceived and understood by the receiver of the communication. It is a meaningful interaction among people where the thoughts are transferred from one person to another. Effective communication depends on the ability to listen (receive) and the ability to deliver the message. The ultimate object of communication is to foster any attitude, which is necessary for motivation, cooperation and job satisfaction. Communication discourages misinformation, ambiguity and rumours. It establishes and improves the labour-management

relationships. Communication is an integral part of the process of adopting change. It is the vehicle by which information relevant to decision is transferred.

1.4   KEY WORDS:

Communication: Communication is the process of *sharing of meaning.* It is viewed as *creation and transmission of information, consisting of distinctive stimuli, from a source to a recipient.* Speaking about the role of communication in everyday life, one can say that communication is a system through which the messages are sent, and feedback received. So it is not a one-way process. Rather it is a two-way process.

Modes of Communication: According to researchers, we spend 50%-80% of our waking hours in communication. Of this: *About   45%   is   spent   in listening;   About 30% is spent in speaking;   About 15% is spent in reading; and   About 10% is spent in writing.*

Evolution of Communication: The art of communication has evolved over the years. From sounds, grunts, actions, gestures and gesticulations to the spoken word and thereafter to the world of reading, writing and modern and sophisticated methods of communication, it has been a long yet fascinating and rewarding journey. As he progressed in this fascinating journey, man learnt to interpret sounds, understand actions and use gesticulations. Messages were conveyed through sound, shouts and drumbeats. The invention of printing, as we all know, revolutionized the process of communication. In terms of its reach the written word took a quantum leap. Side by side, various inventions made possible the recording of the spoken word and its transmission irrespective of time and distance. Gradually, the emergence of new media added new dimensions to the world communication.

Role of Information: The organizations need for information has increased. The business environment is changing very fast, and to keep pace with this changing environment, organizations have to be abreast with the latest.

Characteristics of Communication: Communication is a process of passing information and understanding from one person to another. It is a process of transmitting and sharing of ideas, opinions, facts, etc., in a manner that is perceived and understood by the receiver of the communication. It is a meaningful interaction among people where the thoughts are transferred from one person to another. Effective communication depends on the ability to listen (receive) and the ability to deliver the message. The ultimate object of communication is to foster any attitude, which is necessary for motivation, cooperation and job satisfaction. Communication discourages misinformation, ambiguity and rumours. It establishes and improves the labour-management relationships. Communication is an integral part of the process of adopting change. It is the vehicle by which information relevant to decision is transferred.

1. 5   SELF-ASSESSMENT QUESTIONS (SAQs):

1.   Define communication. Explain the main objective of communication.
2.   Discuss the general principles of effective communication.
3.   Write a detailed note on the importance of communication in modern times.
4.   Discuss the essentials of good communication.

1.6   REFERENCES / SUGGESTED READINGS:

Fundamentals of Human Communication;
By. *Melvin L. Defleur, Patricia Kearney and Tomothy G*.
Mayfield, 1997

Theories of Mass Communication;
By. *Melvin L. Defleur and Sandra J. Ball-Rokeach*.
Longman, 1997

Essentials of Human Communication;
By. DeVito, Joseph A.
Pearson, 1997

Lectures on Mass Communication;
By. *S. Ganesh*.
Indian, 1997

Text book of Mass Communication and Media;
By. *Uma Joshi*.
Anmol, 1997

Non - Western perspectives on Human Communication; Implications for Theory and Practice
By. *Min-Sunkim*.
Sage, 1997

Mass Communication in India;
by *Keval J. Kumar*.
Jaico, 1997

Communication: An Introduction;
by *Karl Erik Rosengren*.
Sage, 1997

Communication Theories and Practices;
by *Sunil K. Sengupta*.
Shibamaya Prakashani, 1997

Master of Computer Application (MCA)

COMMUNICATION SKILLS – SCIENTIFIC AND TECHNICAL WRITING

MCA – 206

Lesson: 2

PROCESS AND TYPES OF COMMUNICATION IN SCIENTIFIC AND TECHNICAL ORGANIZATIONS

Writer: **Dr. M. C. Garg**

Reader,

Department of Business administration

Guru Jambheshwar University of Science and Technology,

Hisar, (Haryana)

Vetter: **Dr. Kulwant Pathania**

Converted in to SIM format by: **M. R. Patra**

Faculty Member,

Department of Communication Management and Technology,

Guru Jambheshwar University of Science and Technology,

Hisar, Haryana.

LESSON STRUCTURE:

In this lesson, we shall discuss about communication in scientific and technical organizations. We shall discuss about communication process in scientific and technical organizations. Then we shall focus on the types of communication scientific and technical organizations. Finally, we shall try to

understand upward communication and downward communication in scientific and technical organizations. The lesson structure shall be as follows:

2.0   Objectives

2.1   Introduction

2.2   Presentation of Content

2.2.1   Communication Process in scientific and technical organizations

2.2.2   Types of Communication in scientific and technical organizations

2.2.3   Downward Communication

2.2.4   Upward Communication

2.2.5   Horizontal Communication

2.2.6   Grapevine

2.2.7   Consensus

2.5   Self-Assessment Questions (SAQS)

2.0   OBJECTIVES:

The broad objective of this lesson is to highlight the process and types of communication in scientific and technical organizations. The specific objectives of this lesson are as follows:

- o   *Communication Process in scientific and technical organizations*
- o   *Types of Communication in scientific and technical organizations*
- o   *Downward Communication*
- o   *Upward Communication*
- o   *Horizontal Communication*
- o   *Grapevine*
- o   **CONSENSUS**

2.1 INTRODUCTION:

Organizations are becoming more and more complex these days. One important way of overcoming these complexities is communication. Organizations use communication to work better. Communication is used to create and sustain better working relationships among the employees and the management.

The situation is little more complex in technical and scientific organizations. In such organizations, communication plays a very important role. In this lesson we shall discuss about the role of communication in technical and scientific organizations. We shall discuss about the types of communication scientific and technical organizations. Also, we shall try to understand upward communication and downward communication in scientific and technical organizations.

2.2 PRESENTATION OF CONTENT:

The content of this lesson shall be presented as follows:
- o *Communication Process in scientific and technical organizations*
- o *Types of Communication in scientific and technical organizations*
- o *Downward Communication*
- o *Upward Communication*
- o *Horizontal Communication*
- o *Grapevine*
- o **CONSENSUS**

2.2.1 COMMUNICATION IN SCIENTIFIC AND TECHNICAL ORGANIZATIONS:

Communication is a process that involves several distinct steps. In its simpler form, the process involves stimulus and response. The stimulus arises from

the communicator and the receiver responds. Communication is not complete till the receiver properly understands the message conveyed by the sender. Any communication process should necessarily have three elements: *sender, receiver* and the *message*. Every communication has a distinct purpose. The objective of communication is to elicit the desired response. To be understood is a necessary but not a sufficient condition for effective communication in the scientific and technical organizations organizational context. When the understanding results in intended action, then objective achieved.

Since communication is the transmission of information from the sender to the receiver, it is necessary to understand the relationship between the two when communication takes place. The word 'process' indicates that it is an activity that is connected with a series of steps that are deliberately undertaken to reach a goal. The process demands that both the sender and the receiver pay attention to the finer aspects or elements of successful communication.

The communication process comprises the following elements in scientific and technical organizations:

The sender

The sender has an idea

The sender encodes the idea into a message

The message travels through the channel

Noise in the transmission process

The receiver gets the message

The receiver decodes the message

The receiver provides the feedback

The frame of reference of the sender and the receiver

The context of the receiver

1. **The sender.** The sender of a message can be any individual. In a scientific or technical organization, the sender could be the watchman and peon to managers, vice-presidents and company CEOs and managing directors.

2. **The sender has an idea.** The process of communication begins when the sender is struck by an idea. An idea is a stimulus that sets the sender thinking about it. There may be many stimuli crowding the sender's mind all at the same time. The stimulus that interests and possesses the sender's attention becomes an idea. The sender may then wish to share/convey/exchange the idea with another person. However, many complex factors influence the formation of the idea.

   For example, the sender may be influenced by the existing mood, his/her cultural habit, and strong bias for the idea, attitudes, values, norms and practices. These factors influence the sender's perception and the filtering experience for interpreting the situation and forming the idea for transmission.

   The following examples illustrate how these complex factors can affect the formation of an idea. For instance, the subordinate wants to ask the boss for leave though he knows that it is year-end and getting leave might be difficult. And the boss is likely to say 'no'. He hesitates asking.

   In another situation you are meeting your friend after a long time. Not everything has gone the right way between the two of you. Suddenly when you meet your friend you do not know whether to say hello or turn your face away and ignore, or pull a smile and greet warmly as though nothing had happened.

   In yet another case, a bright young trainee, recently recruited, was very eager to exchange his ideas about recruitment of fresh management graduates with his immediate boss. But he hesitated putting forth his

ideas because he was not sure whether the idea would be accepted. He knows that the boss was short tempered and a stickler for rules. But still, the young man was bent on discussing his proposal with the boss. What is it that you note in these examples? Are the senders influenced by the situations from their past experiences? Is the process of understanding a situation influenced by attitudes, values, and memory? The receiver does not accept a message immediately. The message passes through the personal filters of values, beliefs attitudes, and opinions.

All senders think that their ideas will be accepted because they assume that the receiver will be receptive. Most of us think that way. However, ideas do nt get accepted that easily. There is always some difference or opposition to an idea. The success of effective communication depends on the sender's ability to accurately predict how the idea will impact the receiver and what kind f skills that would be necessary to create a positive impact.

3. **The sender encodes the idea into a message.** Encoding is the process by which the sender converts the idea into a message by using verbal or non-verbal mediums of communication. These can be words, sings, signals, gestures, symbols, or body movements. The conversion of the idea into a message connects the sender to the receiver. In order to ensure that the message is well understood, the sender uses words and non-verbal signals that the receiver is familiar with. If not, the message gets rejected.

    For example, if the receiver rejects a letter or a job resume because they are full of clichés and jargon, it means that the sender has not been careful with the necessary skills required for making the messages effective. This is how the use of ambiguous or carelessly

chosen words often leads to the bypass of the actual message resulting into confusion and misunderstanding. Hence, skilled communicators pay attention to every detail of message composition.

4. **The message travels through the channel.** Channel is the vehicle that carries the message to the receiver. The various channels include postman, computer, fax, letter, telephone, memorandum, report, picture, film, radio, television, and book that are used to deliver messages. It is important for the sender to know the suitable channel for the kind of message that has to be transmitted. The choice of the channel depends on the purpose of the communication, the sender's needs, and the profile of the receiver.

5. **Noise in the channel/transmission process.** Anything that disrupts or interferes with the transmission process is called the 'noise' or the 'barrier' to communication. Channel noises can cause disturbances in the telephone, computer television, radio, fax machine, or errors in typography in e-mal messages, unclear pronunciation in oral communication (voice as a channel of communication), poor facial expressions (face as a channel of communication) or poor gestures (body as a channel of communication). Poor selection of the channel for transmission of the message can also be a noise to the receiver.

6. **The receiver of the message.** The receiver is any individual to whom the message has been transmitted. Like the sender, the receiver also has a set of personal filters-attitudes, values, ideas, opinions, beliefs, feelings and culture. The element of perception plays a major role in the receiver's acceptance or rejection of the message. The sender might think that the message has been very effectively composed and transmitted and hence will be received.

The receiver, however, might have a different perception about the message. The success and failure of communication also depends on how the receiver receives the message. Perception plays a major role in influencing communication. It is the way by which people seek meaning in their environment. Hence it is aptly said that communication is message perceived, and not message sent.

7. **The receiver decodes the message.** Decoding is the process of translating words, signs, and symbols into meanings. The receiver has to move through the entire filtering process before successfully decoding and accepting the message. Successful decoding is correct understanding of the intent of the message as transmitted by the sender. Like skilled senders who aim at creating mirror image while encoding and transmitting the message, skilled receivers of communication also aim at decoding and understanding the message as the sender would have liked it to be received.

    This is not again an easy task. No communication can be completely successful or completely understood because no two persons are same. They have different life experiences. Also, too many noises disrupt the entire process of communication. Both the sender and the receiver have to manage the noises well if they want their communication to be successful.

8. **Feedback sent by the receiver.** Feedback is the receiver's response to the sender's message. The responses can be both verbal and nonverbal. It is an important factor in the communication process because it helps the sender to know whether the message has been understood or not. Very often, senders deliberately seek feedback by asking such question as, "does this example seem relevant in this

context? What do you think?" or "how about looking at this problem in a slightly different way?" or "am I making myself clear?"

Feedback demands great attention from the receiver of the message. Good listening skills, ability to read between the lines, and interpret a hidden message, are expected of a competent receiver of communication. Successful communication, therefore, is a two-way process. Both the sender and the receiver have an equal share of responsibility in the cycle of communication.

9. **Frame of reference of the sender and the receiver.** Successful communication takes place when the sender's frame of reference matches the receiver's and vice-versa. Frame of reference is a combination of ideas, beliefs, opinions, attitudes, values, knowledge, culture, past experiences and many other elements. It is the same thing as the filters that people wear.

    The biggest challenge that the sender faces is in drawing the receiver into his or her own frame of reference. This is not again easy. Too many noises occur at his stage and these need to be overcome for successful communication to take place. But when the two frames meet, communication is said to be a mirror reflection of the intended message.

10. **The context of communication.** Every communication takes place within a context. Context is formed by the combination of circumstances that influence the piece of communication at a certain point of time. The factors that influence a context are physical surrounding, emotions and reactions of people to whom the communication is transmitted, their attitudes, and opinions. These factors differ from situation to situation. Therefore, no two

transmissions can be replica of each other because the situations are different.

Context influences both the encoding and the decoding stages. A piece of communication in annual general meeting may have a different impact and meaning than when delivered to the employees within an organization.

2.2.2 TYPES OF COMMUNICATION IN SCIENTIFIC ORGANISATIONS:

Each organization is concerned with two types of communication: external and internal. Externally, it has to communicate with other business houses, banks, government offices, the press, customers and general public. Internal communication consists in transmitting information within the organization.

Internal communication may again be of two types: formal or official, and informal. Formal communication flows along prescribed channels, which all members desirous of communicating with one another are obliged to follow. Formally, a clerk working in any of the sections cannot directly communicate with the Managing Director. He must talk to his supervisor, who will pass on the message to the departmental manager, from where it will go to the Managing Director. If a supervisor working in the production department wants to get formally in touch with an accounts clerk, his communication will have to pass through the hands of the production manager, the accounts officer, and a supervisor in the accounts department.

Formal communication may move vertically or horizontally. Vertical communication can flow downward (from superiors to subordinates) or upward (from subordinates to superiors). Horizontal communication flows between employees of equal or comparable status. When a number of people, irrespective of their status, sit down and confer with one another to

arrive at a decision acceptable to all, it is called consensus. The format for this communication is predetermined and cannot be altered.

In addition to these formal channels of communication, there exists in every organization an informal channel, often called the grapevine, that does not arise out of the organizational needs, but that is, nevertheless, an integral part of its communication system. Rumours that are all the time spreading in any organization follow the grapevine.

2.2.3 DOWNWARD COMMUNICATION:

Downward communication flows from a superior to a subordinate. The Managing Director communicating with the departmental heads, a manager giving a directive to an assistant manager or a supervisor, a foreman instructing a worker, are all engaged in the process of downward communication. Orders, individual instructions, policy statements, job-sheets, circulars, etc., fall under downward communication.

Downward communication is eminently suited to an organization in which the line of authority runs distinctly downwards, with each rank clearly below another, to which it is directly related. But in the complex structure of large-sized modern organizations, where a number of executives like the production manager, the sales manager, the purchase officer, etc., enjoy an equal rank, it is difficult to depend purely on the downward flow of communication. It continues to hold a prominent to place even there, but it has to be supplemented by other channels of communication.

Main objectives of downward communication:

The following are the main objectives of downward communication:

* *To give specific directives about the job being entrusted to a subordinate;*

- *To explain policies and organizational procedures;*

- *To apprise the subordinates of their performance; and*

- *To give the subordinates information about the rationale of their job so that they understand the significance of their job in relation with the organizational goals.*

Media for downward communication:

Downward communicational may be both oral and written. Important directives to initiate actions may be communicated through letters; policies and procedures may be announced through circulars, house organs, manuals, bulletins, etc; annual reports may be found suitable for acquainting the lower staff with the activities and achievements of the organization during the year; and posters may be used to pass on miscellaneous information.

But the downward flow of communication is dominated by oral means. It is more natural for the foreman to issue oral instructions to his workers. The Managing Director would find it more convenient to convene a meeting of the departmental heads and pass on relevant information to them rather than writing them lengthy letters (in certain cases, letters may, of course, be preferred). Sometimes, the Managing Director may directly address all the employees over a public address system. Audio-visual media like films and slides may also be used for downward communication.

Limitations of downward communication:

1.   **Under- communication and over- communication.** Downward communication is often marred by either under- communication or over- communication, i.e., a superior may either talk too little or too much about a job. Sometimes the superiors act in a presumptuous

manner; they communicate the decisions but withhold relevant background information about how those decisions were arrived at. If the Managing Director orders a number of transfers without talking into confidence his departmental heads, he is guilty of under-communication, and his action is likely to cause apprehensions among the staff. Under- communication may also involve incomplete instructions, which will inevitably lead to unsatisfactory performance. Over- communication or talking too much, on the other hand, may lead to the leakage of confidential information, or the message may get lost in a jungle of irrelevant details.

2. **Delay.** The lines of communication in downward communication being very long, transmitting information to the lowest worker is a time-consuming process. By the time information reaches him, it may have lost much of its significance, or it may have caused damaging delay.

3. **Loss of information.** Unless the communication is fully written, it is not likely to be transmitted downwards in its entirely. A part of it is almost certain too be lost. In fact, it has been experimentally verified that "only 20 per cent of the communication sent downward through five levels of management finally gets to the workers' level".

4. **Distortion.** In long lines of communication, information is not only lost but even distorted. Exaggerating, making under-statements, giving unconscious twists to facts are a part of human nature. Whenever a piece of information passes on from one individual to another, it loses a little of its authenticity. By the time it reaches its destination, it may not contain even an iota of truth.

5. **Built-in resistance.** Downward communication smacks of too much authoritarianism. The subordinates do not get any opportunity of participating in the decision-making process. They are expected to

receive the policy decision and directives without questioning their appropriateness, utility or validity, which they resent.

Essentials of effective downward communication:

1.   Managers should keep themselves well informed of the objectives, activities and achievements of their organization. If they are themselves in possession of adequate information, they will be able to transmit information to their subordinates in an effective manner.

2.   Managers must work according to a communication plan. They must decide beforehand how much information is to be communicated and at what time. This will ensure that there is neither a communication gap, nor over-communication or under- communication.

3.   There should not be over-concentration of authority at the highest level. If an organization is so structured that orders and instructions can originate at various levels, the lines of communication will be shortened. Downward flow will gain momentum. Delays will be eliminated. Loss of information and the possibility of distortion will be minimized, if not fully checked.

4.   Information must be passed on to the correct person in the hierarchy. If the Managing Director bypasses the departmental heads to communicate directly with the lower staff, he is subverting the organizational structure and creating future problems for the smooth flow of downward communication.

2.2.4 UPWARD COMMUNICATION:

If the managers have to transmit information down the line of authority, they have also to receive information continuously emanating from levels below them. The communication channel, which pushes the flow of information

upward, is known as the upward channel of communication. Managers have only recently come to recognize the importance of upward communication.

Importance of upward communication:

1. **Providing feedback.** Upward communication provides the management with necessary feedback. The management is able to ascertain whether the directives issued to the lower staff have been properly understood and followed. It also gets valuable information what the employees think of the organization and its policies.

2. **Outlet for pent-up emotions.** Upward communication gives the employees an opportunity to vent their problems and grievances. Although the management often thinks it knows and realizes the grievances of the employees, the latter hardly feel convinced and satisfied. In any case, it is of vital importance to look at the employees' problems as they look at them. The genuine and pressing grievances are redressed; a ground is prepared for the solution of some other problems; and with regard to those problems which cannot be immediately solved, at least the employees feel light after having talked about them.

3. **Constructive suggestions.** Often employees offer constructive suggestions to promote the welfare of the organization. Some of these suggestions when implemented definitely prove beneficial.

4. **Easier introduction of new schemes.** Since the employees feel themselves to be a party to the decision-making process, it helps the organization to introduce new schemes without unduly antagonizing the employees. They not only willingly lend their concurrence and support to any new scheme floated by the management but also even take extra pains to make a success of it.

5. **Greater harmony and cohesion.** Upward communication acts as a kind of lubricant. It makes the atmosphere in the company congenial and creates greater harmony and cohesion between the management and the employees.

Method of upward communication:

Some of the more commonly used method of upward communication are discussed below:

1. **Open-door policy.** The employees are given a feeling that the manager's doors are always open to them. Whenever they like they can walk into his room, without any hesitation whatsoever, and talk to him about their problems.

2. **Complaints-and-suggestions boxes.** At some convenient places in the office or the factory, complaints-and-suggestions boxes are installed. The employees are encouraged to drop their complaints or suggestions, if any, into these boxes.

3. **Social gatherings.** Social gatherings are frequently arranged in different departments. These gatherings offer a very informal atmosphere in which the employees shed their inhibitions and feel free to talk about their problems.

4. **Direct correspondence**. Sometimes the manager may directly write to an employee and ask him to communicate with him. Or the employees may write to their higher ups at their own initiative.

5. **Reports.** Employees may be required to submit reports about the progress of their work at regular intervals.

6. **Counseling.** In some organizations, workers are encouraged to seek the counsel of their superiors on their personal problems. What they think to be their personal problems are often a conglomeration of

domestic and official-problems. In the office, they often feel stifled because of lack of promotional avenues or offended by the officious or unduly meddlesome nature of their superiors or even their colleagues. As they feel encouraged to talk about themselves freely, they provide the managers with valuable information. While counseling helps the employees to solve their problems, the information provided by them is utilized by the managers to give a better shape to their future policies.

Limitations of upward communication:

Though no one can dispute the utility and importance of upward communication, it is not very easy to have a smooth upward flow. Moving against the force of gravity, which seems to be rather difficult, upward communication suffers from a number of limitations, more prominent of which are discussed below.

1.   Employees are usually reluctant to initiate upward communication. The managers might keep their doors open, but they cannot force the employees to walk into their room.

2.   Employees often feel that if they communicate their problems to their superiors, it may adversely reflect on their own efficiency. If a supervisor experiences some difficulty in getting cooperation from his workers and points it out to the departmental manager, the latter might feel that the supervisor himself is incompetent. If a clerk who has just joined the office complains that the filing system of the office is in total disarray, his supervisor might conclude that the clerk himself is not efficient enough to handle filing properly.

3.   Upward flow of communication is more prone to distortion than downward communication. In downward communication, distortion is often unconscious. But upward communication is deliberately distorted.

Some managers lose their cool if they are confronted with unpleasant or unpalatable facts. So information, particularly of the unpalatable sort, is suitably 'edited' before it is passed on to them.

4. Sometimes in the process of upward communication, workers become too bold, ignore their immediate superiors and directly approach the topmost authorities with their suggestions or complaints. This proves harmful in two ways. The officers who have been by passed feel slighted, while the high-ups get suspicious of the workers' intentions. The relations between the workers and their immediate superiors get strained and work suffers.

Essentials of effective upward communication:

1. In order to enable the workers to overcome the awe of authority, the managers should keep on encouraging them to come out of their shell and communicate freely. It is futile to expect the workers to take initiative, for if any initiative is to be taken, the managers must take it. Keith Davis rightly says, "The way the open door can be most effective is for managers to walk through it and get among their people. The open door is for managers to walk through, not employees."

2. Distortion by 'editing' can be avoided if the lines of communication are kept as short as possible.

3. All upward communication should be properly analyzed. Genuine grievances deserve to be immediately resolved. Suggestions for improvement, if found feasible, should be taken up for implementation and workers responsible for them should be suitably rewarded.

2.2.5 HORIZONTAL COMMUNICATION:

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

Importance of Horizontal Communication:

Horizontal communication is extremely important for promoting understanding and coordination among various departments. Not much imagination is needed to visualize the embarrassing situations that lack of coordination might create for the organization. The purchase department might keep on purchasing material which is neither immediately needed nor can be adequately stored. The stores may report shortage of material when production is fully geared up. Scarcity of raw material may cause the production to slow down but the sales department may continue booking orders. Free flow of horizontal communication among various departments can easily avert the incidence of such situations.

In a small organization, these functions are often concentrated in the same person or in a few persons who are stationed in close proximity to one another. They do not face any communication problem, for the moment a problem crops up, it is thrashed out through mutual consultation. But in large organizations with complex structures, a deliberate effort has to be made to maintain a free flow of horizontal communication.

Some managers discourage horizontal communication, feeling that workers may get friendly with one another and may pose problems for the

management. They believe in issuing orders from the top and insist on their unqualified acceptance. But such a procedure suffers from two very grave disadvantages. If all authority rests with one person at the top, and no scope is left for mutual discussion and solutions at the lower levels. In such a situation, work may be held up every now and then for want of fresh directives. This causes unnecessary delay. Secondly, this kind of authoritarianism is likely to provoke bitterness and indignation among the workers.

Methods of Horizontal Communication:

Horizontal communication is most effectively carried on through oral means. Face-to-face exchange of views or a brief conversation over the telephone is very convenient for horizontal communication. These situations carry with them an air of informality. Formal channels tend to make managers status-conscious so that they express their views in extremely measured terms. This impedes the free flow of communication.

But the congenial atmosphere in which oral communication takes place allows freedom of expression; there is immediate feedback and all doubts and misunderstandings are sorted out. Periodical meetings among the departmental heads are also used for oral communication. Among written means, letters, memorandums, and reports are most frequently used. Short memos are found very convenient for transmitting small bits of information.

2.2.6 GRAPEVINE:

So far we have been discussing the formal channels of communication, which follow certain definite, predetermined directions. Apart from them, there operates in every organization an informal channel of communication called

the grapevine. It follows no set lines, nor any definite rules, but spreads, like the grapevine, in any direction, anywhere, and spreads fast.

It is quite natural for a groups of people working together to be interested in one another an talk about appointments, promotions, retrenchments, or even domestic affairs like the estranged relations of an employee with his wife or the romantic involvements of another. Information on most of these matters is supposed to be secret. But some people derive great pleasure from gathering such 'secret' information and transmitting it to others.

They are the leaders who control the grapevine. When one of them comes across any piece of information interesting enough to be transmitted through the grapevine, in a very mysterious manner he whispers it to another exhorting him to keep the information secret. The second person, just because he has been specifically instructed to keep it secret, does not feel relieved till he has whispered it into the ears of at least five other persons, in his turn imploring all of them to keep it secret. Soon this top secret has reached every body.

Keith Davis rightly points out that the grapevine is more a product of the situation than it is of the person. Certain situations like insecurity of service, uncertainty over promotions, special increments to a particular employee, certain innovations in the organization likely to affect the job prospects of the employees are sure to activate the leaders of the grapevine so that very soon all kinds of rumours have spread in the organization.

The grapevine is basically a channel of horizontal communication; it is only people working at the same level of hierarchy who can informally communicate with one another with perfect ease. Thus the workers may have one grapevine and the first line supervisors another. But the fact is that the

grapevine does not follow any set pattern and it can be effective horizontally, vertically and even diagonally.

How the grapevine operates:

Professor Keith Davis, who has done some research on the nature of grapevine or the informal channel of communication classifies it into four basic types : single strand, gossip, probability, and cluster. The single strand chain involves the passing of information through a long line of persons to the ultimate recipient. A tells B, who tells C, who tells D, and so on, till the information has reached most of the persons concerned. In the gossip chain, A actively seeks and tells everyone.

This chain is just like the wheel where A is at the center an the information passes along the spokes of the wheel to others stationed on the rim. The probability chain is a random process in which A transmits the information to others in accordance with the laws of probability and then these others tell still others in a similar manner. This chain may also be called random. In the cluster chain, A tells selected persons who may in turn relay the information to other selected individuals.

Importance of the grapevine:

1.   **A safety valve.** Apprehensions experienced by workers on matters like promotions and retrenchments become an obsession with them. Talking about them may not alleviate their fears, but it certainly provides them emotional relief. Thus the grapevine acts as a kind of safety valve for the pent-up emotions of the subordinates.

2.   **Organizational solidarity and cohesion.**   The existence of the grapevine proves that the workers are interested in their associates. The very fact that they talk among themselves helps to promote

organizational solidarity and cohesion. Properly used, the grapevine may even raise the morale of the workers.

3. **Supplement to other channel.** All information cannot be transmitted to the employees through the official channels. If there is some useful in formation unsuitable for being transmitted through official channels, it can be transmitted through the grapevine.

4. **Quick transmission.** The speed with which information is transmitted through the grapevine is just remarkable. Rumours, they say, spread like wild fire. Just spot a leader of the grapevine and give him some information, cleverly describing it as 'top secret', and within minutes, it will have reached everybody.

5. **Feedback.** The grapevine provides feedback to the management. It enables them to know what the subordinates think about the organization and its various activities.

Demerits of the grapevine:

1. **Distortion.** The grapevine respects nobody and it may ascribe the worst possible motives to the noblest of people. Thus one of the major drawbacks of the grapevine is that it may spread baseless or distorted news that may sometimes provide harmful even to the employees.

2. **Incomplete information.** The grapevine information is usually incomplete. So there is all likelihood of its being misunderstood or misinterpreted.

3. **Damaging swiftness.** The swiftness with which the grapevine transmits information may even by damaging. A rumour may have spread and caused serious damage before the management becomes aware of it and can take any rectifying steps.

How to use the grapevine effectively:

Because of the damaging effect the grapevine is capable of producing; some managers are highly suspicious of it and want to stop it completely. They don't realize that the grapevine can neither wither nor die. Instead of trying to curb its growth, it is much better to feed, water and cultivate it so that it can be used for the benefit of organization. The grapevine can be effectively used in the following ways:

1. The managers should try to spot the leaders. They should try to find out the people who are more active on the grapevine and keep them well informed so that harmful rumours do not reach the employees.

2. The grapevine should be used to feel the pulse of the employees.

3. If there is any false rumour, the management should immediately use the official channels to contradict and to dispel the fears of the employees.

4. If the workers are associated with decision-making the rumourmongers will be automatically frustrated. If the workers are already aware that the plant is to be modernized but that the modernization process is not going to involve any retrenchments, the arrival of the new machinery and engineers will not cause any undue apprehensions among them. Thus the harmful effects of the grapevine will be successfully counteracted.

2.2.7 CONCENSUS:

The concept of consensus is quite familiar in the political sphere. When the President or the Vice-President is to be elected, it is felt that keeping in view the dignity of these high offices, they should not be made objects of controversy and the decision should be unanimous. A few names are thrown in, consultations being among the party leaders and some kind of consensus

about the person acceptable to all the parties is arrived at. That person is unanimously elected the President or the Vice-President. This is how a clash is avoided and the dignity of the high office is preserved.

In the commercial field also, it is felt desirable that when the board meeting is held, decisions should be arrived at through consensus. Unanimous decisions help to project a good image of the organization among the employees as well as the shareholders.

Consensus does not imply unanimity, for perfect unanimity is just impossible. It simply means that the majority of people subscribe to a particular view, which all the members are willing to accept in the larger interest of the organization. The dissent is there, but the dissent is not expressed.

The consensus process:

Consensus involves consultation. The chief executive plays a very significant role in enabling all the members to arrive at a consensus. First of all, he takes up the problem and critically analyses it to understand its exact nature. If necessary, he collects additional facts and information that might have a bearing on it. Then he tries to find out various ways and means to solve it. Now begins the process of consultation. He contacts the members individually or invites them to a meeting. The problem is spelled out. The views of the members are carefully listened to. In the light of this discussion the solution most likely to be accepted is put forward and a kind of decision is arrived at. It largely depends upon the chief executive whether he will allow the discussion just to fritter way into trivialities and sidetrack the main issue or he will give it a positive direction and help the members to arrive at a consensus.

Advantages of consensus:

1. Since the decisions are taken after consultation among various members, they find it easy to accept them. The consensus process is often used to bring about agreement between the managements and the trade unions.

2. Consensus helps to project an image of unity and harmony in the organization. The employees develop confidence in their superiors and their morale is considerably raised.

3. Unnecessary and undesirable conflicts and splits are avoided.

Disadvantages of consensus:

1. One very obvious disadvantage of the consensus process is that a member is forced to subscribe to a view he does not hold. If dissents are all the time being stifled in the name of consensus, discontent keeps on simmering below the surface and may at some time erupt rather violently.

2. Very often the process of consensus becomes an accommodation of interests. A might keep quiet in the interest of B and then expect B to suppress his dissent when A's own interest is involved. This is, in fact, conspiracy in the name of consensus.

3. If decisions are taken through consensus after holding consultations among the subordinates, the latter may get a feeling that their superiors are incapable of taking independent decisions. They may lose respect for them and their confidence in their ability and competence may be shaken. They may also begin to assume airs.

2.3 SUMMARY:

- Organizations are becoming more and more complex these days. One important way of overcoming these complexities is communication. Organizations use communication to work better. Communication is used to create and sustain better working relationships among the employees and the management. The situation is little more complex in technical and scientific organizations. In such organizations, communication plays a very important role.

- The communication process comprises the following elements in scientific and technical organizations: It starts with *the sender. The sender has an idea. The sender encodes the idea into a message. The message travels through the channel.* There could be *noise in the transmission process. The receiver gets the message. The receiver decodes the message. The receiver provides the feedback.* If *the frame of reference of the sender and the receiver* match, then the communication has more chances of succeeding. *The context of the communication process also plays an important role here.*

- There are two types of communication in organizations: external and internal. Externally, it has to communicate with other business houses, banks, government offices, the press, customers and general public. Internal communication consists in transmitting information within the organization.

- Internal communication may again be of two types: formal or official, and informal. Formal communication flows along prescribed channels which all members desirous of communicating with one another are obliged to follow. Formal communication may move vertically or horizontally. Vertical communication can flow downward (from superiors to subordinates) or

upward (from subordinates to superiors). Horizontal communication flows between employees of equal or comparable status. When a number of people, irrespective of their status, sit down and confer with one another to arrive at a decision acceptable to all, it is called consensus. The format for this communication is predetermined and cannot be altered.

- In addition to the formal channels of communication, there exists in every organization an informal channel, often called the grapevine, that does not arise out of the organizational needs, but that is, nevertheless, an integral part of its communication system. Rumours that are all the time spreading in any organization follow the grapevine.

2.4   KEY WORDS:

Communication Process: The communication process comprises the following elements in scientific and technical organizations: It starts with *the sender. The sender has an idea. The sender encodes the idea into a message. The message travels through the channel.* There could be *noise in the transmission process. The receiver gets the message. The receiver decodes the message. The receiver provides the feedback.* If *the frame of reference of the sender and the receiver* match, then the communication has more chances of succeeding. *The context of the communication process also plays an important role here.*

Communication in Organizations: There are two types of communication in organizations: external and internal. Externally, an organization has to communicate with other business houses, banks, government offices, the press, customers and general public. Internal communication consists in transmitting information within the organization, that is, with the employees.

Internal Communication: Internal communication is of two types: formal or official, and informal.

Formal Communication: Formal communication flows along prescribed channels, which all members desirous of communicating with one another are obliged to follow. Formally, a clerk working in any of the sections cannot directly communicate with the Managing Director. He must talk to his supervisor, who will pass on the message to the departmental manager, from where it will go to the Managing Director. If a supervisor working in the production department wants to get formally in touch with an accounts clerk, his communication will have to pass through the hands of the production manager, the accounts officer, and a supervisor in the accounts department.

Informal Communication: In addition to the formal channels of communication, there exists in every organization an informal channel, often called the grapevine, that does not arise out of the organizational needs, but that is, nevertheless, an integral part of its communication system. Rumours that are all the time spreading in any organization follow the grapevine.

2. 5   SELF-ASSESSMENT QUESTIONS (SAQs):

1.   Explain the concept of process of communication. Describe the elements of process of communication in scientific and technical organizations.

2.   "Downward channel of communication may be the one most commonly used, but it is also the one most inadequate and unsatisfactory." Do you agree?

3.   Upward communication is very useful but very difficult; could you suggest some methods of increasing its effectiveness?

4.   What do you mean by grape wine? What is its importance?

2.6 REFERENCES / SUGGESTED READINGS:

Fundamentals of Human Communication; By. *Melvin L. Defleur, Patricia Kearney and Tomothy G.* **Mayfield**, 1997

Theories of Mass Communication; By. *Melvin L. Defleur and Sandra J. Ball-Rokeach.* **Longman**, 1997

Essentials of Human Communication; *By. DeVito, Joseph A.* **Pearson Education**, 1997

Business Communication Today (Bovee); **Pearson Education**, Delhi, 2006

Making PR Work (Sushil Bahl).

Advertising and Public Relations (B. N. Ahuja and S.S. Chhabra).

Lesly's Hand Book of PR and Communication (Edited by Philip Lesly).

Public Relations: Principles, Cases, and Problems (H. Frazier More, Frank Kalupa)

The Practice of Public Relations (Fraser P. Seitel)

Master of Computer Application (MCA)

COMMUNICATION SKILLS – SCIENTIFIC AND TECHNICAL WRITING

MCA – 206

Lesson: 3

<div align="center">

SCIENTIFIC AND TECHNICAL WRITING

(REPORT WRITING)

</div>

Writer: Dr. M. C. Garg

Reader,

Department of Business administration

Guru Jambheshwar University of Science and Technology,

Hisar, (Haryana)

Vetter: Dr. Kulwant Pathania

Converted in to SIM format by: M. R. Patra

Faculty Member,

Department of Communication Management and Technology,

Guru Jambheshwar University of Science and Technology,

Hisar, Haryana.

LESSON STRUCTURE:

In this lesson, we shall discuss about types of scientific writing, specifically scientific reports. We shall discuss about the characteristics of a good report. Then we shall focus on the technique of writing scientific and technical reports. Finally, we shall try to understand organization of scientific and technical reports. The lesson structure shall be as follows:

3.0   OBJECTIVES:

The broad objective of this lesson is to discuss scientific reports. We shall discuss the process of writing scientific reports and types of scientific and technical reports. The specific objectives of this lesson are as follows:

- o   Types of Scientific Reports
- o   Characteristics of a Good Report
- o   Selecting a Suitable Type of Report
- o   The Technique of Writing Scientific and Technical Reports
- o   Organization of Scientific and Technical Reports

3.1   INTRODUCTION:

Report Writing is, in a sense, an ultimate form of communication in every organization. It calls for a higher level of writing skills. Reports are of various kinds, varying in complexity and size. Reports are such a common feature that people in organizations at various levels are called upon not only to read

related reports, but also, more often than not, prepare reports. It is desirable; therefore, that anyone who is keen on developing communication skills acquires a good insight into the art of report writing.

What is a report? The Standard English dictionary covers several interpretations of the word 'report'. These include, *bring back account of; state as ascertained fact; tell as news; narrate or describe or repeat especially as eyewitness and relate as spoken by another.*

While each of these interpretations has its relevance in the context of report writing, the most appropriate one would be, *"account given or opinion formally expressed after investigation or consideration".*

In other words, a report refers to information that has been carefully gathered and logically presented.

A report, by definition, is a *"statement describing what has happened"* or *"describing a state of affairs".* In practice there are many occasions when some form of 'report' is required. It is supposed to be a detailed examination of a situation or problem, of action taken, or of the findings of an investigation. It is written in a clear, informative way, often drawing conclusions, making recommendations and suggesting courses of action.

The purpose of such reports is usually to bring information to the attention of senior authorities so that they can take any decisions regarding the matters under review with full knowledge of the background, facts and circumstances. Reports can also be requests for action, or they can make suggestions to initiate action.

When an instructor prepares a list of absent students or an analysis of an examination result, or when a technician fills in a form the earrings taken from a measurement instrument, he is writing a report. But the types of reports we are interested in are those, which scientists, engineers, business executives and administrators have to write as part of their duty. These relate

either to the work they have done or to the activities of the organizations they belong to.

Such reports are the result of careful investigation, sound thinking, and logical organization and clear writing and they are presented in a conventional form sanctioned by long and varied experience.

Keeping in view the above points we may now define a report as follows:

A report is a formal communication written for a specific purpose; it includes a description of procedures followed for collection and analysis of data, their significance, the conclusions drawn from them, and recommendations, if required.

A report is a presentation and summation of facts and figures either collated or derived. It is a logical and coherent structuring of information, ideas and concepts. As a neatly structured piece of work, the report, for greater ease in comprehension, is segregated into various sections. Understanding the import of these sections, coupled with logical conjoining of the various parts, results in a well written and presented report.

3.2   PRESENTATION OF CONTENT:

The content of this lesson shall be presented as follows:

- o   Types of Scientific Reports
- o   Characteristics of a Good Report
- o   Selecting a Suitable Type of Report
- o   The Technique of Writing Scientific and Technical Reports
- o   Organization of Scientific and Technical Reports

3.2.1 TYPES OF SCIENTIFIC AND TECHNICAL REPORTS:

We can classify business reports in various ways. On the basis of legal formalities to be complied with, reports could be:

- *Informal reports, and*
- *Formal reports*

Informal reports:

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

Formal reports:

A formal report is one, which is prepared in a prescribed form and is presented according to an established procedure to a prescribed authority.

Formal reports can be statutory or non-statutory: A Report prepared and presented according to the form and procedure laid down by law is called a statutory report.

Formal reports which are not required under any law but which are prepared to help the management in framing policies or taking other important decisions are called non-statutory reports.

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

Periodic or Routine reports: These are prepared and presented at regular, prescribed intervals in the usual routine of business. They may be submitted annually, semi-annually, quarterly, monthly, fortnightly, weekly or even daily. Generally such reports contain a mere statement of facts, in detail or in summarized form, without an opinion or recommendation. Branch Managers

of banks submit periodic reports to the Head office on the quantum of business transacted during a particular period.

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

On the basis of function, a report can be:
- Informative, or
- Interpretative.

If a report merely presents facts pertinent to an issue or a situation, it is informative. On the other hand, if it analyses the facts, draws conclusions and makes recommendations, it may be described as analytical, or interpretative, or investigative. If a report presents production figures in a particular period, it is informative. But if it goes into the causes of lower production in that period, it becomes analytical, interpretative or investigative.

On the basis of the nature of the subject dealt with, we can have the following types of reports:
- *Problem-determining report,*
- *Fact-finding report,*
- *Performance report, or*
- *Technical report.*

In a problem-determining report, we try to determine the causes underlying a problem or to ascertain whether or not the problem actually exists. In a

technical report, we present data on a specialized subject, with or without comments.

On the basis of the number of persons entrusted with the drafting of reports, we can have:

- *Reports by individuals, and*
- *Reports by committees or sub-committees.*

Reports submitted by the Branch Manager, Personnel Manager, and Marketing Manager the Company Secretary, the Auditor, the Solicitor, etc., are reports by individuals. These reports are naturally related to the work in their own departments.

Sometimes reports are needed on subjects that concern more than one department, or they are so important that it is thought advisable to associate more than one person with them. In such cases, committees or subcommittees are formed to prepare reports. These reports are formal in style and impersonal in tone and are prepared after a careful and cautious deliberation of the members.

3.2.2 CHARACTERISTICS OF A GOOD REPORT:
The following are the characteristics of a good report:

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

Accuracy of facts: The scientific accuracy of facts is very essential to a good report. Since reports invariably lead to decision-making, inaccurate facts may lead to disastrous decisions.

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

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

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

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

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

Brevity: A report should be brief. It is difficult too define brevity in absolute terms. Nor can brevity be laid down as a rule. All that can be said is that a

good report is as brief as possible. Brevity should not be achieved at the cost of clarity. Nor should it be at the cost of completeness. Sometimes the problem being investigated is of such importance that it calls for a detailed discussion of facts. Then this discussion should not be evaded. Brevity in a report is the kind of brevity once recommends for a précis. Include everything significant and yet be brief.

Grammatical accuracy: The grammatical accuracy of language is of fundamental importance. It is one of the basic requisites of a good report as of any other piece of composition. Who is going to read a report if its language is faulty? Besides, faulty construction of sentences makes the meaning obscure and ambiguous.

3.2.3 SELECTING A SUITABLE TYPE OF REPORT:

Before a writer undertakes to prepare a report, he must consider the following points:

1. *What kind of report is requested or expected?*
2. *How much time has been allowed to prepare the report?*
3. *What is the purpose of the report?*
4. *What exactly is to be examined?*
5. *What facts are to be furnished?*
6. *For whom is the report meant? Or, who is going to read the report?*

Let us now discuss these points in detail.

- The reporter may have been instructed to prepare a specific kind of report or there may be precedents to follow. But in majority of instances he will have to decide for himself whether he is to prepare an informal or a formal report, or if it is a formal report, whether it is a statutory or non-statutory

report. It is important that a reporter, right in the beginning, is clear about the lines along which he is to plan the content, form and style of the report.

- The length of time the writer has been allowed to prepare the report can give him valuable guidance of the type of report expected. An informal report highlighting some important aspect of a problem may be acceptable if the time is short. But if there is sufficient time to make a thorough study of the problem and to conduct some research if needed, the reporter will have to prepare a formal report with definite conclusions, perhaps even specific recommendations. A salesman's weekly or bi-weekly reports to his main office can be short, informal reports. The Secretary, who has been asked to prepare a report on the unsatisfactory functioning of a branch and has been allowed a week to study the problem in depth, will have to be formal and specific about his findings and recommendations.

- The purpose of a report is perhaps the most important factor to bear in mind before deciding the type of report needed. If the writer has been asked to prepare a report on whether his company should set up a new branch that involves considerable initial expenditure or on advisability of merging into or collaborating with another company, these are matters of vital importance and they need very carefully written formal reports. Probably a number of people would be associated with writing such reports. But if the purpose of a report is simply to find out the incidence of late arrivals in the office, it is a simple affair and does not need such research.

- Just as it is important to keep in mind the purpose of the report, it is also important to be constantly aware of what exactly is to be examined, to be studied. Such awareness will eliminate much redundant labour; at the same time it will help in the inclusion of all that is pertinent to a problem

and will help in making the report a document complete in all respects. Let us suppose the Development Manager of a bank has been asked to report on the feasibility of setting up a branch of the bank in a new colony. Exactly what is to be examined? (a) What type of colony is this residential, commercial or industrial? (b) If it is primarily an industrial or commercial complex, what is the number and size of industries or business houses? (c) If it is a residential area, what is its population, what is the general standard of the residents, and what could be their saving capacity? Will the study of these facts suffice? Or, has something of crucial importance been overlooked? A careful look at the three facts listed above will immediately reveal that something of vital importance has been left out: how many branches of other commercial banks are operating in this colony? Isn't this really important? And if the report-writer is alert? he will have to examine the availability of suitable premises and make a rough estimate of the initial expenditure to be incurred and the amount of business expected.

- Sometimes a report of a very general nature involves considerable research. In such cases it is advisable to find out if somebody else has earlier done some similar research. B. Maude in his book Practical Communication for Managers mentions the case of a friend who was asked to report on "the growth of "nodules" in pipes carrying fluids which contained copper". He spent several months and finally submitted his report to the Plant Superintendent. A few days later he was shown another report, forwarded from another mine in the group, which covered the same ground and reached precisely the same conclusions. Obviously if this friend had done some preliminary research on relevant literature available, his labour could have been saved.

- While studying the old files of the company or conducting a market survey, the proprietor is likely to come across a number of interesting facts that appear to be relevant but in reality are not. The temptation to include them in the report will have to be resisted. A medley of facts is likely to preclude the central purpose and lead to confusion. So it is very important to be clear about the facts that are to be included.

- The last point to be kept in mind is: who is going to read the report? If the report is going to the Research Director, it ought to contain a detailed, step-by-step account of the investigations carried out, along with detailed, minutely described findings. On the other hand, if the report is going to the Managing Director, who you know has implicit faith in you and is more interested in your recommendations; it is these recommendations, which will have to be emphasized both in the beginning and at the end. B. Maude beautifully makes this point.

- Be reader-oriented. Don't include any information, which is surplus to the reader's requirements. If all he wants is a guideline to help him reach a particular decision, don't offer him a mass of tests and results and pages of statistics. If the report is to be considered by a committee of laymen, include adequate background information, avoid jargon, and stress your conclusions and recommendations.

3.2.4 THE TECHNIQUE OF WRITING TECHNICAL REPORTS:

Depending on the subject matter, technical reports may be written in a narrative form or using the first person. Any statistical matter, photographs, financial break-downs, tabulated material and so on should be attached on separate sheets and referred to in the report, as their inclusion in the body of the text could result in a confusing and lengthy amount of material which is difficult for the reader to follow. Information should be arranged either in

logical sequence or in chronological order, and this should be determined by the subject matter, as should the type of report, bearing in mind that brevity and clarity should be the aim.

The key language points to remember are those relevant to writing an essay – sentence construction, paragraphing, logical sequence of ideas and simplicity of expression. However, as Leo Jones and Richard Alexander have put it very succinctly, a report can best be written by following the guidelines given below:

Assemble the material:

- Collect all relevant material-notes, documents, etc.

Plan the report:

- Consider the purpose of your report: who is it for, why does he/she want it, how will he/she use it?
- State the aim and emphasis of the report briefly.
- Decide what information is important and what is irrelevant.
- Arrange the points of information in a logical sequence and in order of importance. Make rough notes.
- Draft a working plan on a separate sheet of paper.
- Decide where you might need illustrations or diagrams.

Draft the report:

- Write the introduction: state the subject, state the purpose, and summarize your findings.
- Write the body of the report.
- Write the conclusion (and recommendations)

- Summarize the report in a sentence.

Edit the report:
- Examine the draft. Does it do what the report is expected to do?
- Check your grammar, spelling, punctuation and style.
- Read the text aloud to yourself, or, better, to someone else.
- Check your illustrations.
- Finally, if possible, let someone qualified to give constructive criticism look at your draft.

3.2.5 ORGANIZATION OF SCIENTIFIC AND TECHNICAL REPORTS:

There are three ways in which a report can be organized:
- *Letter form;*
- *Memorandum form;*
- *Letter-text combination form.*

LETTER FORM: In the case of brief, informal reports, the arrangement followed in letter is adopted. Its main parts are: heading or the title, date, address, salutation, the body, complimentary close, and signature. It is usually written in the first person – I or we.

The body of the letter can be further divided into the following parts:

Introduction: The introductory paragraphs present the terms of reference and the subject of study. Here the writer states the problem confronting him in the light of the terms of reference and the relevant circumstances.

Findings: The next few paragraphs present the findings of the investigation.

Recommendations: Recommendations that logically follow the findings are given in the last paragraph of the body.

MEMORANDUM FORM: Adopting the memorandum form is a simpler way of presenting the scientific and technical report, since here the formalities of the letterform are done away with. The date is mentioned at the top. It is followed by the name of the person to whom the report is addressed, the name of the writer and the subject of the report. Next follows the actual text and the conclusion. As in the letterform, the text of the report is divided into paragraphs with headings and sub-headings.

LETTER-TEXT COMBINATION FORM: Long scientific and technical report reports are usually written in the letter-text combination form. A complete scientific and technical report in this form includes three major parts:

- *Introductory parts;*
- *Body of the report;*
- *Addenda.*

The complete outline of such a report is as follows:

Introductory parts:

Letter of transmittal or letter of presentation

Title page

Table of contents

List of illustrations

Abstract and /or summary.

Body of the report:

Introduction

Discussion or description

Conclusions

Recommendations

Addendum:

List of references

Bibliography

Glossary

Appendices

Index

Long reports containing most of these parts are generally submitted in a book form.

LETTER OF TRANSMITTAL OR LETTER PRESENTATION:

A letter of transmittal is a routine letter written to transmit the report from the writer to the reader. It performs several important functions: (i) it provides a permanent record of transfer; (ii) it shows the date on which the report was submitted; (iii) it states the name and position of the writer of the report; (iv) it also states when and by whom the report was authorized; (v) it may invite the reader's comments and suggestions.

A letter of presentation is slightly different from a letter of transmittal. In addition to giving the information contained in the letter of transmittal, it usually states the purpose and scope of the report, refers to the writer's source of information, and highlights special features.

If a letter of transmittal is written, the additional matter put in the letter of presentation is included in the first part of the body under the heading 'Definition of the problem'.

Title Page: The title page gives the title or heading of the report, the persons(s) to whom it is submitted, the date of submission and the name of the writer(s).

Table of contents: In the case of long reports, it is desirable to give the table of contents in the beginning. In addition to giving an overall view of the report, the table of contents facilitates locating particular topics in the report.

The table of contents gives the title and the page number of each chapter. If space permits, the headings of the sections of the chapters are also included.

List of illustrations: If the report contains many illustrations, the list of illustrations is given immediately after the table of contents. This list gives the number, title and page reference of each illustration.

Abstract and/or summary: In case the report is very long, it is customary to give an abstract and/or summary of the report for ready reference. An abstract is also called synopsis. An abstract tells in concentrated form what the report is about; a summary gives the substance of the report. There are no fixed rules about the length of an abstract or a summary. But it is generally agreed that an abstract should be about two to five per cent and a summary about five to ten percent of the length of the report.

Introduction: Introduction is the first part of the body of the report. It includes the following items of information:

1. Authorization for the report and terms of reference;
2. Historical and technical background;
3. Scope of study, with a clear description of the limitations and qualifications;
4. Methods of collecting data and the sources; and
5. Definitions of special terms and symbols, if desirable.

The main function of the introduction is to say what the report is about. It is important to begin with mentioning who has authorized the report and defining the terms of reference. The background and the scope of study acquaint the reader with the work already done and the new grounds to be covered. When there are any special terms and symbols, these may be explained either in the beginning or in footnotes. But there should be no ambiguity about the sense in which these terms are used.

Discussion or description: This is the main part of the report. It systematically presents the various aspects of the issue under headings and subheadings. It contains the facts found by the writer along with his comments. It may include charts, graphs, statistical tables and even excerpts from other published reports. These may either be incorporated in this part of the report, or if they are unwieldy and likely to distract, they are put in the end in the form of an appendix.

Conclusions and recommendations: On the basis of the facts and data presented under the heading 'findings', the writer draws definite conclusions. then he puts forward some concrete suggestions or recommendations. If the report is prepared by a committee or sub-committee to be presented at a meeting of the general body for adoption, the recommendations are put in the form of 'motions' or 'resolutions'.

List of references: The works cited in the text are either credited in footnotes on the page on which they are cited or mentioned together in the list of references. If the number of such references is small, they can be mentioned in footnotes. But if they are large in number, it is better to put them together in the end. There also, they may either be arranged chapter-wise in the order in which they occur in the text or listed in alphabetical order.

Bibliography: If the report is based on extensive research, the works consulted by the writer are given in the bibliography. The bibliography may also include works recommended for further study.

Glossary: It is the list of technical words used in the report and their explanations. Whether these words are to be given in the beginning or the end or in footnotes is entirely a matter of the writer's choice. Besides, whether the glossary is needed at all depends upon who is going to read the report. If it is going to be read by knowledgeable people who are already familiar with the terms, there is no need to include the glossary in the report.

Appendices: Statistical data, charts and diagrams that are not incorporated in the main body of the report are put at the end in the form of appendices.

Index: In case of lengthy reports, an index of the contents of the report may be included.

Signature: A report must be dated and signed by the person(s) who has (have) submitted it. In the case of a report prepared by a committee or a sub-committee, if it is very important, all the members may sign it, otherwise the signature of the Chairman will suffice. If the report is not unanimous, it may be signed only be the assenting members. The dissenting members may submit a separate minority report or they may sign the majority report with a note of dissent.

EXAMPLE OF A REPORT IN THE LETTER FORM:

Report by a sub-committee of directors to enquire into the possibilities of setting up a new cold storage accompanied by a note of dissent.

COMMENTS:

Give the terms of reference.

(Explain why setting up a cold storage at this place will be profitable proposition.

If a suitable site is available, give its details.

Give your recommendations.

The dissenting member records his note of dissent separately. He does not sign the main report. He signs only his note of dissent. The note of dissent by no means indicates that the main report will be rejected; it simply means that the dissenting member desires to be free from any responsibility in the decision taken on the basis of this report.

LETTER OF TRANSMITTAL:

Singh and Bhatia Limited

5 Kasturba Gandhi Marg, New Delhi

January 23, 20..

The Directors

Singh and Bhatia Limited

New Delhi

Gentleman,

Sub: Report on the proposed new cold storage in the Wazirpur Industrial Area.

In accordance with the resolution passed at the Board meeting held on 15th January, 20, instructing us to submit a report on the possibilities of setting up a cold storage in the Wazirpur Industrial Area, we have just completed preliminary enquiries and wish to submit the report enclosed herewith.

Yours faithfully,

S.S. Bhatia   (Chairman)

S.K. Bhatia   (Director)

Narinder Singh   (Director)

S.N. Razdan   (Secretary)

Encl: Report

EXAMPLE OF A REPORT IN THE MEMORANDUM FORM:

Report of the Sub-Committee on the proposed new cold storage in the Wazirpur Industrial Area.

TERMS OF REFERENCE:

The members of the Sub-Committee were appointed in accordance with the following resolutions adopted by the Board f Directors at the Board meeting of 15th January, 20.

1. That a Sub-Committee be appointed to consider the possibilities of setting up a cold storage in the Wazirpur Industrial Area on Ring Road, Delhi.

2. That the Sub-Committee consists of the following members:

   S.S. Bhatia   (Chairman)

   S.K. Bhatia   (Director)

   Narinder Singh   (Director)

   S.N. Razdan   (Secretary)

WORK DONE:

1. The Sub-Committee visited the Wazirpur Industrial Area, Ring Road, to study its suitability for setting up a cold storage.

2. The Sub-Committee met a number of property dealers operating in this locality to find out if a suitable site could be made available.

3. The Sub-Committee met five times between 16th January and 23rd January to discuss the findings and formulate concrete suggestions.

FINDINGS:

1.   Wazirpur Industrial Area is a very suitable place for a cold storage. It is only 2 km. away from the main vegetable and fruit market of Delhi, situated on Ring Road itself.

2.   This area is also connected with Azadpur railway station.

3.   The Delhi Development Authority is planning a big station for road carriers at the junction of Rohtak Road and Ring Road, nearly three kilometers away from Wazirpur. Thus this area will be a very convenient place from all points of view.

4.   At present there are only two cold storages near the market and they cannot provide adequate space to store huge bulks of vegetables and fruits pouring day in and day out into the market. Some dealers have to store their goods in cold storages situated far away from the market, incurring unnecessary expenditure on transport and facing a good deal of inconvenience.

5.   A very suitable site on the main Ring Road has been found available. The site is big enough to construct a cold storage and to set up a small office. The complete plan of the area giving a correct picture of the location of this site is enclosed.

6.   The Government is giving all kinds of facilities to develop this industrial area. The facilities include steady supply of electricity and loans for constructing the buildings.

RECOMMENDATIONS:

The Sub-Committee, with the exception of Shri Narinder Sing, makes the following recommendations:

1.   The proposed site should be immediately taken and necessary arrangements made for the construction of the building.

2.   Order should be placed for the purchase of the cold storage plant.

3.   The entire project should be put under the charge of Shri M.K. Mohindru, Development Manager.

<div align="right">

S.S. Bhatia   (Chairman)

S.K. Bhatia   (Director)

S.N. Razdan   (Secretary)

January 23, 20. New Delhi

</div>

Enclosure: The plan of the Wazirpur Industrial Area showing the exact situation of the proposed site for the cold storage.

NOTE OF DISSENT BY SHRI NARINDER SINGH, DIRECTOR.

Since I disagree with the other members of the Sub-Committee on the issue of setting up a cold storage in the Wazirpur Industrial Area, I herewith append my note of dissent and disclaim all responsibility from the above report.

My views on this issue are as follows:

1.   The vegetable market of Delhi depends more on the fresh supplies arriving daily from the neighboring areas. Not many dealers make use of the cold storage facilities.

2.   Even assuming that there will be dealers desirous of such facilities, with two cold storages already functioning and another two fast coming up, there may not be much scope for additional business. My impression formed as a result of a careful study of this market is that it cannot feed more than three, or at the most four, cold storages.

3.   The initial expenditure of constructing the building and purchasing the plant and running expenditure will utterly be out of proportion to profits made.

4. There is acute shortage of power in this region; hence most of the factories cannot run at their optimum. Since a constant supply of power is very essential for a cold storage, we shall need our own generator. I do not think it will ultimately prove to be an economically viable proposition to set up a cold storage here.

I would therefore suggest that the company should consider other more profitable avenues of expansion and investment.

<div align="right">
Narinder Singh

Dissenting member of the

Sub-Committee
</div>

3.3 SUMMARY:

- The Standard English dictionary covers several interpretations of the word 'report'. These include, bring back account of; state as ascertained fact; tell as news; narrate or describe or repeat especially as eyewitness and relate as spoken by another. While each of these interpretations has its relevance in the context of report writing, the most appropriate one would be, "account given or opinion formally expressed after investigation or consideration". In other words, a report refers to information that has been carefully gathered and logically presented.

- In the case of long reports, it is desirable to give the table of contents in the beginning. In addition to giving an overall view of the report, the table of contents facilitates locating particular topics in the report. The table of contents gives the title and the page number of each chapter. If space permits, the headings of the sections of the chapters are also included.

- If the report contains many illustrations, the list of illustrations is given immediately after the table of contents. This list gives the number, title and page reference of each illustration.

- In case the report is very long, it is customary to give an abstract and/or summary of the report for ready reference. An abstract is also called synopsis. An abstract tells in concentrated form what the report is about; a summary gives the substance of the report. There are no fixed rules about the length of an abstract or a summary. But it is generally agreed that an abstract should be about two to five per cent and a summary about five to ten percent of the length of the report.

- Introduction is the first part of the body of the report. The main function of the introduction is to say what the report is about. It is important to begin with mentioning who has authorized the report and defining the terms of reference. The background and the scope of study acquaint the reader with the work already done and the new grounds to be covered. If the report uses some special terms and symbols, they may be explained either in the beginning or in footnotes wherever they occur, as may be found desirable. But there should be no ambiguity about the sense in which these terms are used.

- This is the main part of the report. It systematically presents the various aspects of the issue under headings and subheadings. It contains the facts found by the writer along with his comments. It may include charts, graphs, statistical tables and even excerpts from other published reports. These may either be incorporated in this part of the report, or if they are unwieldy and likely to distract, they are put in the end in the form of an appendix.

- On the basis of the facts and data presented under the heading 'findings', the writer draws definite conclusions. then he puts forward some concrete

suggestions or recommendations. If the report is prepared by a committee or sub-committee to be presented at a meeting of the general body for adoption, the recommendations are put in the form of 'motions' or 'resolutions'.

- The works cited in the text are either credited in footnotes on the page on which they are cited or mentioned together in the list of references. If the number of such references is small, they can be mentioned in footnotes. But if they are large in number, it is better to put them together in the end. There also, they may either be arranged chapter-wise in the order in which they occur in the text or listed in alphabetical order.

- If the report is based on extensive research, the works consulted by the writer are given in the bibliography. The bibliography may also include works recommended for further study.

- It is the list of technical words used in the report and their explanations. Whether these words are to be given in the beginning or the end or in footnotes is entirely a matter of the writer's choice. Besides, whether the glossary is needed at all depends upon who is going to read the report. If it is going to be read by knowledgeable people who are already familiar with the terms, there is no need to include the glossary in the report.

- Statistical data, charts and diagrams that are not incorporated in the main body of the report in order to keep the main line of argument unentangled are put at the end in the form of appendices.

- In case of lengthy reports, an index of the contents of the report may be included.

3.4　KEY WORDS:

Reports:　The term report has many meanings. These include, bring back account of; state as ascertained fact; tell as news; narrate or describe or repeat especially as eyewitness and relate as spoken by another. While each of these interpretations has its relevance in the context of report writing, the most appropriate one would be, "account given or opinion formally expressed after investigation or consideration". In other words, a report refers to information that has been carefully gathered and logically presented.

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

Formal reports:　A formal report is one, which is prepared in a prescribed form and is presented according to an established procedure to a prescribed authority.

Table of contents: In the case of long reports, the table of contents is given in the beginning. The table of contents gives the title and the page number of each chapter. If space permits, the headings of the sections of the chapters are also included.

List of illustrations: If the report contains many illustrations, the list of illustrations is given immediately after the table of contents. This list gives the number, title and page reference of each illustration.

Abstract and/or summary: In case the report is very long, it is customary to give an abstract and/or summary of the report for ready reference. An abstract is also called synopsis. An abstract tells in concentrated form what the report is about; a summary gives the substance of the report.

Introduction: Introduction is the first part of the body of the report. It includes the following items of information: Authorization for the report and terms of reference; Historical and technical background; Scope of study, with a clear description of the limitations and qualifications; Methods of collecting data and the sources; and Definitions of special terms and symbols, if desirable. The main function of the introduction is to say what the report is about. It is important to begin with mentioning who has authorized the report and defining the terms of reference.

Conclusions and recommendations: On the basis of the facts and data collected and analyzed, the writer draws definite conclusions. Then he puts forward some concrete suggestions or recommendations. If the report is prepared by a committee or sub-committee to be presented at a meeting of the general body for adoption, the recommendations are put in the form of 'motions' or 'resolutions'.

List of references: The works cited in the text are either credited in footnotes on the page on which they are cited or mentioned together in the list of references. If the number of such references is small, they can be mentioned in footnotes. But if they are large in number, it is better to put them together in the end.

Bibliography: If the report is based on extensive research, the works consulted by the writer are given in the bibliography. The bibliography may also include works recommended for further study.

Glossary: It is the list of technical words used in the report and their explanations. Whether these words are to be given in the beginning or the end or in footnotes is entirely a matter of the writer's choice. Besides, whether the glossary is needed at all depends upon who is going to read the report. If it is going to be read by knowledgeable people who are already familiar with the terms, there is no need to include the glossary in the report.

Appendices: Statistical data, charts and diagrams that are not incorporated in the main body of the report are put at the end in the form of appendices.

Index: In case of lengthy reports, an index of the contents of the report may be included.

3. 5   SELF-ASSESSMENT QUESTIONS (SAQs):

1. Define report. State the main points to be considered in drafting a report.

2. Distinguish between special and routine reports. Discuss the briefly principle that should be applied in preparing special reports.

3. Explain the characteristics of a good report.

4. As the secretary of a company write a report to the Managing Director about a foreign collaboration proposal to be undertaken in India subject to the approval of the Central Government.

3.6   REFERENCES / SUGGESTED READINGS:

Essentials of Human Communication; *By. DeVito, Joseph A.* **Pearson Education**, 1997

Business Communication Today (Bovee); **Pearson Education**, Delhi, 2006

Making PR Work (Sushil Bahl).

Advertising and Public Relations (B. N. Ahuja and S.S. Chhabra).

Lesly's Hand Book of PR and Communication (Edited by Philip Lesly).

Public Relations: Principles, Cases, and Problems (H. Frazier More, Frank Kalupa)

The Practice of Public Relations (Fraser P. Seitel)

Master of Computer Application (MCA)

COMMUNICATION SKILLS – SCIENTIFIC AND TECHNICAL WRITING

MCA – 206

Lesson: 4

INTERVIEW

Writer: Dr. M. C. Garg

Reader,

Department of Business administration

Guru Jambheshwar University of Science and Technology,

Hisar, (Haryana)

Vetter: Dr. Kulwant Pathania

Converted in to SIM format by: M. R. Patra

Faculty Member,

Department of Communication Management and Technology,

Guru Jambheshwar University of Science and Technology,

Hisar, Haryana.

LESSON STRUCTURE:

In this lesson, we shall discuss about interviews. We shall discuss about the types of interviews. Then we shall focus on the preparations for and techniques of facing interviews. Finally, we shall how to be an effective interviewer. The lesson structure shall be as follows:

4.0   Objectives

4.1   Introduction

4.0   OBJECTIVES:

The broad objective of this lesson is to understand about interviews. The specific objectives of this lesson are as follows:

TO KNOW THE ESSENTIAL FEATURES OF AN INTERVIEW

To Know about the Types of Interviews

To Know about Interview Techniques

To Know about How to Prepare for the Interview

***TO KNOW ABOUT* HOW TO CONDUCT THE INTERVIEW**

To Know about How to Become an Effective Interviewer

To Know about How to Conduct One's self during Interviews

4.1   INTRODUCTION:

The term 'interview' has been derived from the French word *'entire voir'* that means 'to glimpse' or 'to see each other'. By definition it means a meeting for obtaining information by questioning a person or persons.

Interviews are held for various purposes:

o   Job or employment interviews for the selection of suitable persons on the basis of their qualification and experience;

o   Interviews held by some companies for periodic evaluation of workers;

o   Exit interview that is held to determine a person's reasons for leaving the organization;

o   Interviews conducted by company personnel to gather information on matters like worker's attitudes, working conditions, managerial effectiveness etc.;

o   A meeting or conversation between a journalist or radio or television presenter and a person whose views/ideas are sought for broadcasting;

o   Admission interview of a candidate for admission to a course in higher education/professional training;

o   Interrogation of a person by the police about some happening;

o   An interview given by a celebrity in a question-answer session to a selected audience.

4.2   PRESENTATION OF CONTENT:

The content of this lesson shall be presented as follows:

o   *Essential Features of an Interview*

o   *Types of Interviews*

o   *Interview Techniques*

o   *Interviewer's Preparation for the Interview*

o **HOW TO CONDUCT THE INTERVIEW**

o *How to Become an Effective Interviewer*

o *Interviewee's Preparation for the Interview*

o *Arriving for the Interview*

o *How to Conduct One's self during the Interview*

o *Suggestions to Ensure Success in an Interview*

4.2.1 ESSENTIAL FEATURES OF INTERVIEWS:

There are different purposes for which we have interviews. But all of them have the following features in common:

o There is a definite purpose, and it is known both to the interviewer and the interviewee.

o Both the parties need to prepare for the communication event.

o All interviews are prearranged. The only possible exception is the dismissal interview.

o There are at least two participants in the event – an interviewee and an interviewer. But in common practice there is one interviewee facing more than one interviewer.

o There is clear exchange of information. The information exchanged may or may not be kept secret.

4.2.2 TYPES OF INTERVIEWS:

Following are the different types of interviews:

PROMOTION INTERVIEWS:

Persons due for promotion are interviewed even if there is no competition. The interview is likely to be informal and serves as induction into a new team, with new responsibilities. Clarifications about nature of duties, responsibilities and expectations are made during a promotion interview.

If there is competition for promotion, the interview helps in the selection process and may also serve as an opportunity for a discussion of career opportunities for each candidate.

APPRAISAL OR ASSESSMENT INTERVIEW:

An appraisal interview is one of the methods of periodical assessment of employees. There are other methods like completion of self-assessment forms and assessment by supervisors. But annual appraisal interview is the best method for judging employees' attitudes. A face-to-face confidential talk is an opportunity for both, the employee and the supervisor to discuss several issues.

This interview is more a discussion than question-answer. The focus is on the career development of the employee; shortcomings, areas, which need improvement, areas that can be further, strengthened, training needs, and job enrichment and opportunities for promotion etc. may be discussed at the interview.

The following points may be kept in mind to make the appraisal interview successful:

o The manager should allay the fears of the employee with his friendly attitude.

o He should first talk about the plus points of the employee's performance and compliment him. This will help in motivating him.

o Shortcomings should be pointed out in a very calm and objective tone. Criticism should be followed by positive suggestions.

o The employee should be allowed to present his side, the problems and suggestions, in a cool atmosphere. The managers should try to understand the problem and offer help.

o Makes clear the future target to be achieved before the employee.

o The employee should also display a positive attitude. He should try to understand where exactly he had gone wrong and assure the manager to improve his performance in future.

EXIT INTERVIEW:

An exit interview is given to an employee who has resigned. Several things can be accomplished in an exit interview. The organization can:

o Find out the precise reason for the employee's decision to leave. If there has been any misunderstanding or ill feeling, there is an opportunity to clear it. It is better for an organization's public image to maintain good relations with past employees;

o Get feedback on employee's attitudes to and opinion of the organization's policies. An employee who is leaving has no fear of the boss's displeasure and is likely to express his opinion of the organization's employee relations, public relations, sales policies etc. quite freely;

o Check all the details and information in the employee's personal record file to make sure that they are up-to-date.

o Give the final pay cheque, or information about when it will be ready and how it will be handed over;

o Give information about accrued benefits like sick leave, earned leave which has not been used by the employee. The employee will also have made some calculations and may be anxious to know if the boss concurs;

o Give information about provident fund, group insurance of any other benefits, and how and when the dues will be paid;

o Check that all books, manuals, tools, equipments, which were issued to the employee, have been returned.

When the exit interview is handled carefully and tactfully it can be an asset to the organization.

PROBLEM INTERVIEW:

A problem interview is a meeting with a problem employee. An employee whose performance or behaviour is unsatisfactory in spite of warning represents a problem. An interview is more likely to suggest a solution than warnings and notices.

The reason for the employee's poor performance can be found out in a face-to-face talk; it may be domestic problems, ill health, lack of training or dissatisfaction with the job, failure to adjust to the environment, etc. Many organizations have facilities for counseling staff, the employee may be offered a session with the counsellor.

If the employee's behaviour is unsatisfactory, the interview can be used for giving a clear understanding of what is expected, and what will be the consequences of unacceptable conduct.

STRESS INTERVIEW:

As the name suggests, a stress interview puts the candidate into difficult situations in order to test her/his reaction to stress. This method is used for selection for difficult positions. A stress interview tests such qualities as courage, tact, cool temper, and self-command, which are needed when confronted by employees or people in big or small groups.

Several methods are used to throw the candidate out of balance; rapid fire questions on several topics at once; questions asked by different members of the panel together; cross questioning and arguing, disputing the candidate's statements, ridiculing the answers; subjecting her/him to silence and inattention. The interviewer adopts hostile behaviour towards the candidate. Only a cool-headed and self-possessed candidate responds appropriately and passes the test. Interviewers need practice and training in taking a stress interview.

The candidate must be informed at the end that it was a stress interview.

REPRIMAND INTERVIEW:

Reprimand means to criticize anyone severally for making undesirable statement or action. In such cases, the manager summons the employee to his room and talks to him in his formal capacity. A reprimand is a form of disciplinary action likely to be resented by the employees.

A reprimand interview has three-fold aim:

o To improve the work performance.

o To prevent the recurrence of such offences.

o To protect other employees from the malaise of anti-organizational behaviour.

Preparation for reprimand interview:

The preparation includes the following steps:

(1) Make sure that you possess all the relevant facts of the case. Take time to investigate the matter fully as possible, before the employee is called for interview. In the absence of facts, the reprimand will look to be arbitrary and can damage your image.

(2) Keep in mind the kind of person you are going to deal with. Plan first, what you are going to say or do during the interview. Don't deviate from original plan.

(3) Do not reprimand in public; ensure full privacy during the interview.

During the Interview: During the process of interview:

– go straight to the point.

– be precise and exact about the offence.

–   don't lose control over yourself.

–   don't enter into unnecessary arguments with the employee.

–   allow the employee to present his case fully.

–   don't accept justifications or excuses.

–   make it clear that the purpose of the reprimand is not to disgrace the employee, but to help him to improve his performance.

After the interview: After the interview keep a watch over the employee's behaviour. Find out how far the reprimand interview has been successful. If necessary, take up a follow-up action.

EMPLOYMENT OR SELECTION INTERVIEW:

The most important objective of the selection interview is to assess the suitability of the candidates for specific jobs. The interview is the basis for important decisions for both, the employer and the candidate. The interviewer has to decide whether the candidate should be appointed; an organization wants to find the right persons for employment and the selection can affect the organization. The candidate has to decide whether he/she will accept the job; this decision will influence his/her career.

A panel of interviewers usually takes employment interviews. The panel may have expert interviewers who can draw out and reveal aspects of the candidate's personality, which are important for the job. There would also be technical experts and departmental heads and other senior officers to whom the person in the post would report.

For announced vacancies interviews are taken in a suitable room in the organization's office. Many organizations recruit promising candidates by holding campus interviews in professional colleges and institutions.

An interview may take anything from 10 minutes to 45 minutes or even longer. Interviewers spend more time on good candidates; they have to gather enough information about the candidates to be able to assess their suitability to join the organization. The candidate too must find out about the organization, its employee policies and culture, what it expects the recruits to do and what opportunities for career development it offers. Both, the candidate and the interviewer must be well prepared for the interview.

4.2.3 INTERVIEW TECHNIQUES:

Before we pas on to the actual conducting of interviews, let us discuss a few basic techniques of interview.

Screening: Since the number of applications for any job is very large, several firms screen the applications to weed out unsuitable candidates. Then some more candidates are eliminated through a preliminary interview. Only very few who are really good are called for the final interview.

Random appearance: Some interviewers still believe that the man is more important than the application. They want to judge a man by his personal appearance rather than on the basis of his application. So they call every applicant for interview. This method may once in a while throw some really brilliant candidate in one's way, but it is usually expensive and confusing.

Tests: These days a number of firms resort to tests, written or oral, designed to judge the candidates' intelligence, general knowledge, proficiency in language, etc. In addition, psychological testing has also come into vogue. Candidates who qualify these tests are invited for final interview.

Experience: Some employers believe that practical experience is more important than paper qualifications. One year's practical experience, they think, is equivalent of fifteen years spent in schools and colleges. So they do not call fresh candidates for interview. This is not a very sound policy since it

eliminates fresh candidates, some of who might be really brilliant, enthusiastic and committed.

Under-stress interview: This is a special technique to ascertain how a candidate will acquit himself under conditions of exceptional stress and strain. He is exposed to embarrassing questions and provoked in various ways to find out whether he can retain his poise and equanimity in such trying conditions. This kind of interview is useful to select candidates for posts that require great presence of mind and imperturbability of temperament.

4.2.4 PREPARING FOR INTERVIEWS:

Interviews are held with a fourfold objective in mind, which are as follow:

o   To find out the most suitable candidate for the job;
o   To give the candidates sufficient information about the job and the company so that they can decide whether the job will suit them;
o   To create a sense of confidence and understanding in the selected candidate; and
o   To promote the goodwill of the company by giving the right kind of impression to all the candidates whether or not they are to be selected. The realization of this objective definitely calls for careful preparation.

As an interviewer, you must make the following preparation:

o   You should have a clear picture of the company profile and of the nature of the job for which the interview is being held.
o   You should know the type of personality, character or temperament required for the job.
o   You should send the interview letters well in advance so that the candidates are not inconvenienced and they also get sufficient time to

prepare themselves for the interview. Clearly mention in the letter the documents you want the candidates to bring with them.

o Make proper seating arrangement for the candidate in the waiting room. The room should be quiet with provision for newspapers and magazines so that the candidates can feel relaxed.

o The interview itself should be conducted in a quiet room where there is little or no interruption. The telephone bell should not be allowed to disturb, nor should the personal assistant be allowed to intrude. The interview should be held, as far as possible, in an informal atmosphere.

o If the candidate is to be interviewed by a committee, each member of the committee should be in possession of a copy of the bio data of the candidate so that there is neither any confusion nor wastage of time.

o You should decide beforehand as to which member of the committee is going to initiate the interview. This will save the candidate from being bombarded with questions. According to the area of specialization of the various members of the committee, you should divide among yourselves the areas in which you are going to ask questions.

4.2.5   HOW TO CONDUCT THE INTERVIEW:

Welcoming the candidate: Welcome the candidate exactly in the same way you would welcome a friend who visits you at your office or home. Give him a warm smile and talk to him in a friendly tone or voice. Hold with him some small talk in an area, which you think is familiar to him. Very few candidates are perfectly free from nervousness before they enter the interview room and if you start interviewing them before they have overcome their nervousness, you cannot expect them to reveal the best in them.

Contents of the interview: After you have made the candidate feel at ease, you should start talking to him on the subject you want to know about. The

things you would particularly like to know include, the candidate's technical qualifications (ability to do the job), drive and aspirations (willingness to do the job), social effectiveness and emotional balance (relations with others and self), character (trustworthiness), and other facts related to his physical vigour and energy, spouse's attitude toward the job, financial stability, willingness to travel, willingness to make permanent moves. You should make a special note of those aspects of the candidate's personality that relate to interest patterns, attitudes, character, and temperament. You should also ask him details about his previous experience, duties, salary drawn and the reason for changing the job if he happens to be already working somewhere. When the candidate is providing this information, you must show that you are keenly interested in what he is telling you and may even take notes. If you feel the candidate is suitable and you might offer him the job, give him all the details about your company and the job.

Parting: Parting is as important as welcoming. You should thank the candidate for having come for the interview and tell him that he will soon be informed of the outcome. It is desirable to give him a specific date by which he will be informed, and keep this date. Or you may politely tell him that you will intimate him by a certain date if he is selected, so that if he does not hear from you by that date, he presumes that he has not been selected.

4.2.6 HOW TO BECOME AN EFFECTIVE INTERVIEWER:

Murphy and Peck in the book Effective Business Communications have listed the following suggestions for a person who wants to become an effective interviewer:

o Let the applicant do most of the talking. If you talk more than 50 percent of time, you are interviewing yourself- not conducting an interview.

- Use brief verbal responses that will keep the applicant talking-prod with question such as 'Tell me more." "That's interesting." "What happened than?"
- Give your entire attention to the interviewee and respond by encouraging facial expressions, movement and expression of the eyes, and nods of the head.
- Allow pauses in the conversation if you think the applicant will reveal important information. But avoid lengthy pauses or a pause when the applicant has definitely finished a topic.
- Try to understand the applicant, who in turn may volunteer really useful information.
- Make self-expression easy for the applicant.
- Respect the feelings of the other person even though you consider the person wrong.
- At all times accept what the applicant says. Never frown, show surprise, or show disapproval.
- Avoid the impulse to cut the applicant off or change the subject abruptly.
- Never argue.
- Sit on the same side of the desk as the applicant and use informal, plain language.

4.2.7 INTERVIEWEE'S PREPARATION FOR THE INTERVIEW:

If you are an interviewee, you should prepare yourself on the following lines:

Know yourself. This is probably the most important part of your preparation. Try to find out what you want to achieve through your work-inner fulfillment, fame, and position in society, wealth, security, comfort, travel, and power. Before you apply for a job, be sure that you know why you are applying for it and whether it will suit you.

Know the company. The next thing is to know the company is which you are seeking the job. you should try to find out as much as you can about its activities, its growth over the years, its future prospects, etc. If you reveal a sincere interest in the company and show that you have acquired knowledge about it on your own initiative, you will create a favourable impression on your interviewer.

Prepare for the questions. Anticipate the questions that you will probably be asked and prepare answers to them. It is not difficult to anticipate these questions, for, after all, you will be asked questions about your interests, hobbies, achievements, prospects, relationship with your friends and members of the family. Try to be clear in your mind about the answers you will be giving. Don't lie, for you will surely be caught and will spoil the whole show.

Prepare the questions that you would like to ask. If the interviewer does not offer you full information about the company and the job, you must ask questions to gain this information. Prepare the questions that you would like to ask. These questions might relate to formal or informal training, promotional avenues, fringe benefits, etc.

4.2.8   ARRIVING FOR THE INTERVIEW:

Dress appropriately. You should be suitably dressed for the occasion. Your clothes as well as general appearance should be neat. Fingernails should be clean, shoes polished and hairstyle appropriate. Lotions, creams and perfumes should be used sparingly. The accessories should complement the suit or dress. Your appearance should not be garish in any way.

Take with you your certificates. If the interview letter mentions some certificates, testimonials or their documents, do not forget to take them with you. If you think there are some other papers that might be of use to your during the interview, put them also in your briefcase.

Arrive for the interview in time. This is of utmost importance. Try to arrive at the place of interview ten to fifteen minutes before the scheduled time. This will give you enough time to relax and prepare yourself for the interview.

4.2.9 HOW TO CONDUCT YOURSELF DURING THE INTERVIEW:

o Don't be nervous or agitated while entering the interview room. See carefully where you are going and do not trip over the carpet or the doormat. Do not wear a scowl or a stupid smile at the time of entering.

o Greet the interviewer(s) with a polite good morning.

o Do not sit down until you have been asked to. Even the posture in which you sit is important. Don't sit stiffly. Don't be lax. Sit in a natural, composed manner.

o When the interviewer starts conversation, pay attention to what he says. Do not interrupt him. Respond to him only at the appropriate time.

o Give very relevant answers to his questions. Do not ramble along, or the interviewer will look bored. Do not be too abrupt, or you will appear to be rude.

o Do not try to make an exhibition of your knowledge. Don't boast of your capabilities. It is for the interviewer to find out how capable you are, and he will judge you with the help of some penetrating questions, which you must answer frankly.

o If there is something you do not know, admit it straightaway. It is useless to pretend knowledge where you are actually ignorant. Many candidates spoil their interview by telling a lie and landing themselves in an embarrassing situation.

o If you are being interviewed by someone who does not posses as many college degrees as you have, do not put on airs. Give the interviewer your full cooperation and respect. In addition to knowing your qualifications, the

interviewer must also be preparing some kind of reaction report. And if you try to look superior, the reaction report is bound to be unfavourable.

o You are expected to have your individual views and you need not agree with everything the interviewer says. But you also need not annoy or offend him unnecessarily. You must remain calm and friendly throughout the interview. If you lose temper, the interview is likely to be cut short abruptly.

o Be positive in your attitude. Express your enthusiasm for the job and the company. If you give the impression that you are not really interested, you will discover that your employer is also not really interested.

o Do not keep shifting in your seat. Do not bite or chew your fingernails. Do not smoothen your hair. Do not play with the paper weight or the pin cushion on the table. Do not start adjusting the knot of your necktie. All these are signs of nervousness. And nervousness is your biggest enemy during an interview.

o When you are asked questions about your previous job, be frank but avoid criticism of your former employer or colleagues. you may bear a grudge against your former employer, but keep it to yourself. An interview is not the proper place to express your private grouses. Mention only the positive, pleasant and constructive aspects of your earlier employment.

o If your interviewer has not talked abut the job, do not be afraid to ask questions yourself. Full knowledge of the job will help you to decide whether you ought to accept it or not.

o When the interview is over, do not forget to thank the interviewer. You may even tactfully ask when the result will be made known to you.

o If the job is offered to you, you may accept it immediately or ask for time to think over it, depending upon your circumstances.

4.2.10 SUGGESTIONS TO ENSURE THE SUCCESS OF AN INTERVIEW:

The responsibility for the failure of an interview lies both with the interviewer and the interviewee. If the following points are kept in mind, a lot of unnecessary unpleasantness and wastage can be avoided:

o The interviewer should not form an overall opinion about the candidate on the basis of a single aspect of his personality. For example, if the candidate is given to some kind of mannerism, it does not necessarily imply that he is in competent. If he has said something about his previous employer, it is not an indication that he will betray the next employer also.

o The interviewer may have some kind of personal bias. He may be having some kind of mental picture of the ideal candidate for the job. He should keep aside his bias and be scientific in his approach.

o The interviewer should not judge a candidate's mental capability and his character on the basis of such factors as his personal appearance, date of birth, number of letters in his name, lines on the palm of his hand, handwriting. People do not have sufficient knowledge of these sciences too be sure of their conclusion.

o The interviewer must vary the nature of his questions and the tone of his voice to suit individual candidates. If he goes on asking stereotyped questions mechanically, he will get stereotyped answers and he will not be able to make a correct decision.

o The interviewer should try to judge the candidate afresh and not go by what his former employer has to say about him.

o The interviewer should not accept all the facts stated by the candidate without probing to determine their meaning and accuracy.

o The interviewer should not be cold and unfriendly. He should not try to unnerve the candidate by putting on airs of superiority.

o The interviewer must observe non-verbal clues like gestures, facial expressions, voice changes, hesitations, etc.

o The interviewer should prepare his questions really well.

o The candidate should also come well prepared. He may be quite competent, but if he does not come well prepared, he will cut a sorry figure and not get the job.

o The candidate must not try to anticipate the needs and preferences of the interviewer and respond accordingly. Some candidates try to be over smart. Instead of giving answers they ought to, they give answers they think the interviewer would like to get. In this way they get trapped by their own cleverness.

o The human element should not be allowed to intrude into the interview. A candidate should be given a job because he deserves it and not because being in straitened circumstances he needs it.

o Neither the interviewer not the candidate should be discourteous or rude towards each other.

o Neither of them should try to dominate the interview.

o Neither of them should try to interrupt the other during his talk.

1.3   SUMMARY:

o Interviews are held for various purposes: Job or employment interviews for the selection of suitable persons on the basis of their qualification and experience; Interviews held by some companies for periodic evaluation of workers; Exit interview that is held to determine a person's reasons for leaving the organization; Interviews conducted by company personnel to gather information on matters like worker's attitudes, working conditions, managerial effectiveness etc.

o Persons due for promotion are interviewed even if there is no competition. The interview is likely to be informal and serves as induction into a new team, with new responsibilities. Clarifications about nature of duties, responsibilities and expectations are made during a promotion interview.

o An appraisal interview is one of the methods of periodical assessment of employees. There are other methods like completion of self-assessment forms and assessment by supervisors. But annual appraisal interview is the best method for judging employees' attitudes. A face-to-face confidential talk is an opportunity for both, the employee and the supervisor to discuss several issues.

4.4 KEY WORDS:

Purposes of Interviews: Interviews are held for various purposes: Job or employment interviews for the selection of suitable persons on the basis of their qualification and experience; Interviews held by some companies for periodic evaluation of workers; Exit interview that is held to determine a person's reasons for leaving the organization; Interviews conducted by company personnel to gather information on matters like worker's attitudes, working conditions, managerial effectiveness etc.; meeting or conversation between a journalist or radio or television presenter and a person whose views/ideas are sought for broadcasting; Interrogation of a person by the police about some happening; An interview given by a celebrity in a question-answer session to a selected audience.

Promotion interviews: Persons due for promotion are interviewed even if there is no competition. The interview is likely to be informal and serves as induction into a new team, with new responsibilities. Clarifications about nature of duties, responsibilities and expectations are made during a promotion interview.

Appraisal or assessment interview:

An appraisal interview is one of the methods of periodical assessment of employees. There are other methods like completion of self-assessment forms and assessment by supervisors. But annual appraisal interview is the best method for judging employees' attitudes. A face-to-face confidential talk is an opportunity for both, the employee and the supervisor to discuss several issues.

Exit Interview: An exit interview is given to an employee who has resigned. Several things can be accomplished in an exit interview. The organization can: Find out the precise reason for the employee's decision to leave. If there has been any misunderstanding or ill feeling, there is an opportunity to clear it. It is better for an organization's public image to maintain good relations with past employees; Get feedback on employee's attitudes to and opinion of the organization's policies. An employee who is leaving has no fear of the boss's displeasure and is likely to express his opinion of the organization's employee relations, public relations, sales policies etc. quite freely; etc. When the exit interview is handled carefully and tactfully it can be an asset to the organization.

Problem interview: A problem interview is a meeting with a problem employee. An employee whose performance or behaviour is unsatisfactory in spite of warning represents a problem. An interview is more likely to suggest a solution than warnings and notices. The reason for the employee's poor performance can be found out in a face-to-face talk; it may be domestic problems, ill health, lack of training or dissatisfaction with the job, failure to adjust to the environment, etc.

Stress interview: As the name suggests, a stress interview puts the candidate into difficult situations in order to test her/his reaction to stress. This method is used for selection for difficult positions. A stress interview tests

such qualities as courage, tact, cool temper, and self command, which are needed when confronted by employees or people in big or small groups.

4. 5   SELF-ASSESSMENT QUESTIONS (SAQs):

1.   What do you mean by 'interview'? Discuss the execution features and purpose of an interview.
2.   Do you think it is necessary for the interview also to prepare for the interview? What kind of preparation would you recommend for him?
3.   What is an appraisal interview? What points should the manager keep in mind to make the appraisal interview a constructive exercise?
4.   How should a candidate prepare for an interview?
5.   What kind of questions should a candidate be asked during an interview?

4.6   REFERENCES / SUGGESTED READINGS:

Essentials of Human Communication; *By. DeVito, Joseph A.* **Pearson Education**, 1997

Business Communication Today (Bovee); **Pearson Education**, Delhi, 2006

Making PR Work (Sushil Bahl).

Advertising and Public Relations (B. N. Ahuja and S.S. Chhabra).

Lesly's Hand Book of PR and Communication (Edited by Philip Lesly).

Public Relations: Principles, Cases, and Problems (H. Frazier More, Frank Kalupa)

The Practice of Public Relations (Fraser P. Seitel)

Master of Computer Application (MCA)

COMMUNICATION SKILLS – SCIENTIFIC AND TECHNICAL WRITING

MCA – 206

Lesson: 5

<center>**PRESS CONFERENCES**</center>

Writer: **Dr. M. C. Garg**

Reader,

Department of Business administration

Guru Jambheshwar University of Science and Technology,

Hisar, (Haryana)

Vetter: **Dr. Kulwant Pathania**

Converted in to SIM format by: **M. R. Patra**

Faculty Member,

Department of Communication Management and Technology,

Guru Jambheshwar University of Science and Technology,

Hisar, Haryana.

LESSON STRUCTURE:

In this lesson, we shall discuss about press conferences. We shall discuss about the characteristics of a good press release. Then we shall focus on how to conduct press conferences. Finally, we shall discuss how to manage media relations. The lesson structure shall be as follows:

5.0   Objectives

5.1   Introduction

5.0   OBJECTIVES:

The broad objective of this lesson is to highlight the process and types of communication in scientific and technical organizations. The specific objectives of this lesson are as follows:

- o To Know More About Press Releases
- o To Know How to Handle a Press Conference
- o To Understand Media Relations

5.1   INTRODUCTION:

Business organizations these days are tapping all possible ways to get publicity. One such way is to organize events. One such important event is a press conference. Some organizations conduct press conferences and along with that, or independently, also hold exhibition / launch celebration. It may be that the company wishes to issue a press release to announce some new exciting project or promotion, product or technological breakthrough and the PR personnel may be asked to call a press conference. This will give the company time to decide exactly what it wants to make public and prepare lots of literature and also have displays and samples of products on show. Many

large companies go to a great deal of expense when promoting new products and services to secure the support of the press and the professional and trade journals.

One of the jobs of PR department is to keep a list of contacts on local and national papers, professional and trade journals and on radio and television stations. Eminent individuals in the relevant field will also be contacted in phone and invited to the event.

Invitations will be sent out together with copies of the accompanying material to special guests, a list of whom will be supplied by the organizer of the conference, and also to relevant people on the media contact list. In very large organizations the public relations department or special public relations officer will be responsible for organizing such conferences.

5.2 PRESENTATION OF CONTENT:

The content of this lesson shall be presented as follows:

- o *Style for the Press Release*
- o *How to Handle a Press Conference?*
- o *Media Interviews*

5.2.1 STYLE FOR THE PRESS RELEASE

In communication, the style for writing a good press release also has to be clear and concise. The release should be easy to read. The following tips will be useful:

- o Avoid floweriness or effusion—stick to facts
- o Avoid long words
- o Use words appropriately—(for instance the words 'alleviate', 'rehabilitate' used in the example)

- o Avoid adjectives and adverbs (editors generally like understatements, and not advertisements)
- o Use strong verbs
- o Break up long sentences and keep paragraphs short
- o Avoid a casual/chatty style (occasionally may be used)
- o Avid buzz words, acronyms, and jargon
- o Justify statements
- o Make the release brief
- o Eliminate all extraneous facts
- o Be specific

5.2.2 HOW TO HANDLE A PRESS CONFERENCE?

A press conference is as important a tool of communication as a press release to a manager. Once you learn the technique of writing a good release, you are likely to succeed in handling a press conference. The difference, however, is in the nature of the communication medium. In the case of the release, you may revise and edit your release several times before you send it to the press like you will do with business letters. The press conference, on the contrary, will demand a lot of 'thinking on feet' skills from you for answering all the questions from the media people. Therefore, your ability to express yourself through effective oral communication skills will be tested.

To handle a press conference well, you need to be clear about

- The purpose (why the press conference has been called)
- Details about what you are going to say (facts)
- The details must have news value
- Choose the right location and time for the conference
- Create a conducive environment for discussion
- Prepare a list of all who are to be invited
- Ensure that media people get press hand-outs/releases, photos, etc.

5.2.3 MEDIA INTERVIEWS

During the course of handling operations for your organization, you will face situations when giving interviews to the media will also have to be handled. A presentation of the company's launch of new products or services cannot be done without inviting the media people for obvious reasons of publicity. This means that you need to anticipate questions that may arise from your presentation and the answers that you might give to questions asked.

Media people do not have much time. Their questions need to have appropriate answers that should be short, crisp and related to the topic.

The interviews of different persons on channels like CNBC, Star News, Zee News, Aaj Tak, BBC, and other channels will acquaint you with the way the media personnel ask questions and the kind of answers that are expected. The mass audience that is listening to the interview must be able to understand clearly the text of the message.

Very often, media people conduct telephonic interviews about projects that your organization may have announced or an advertisement that has triggered interest in them or a corporate social project that the organization may have undertaken. When the media people, whether from the print medium or the electronic medium, meet you face-to-face or speak to you on telephone about your organization's work, they not only come prepared with a list of questions but they also expect well-structured and meaningful answers to be given.

Hence a few tips will be useful to you to prepare for such interviews:

- Anticipate the questions that you may be asked
- Gather background information on the topic in case you need more elaboration

- Organize your thoughts well so that you can answer in a structured manner
- Speak clearly, confidently, and authoritatively
- Listen to the question well for a suitable answer for tricky questions
- Avoid jargons
- Show enthusiasm in your answer and at the same time appear to be sincere
- Be prepared for complex and spontaneous questions
- Let your body language match your words
- Try and ignore the camera and be natural
- Use positive words
- Avoid the "yes"/"no" answers
- Avid the "no comment" type of responses
- If you do not know the answer, please say so.

According to a reporter from a newspaper, the manner in which executives often handle questions from the media is unfriendly and mistrustful.

The general approach is one of 'hyperbole'. It is always the success story that executives are excited about sharing with the media. If asked about what 'roadblocks' or 'hurdles' the company had to face in order to overcome them to make the project a success, very often the request is turned down, or circumvented, possibly because they do not want to speak about the difficulties faced.

From media point of view, the reporter said that the aim in asking such questions was not to delve into the details (the organization might possibly fear that the details might give a chance to the media to sensationalize the story) for any other purpose but to put the facts before the readers. It is this

element of mistrust that often mars a good story. "Executives", he said, "do not know how journalism functions."

Other than writing a press release for the external publics, as a manager you should also be able to ideal with the needs of your internal employees. Besides, functional communication, which is a part of the formal process, informal contacts with employees, forms a vital requirement for sustaining the spirit of togetherness in an organization. If the organization has a PR department, it will look into the prospects of bringing out

- House journals
- Video journals
- Electronic newspaper
- Bulletins
- Brochures

These are important tools of PR communication for the internal public. Managing employee interest is an important function of PR.

As a manager, you will have to be a part of such internal PR programs because such communications are directly connected with the mood, the morale, and the communication climate of an organization. When you interact with employees in informal functions such as picnic, social functions, events, sports or give an interview for the house journal, the communication climate becomes positive and transparent. Employees regard such communication as interesting and encouraging. You not only become a part of their world, but by doing so, you gather bits of information that give you an idea about the employees' interest in the organization, their participation in organizational activities, their non-verbal cues, their smiles, and general conduct.

Participation in internal PR activities has real time value in terms of enriching employee relations and sustaining genuine interest in them.

5.2.4 AN INVITATION TO A PRESS CONFERENCE

The E.T. Institute of Administration

In conjunction with

Inbucon Management Systems Inc. New York, USA

……….ANNOUNCE A PRESS CONFERENCE……….

You are cordially invited to a press conference to launch the most comprehensive short courses for mini and microcomputers, a two-day intensive 'hands-on' course using the latest micro-computing equipment.

Place: The Conference Room, E.T. House

               Marina Arcade, Hyderabad

Date: July 17th, 2001

Time: 10 am

'Getting to Grips with Mini and Micro-computers' is the first of such courses to be conducted in India. These courses have been conducted with great success in Brussels, Dublin, Trinidad, Hong Kong, Nairobi, Singapore, Abidjan, Sydney, Christchurch, Milan, Madrid and Rio de Janeiro, where they were received with great acclaim both by the business communities and government administrators..

We aim to

       Remove the jargon

       Explain how they work

       Explain what they do

       Explain what they can achieve

Show you how they can revolutionize your organization and procedures

The courses include practical use and experiences of :

— Computer Components and Terminology

— Systems Development

— Systems Documentation

— Audit Security

— Programming

— How to buy

Extensive documentation is supplied and pre-course reading is sent to delegates in advance. Full details are given in the accompanying material.

Refreshments will be served at 10.30 am.

Director   International Course Director

E.T. Institute of Administration   Inbucon Management Services Inc.

5.3   SUMMARY:

o One of the jobs of PR department is to keep a list of contacts on local and national papers, professional and trade journals and on radio and television stations. The media is contacted when there is any need for publicity.

o The style for writing a good press release has to be clear and concise. The release should be easy to read. In addition the following tips are useful: Avoid floweriness or effusion—stick to facts, Avoid long words, Use words appropriately—(for instance the words 'alleviate', 'rehabilitate' used in the example), Avoid adjectives and adverbs (editors generally like understatements, and not advertisements), etc.

o A press conference is as important a tool of communication as a press release to a manager. The press conference will demand a lot of 'thinking

on feet' skills from you for answering all the questions from the media people. Therefore, your ability to express yourself through effective oral communication skills will be tested.

o To handle a press conference well, one needs to be clear about: The purpose (why the press conference has been called), Details about what you are going to say (facts), Choose the right location and time for the conference, Create a conducive environment for discussion, Prepare a list of all who are to be invited, Ensure that media people get press hand-outs/releases, photos, etc.

O During the course of handling operations for your organization, you will face situations when giving interviews to the media will also have to be handled. A presentation of the company's launch of new products or services cannot be done without inviting the media people for obvious reasons of publicity. This means that you need to anticipate questions that may arise from your presentation and the answers that you might give to questions asked.

5.4   KEY WORDS:

Press Release Style: The style for writing a good press release has to be clear and concise. The release should be easy to read. In addition the following tips are useful: Avoid floweriness or effusion—stick to facts, Avoid long words, Use words appropriately—(for instance the words 'alleviate', 'rehabilitate' used in the example), Avoid adjectives and adverbs (editors generally like understatements, and not advertisements), Use strong verbs, Break up long sentences and keep paragraphs short, Avoid a casual/chatty style (occasionally may be used), Avid buzz words, acronyms, and jargon, Justify statements, Make the release brief, Eliminate all extraneous facts, and Be specific.

Press Conference: A press conference is as important a tool of communication as a press release to a manager. Once you learn the technique of writing a good release, you are likely to succeed in handling a press conference. The difference, however, is in the nature of the communication medium. In the case of the release, you may revise and edit your release several times before you send it to the press like you will do with business letters. The press conference, on the contrary, will demand a lot of 'thinking on feet' skills from you for answering all the questions from the media people. Therefore, your ability to express yourself through effective oral communication skills will be tested.

Handling Press Conferences: To handle a press conference well, one needs to be clear about: The purpose (why the press conference has been called), Details about what you are going to say (facts), The details must have news value, Choose the right location and time for the conference, Create a conducive environment for discussion, Prepare a list of all who are to be invited, Ensure that media people get press hand-outs/releases, photos, etc.

Media Interviews: During the course of handling operations for your organization, you will face situations when giving interviews to the media will also have to be handled. A presentation of the company's launch of new products or services cannot be done without inviting the media people for obvious reasons of publicity. This means that you need to anticipate questions that may arise from your presentation and the answers that you might give to questions asked.

5. 5   SELF-ASSESSMENT QUESTIONS (SAQs):

1. What are the characteristics of a good press release? Discuss in detail.
2. Discuss in detail what points should be kept in mind while writing a press release.

3. Discuss in detail the benefits of organizing a press conference.

4. What precautions should be taken while conducting a press conference? Discuss in detail.

5.6 REFERENCES / SUGGESTED READINGS:

Essentials of Human Communication; *By. DeVito, Joseph A.* **Pearson Education**.

Business Communication Today (Bovee); **Pearson Education**, Delhi, 2006

Making PR Work (Sushil Bahl).

Advertising and Public Relations (B. N. Ahuja and S.S. Chhabra).

Lesly's Hand Book of PR and Communication (Edited by Philip Lesly).

Public Relations: Principles, Cases, and Problems (H. Frazier More, Frank Kalupa)

The Practice of Public Relations (Fraser P. Seitel)

MASTER OF COMPUTER APPLICATION (MCA)

COMMUNICATION SKILLS – SCIENTIFIC AND TECHNICAL WRITING

MCA – 206

LESSON: 6

PRESS RELEASES

Writer: **Dr. M. C. Garg**

Reader,

Department of Business administration

Guru Jambheshwar University of Science and Technology,

Hisar, (Haryana)

Vetter: **Dr. Kulwant Pathania**

CONVERTED IN TO SIM FORMAT BY: M. R. PATRA

Faculty Member,

Department of Communication Management and Technology,

Guru Jambheshwar University of Science and Technology,

Hisar, Haryana.

LESSON STRUCTURE:

IN THIS LESSON, WE SHALL DISCUSS ABOUT PRESS RELEASES OR NEWS RELEASES. WE SHALL DISCUSS ABOUT THE CHARACTERISTICS OF A GOOD REPORT. THEN WE SHALL FOCUS ON THE TECHNIQUE OF WRITING SCIENTIFIC AND TECHNICAL REPORTS. FINALLY, WE SHALL TRY TO UNDERSTAND ORGANIZATION OF

SCIENTIFIC AND TECHNICAL REPORTS. THE LESSON STRUCTURE SHALL BE AS FOLLOWS:

6.0   Objectives

6.1   Introduction

6.2   Presentation of Content

6.2.1 Characteristics of a Good Press Release

6.2.2 Style for Press Releases

6.2.3 Sample Press Releases

6.3   SUMMARY

6.4   KEY WORDS

6.5   SELF-ASSESSMENT QUESTIONS (SAQS)

6.6   REFERENCES / SUGGESTED READING

6.0   OBJECTIVES:

THE BROAD OBJECTIVE OF THIS LESSON IS TO LEARN ABOUT PRESS RELEASES. THE SPECIFIC OBJECTIVES OF THIS LESSON ARE AS FOLLOWS:

- o   To Know about the Characteristics of a Good Press Release
- o   To Learn about Style for Press Releases
- o   To Become Familiar with few Sample Press Releases

6.1   INTRODUCTION:

These days, every newspaper devotes a lot of space to corporate news. The news items printed under this heading are prepared on the basis of the press releases or handouts supplied by various organizations. Press releases do not bring any monetary gains to either the organization issuing them or the

newspapers accepting them for publication. But it properly handled, they help to boost the image of the organization public.

Organizations with PR departments use press releases extensively. But many smaller organizations and even individuals use press releases to good effect.

Press releases are also called news releases. These are the least expensive means of publicity.

It is usually the responsibility of the Public Relations Department of an organization to issue press releases. These releases cover important events like appointments, seminars, conferences, visits of V.I.P's, signing a contract, commissioning additional plant, launching a new product, getting an exceptionally large export order, entry into the capital market, etc.

Some organizations undertake social welfare projects in their neighborhood or sponsor sports competitions or cultural events in colleges and universities. They want these activities also to be highlighted in the press since they get quite a mileage out of it. So whenever such an event takes place, they issue a press release to all the newspapers with a request to publish it. The newspapers have the final say if they want to publish it with or without editing or to reject it altogether.

A press release is different from a news story. A correspondent or reporter representing a newspaper or a news agency covering an event on his own writes a news story. A company or individual issues press releases for publication. Very often, correspondents prepare their reports on the basis of the press releases issued to them.

In fact, a press release is beneficial both for the correspondent and the company. The correspondent gets ready-made material to work on, which lessens his labour considerably, while the company gets free publicity.

In this lesson we shall discuss about various aspects of press release.

6.2 PRESENTATION OF CONTENT:

The content of this lesson shall be presented as follows:

- o *Characteristics of a Good Press Release*
- o *Style for Press Releases*
- o *Sample Press Releases*

6.2.1 CHARACTERISTICS OF A GOOD PRESS RELEASE:

The six important characteristics of a good press release are:

1. **It should be newsworthy:** Newsworthiness is the basic criterion of a good press release. If it does not have any news value, nobody would be interested in reading it and no newspaper would accept if for publication.

2. **It should be factually true:** Factual truthfulness is a matter of integrity and integrity is an important principle of business communication. Companies should also realize that misrepresentation of facts with a view to misleading the public might bring immediate benefits, but such a step is bound to backfire sooner or later.

3. **It should be brief and precise:** Newspapers are always hard pressed for space. Nor do their editors have sufficient leisure to edit lengthy releases and prepare suitable copy. If a release is brief and precise, its chances of getting included will be brighter.

4. **It should be drafted in a simple language and conversational style:** If a news item is not easily readable, the reader is put off. He decides not to read it. So the press release must be prepared in a lucid and easy-to-read style.

5. **It should be suitable for publication:** Press releases should be in accordance with the needs of the newspaper or journal to which it is being

sent. Company releases, for example, should not be sent to literary, sports, or film journals.

6. **Who, What, When, Where, Why:** Make sure that the five basic questions Who, What, When, Where, Why – have been adequately taken care of.

   Who? Name the people involved. Names are usually newsworthy.

   What? Say what happened that is newsworthy.

   When? Mention the time. Timing of the press release is important.

   Where? Location is also important.

   Why? It may not always be possible to answer why, but if these details are included, they impart depth to the release.

Since press releases are usually very short, the writer will have to use his discretion to determine what details to include.

Apart from this, there are a few other points that can be kept in mind while preparing the releases:

o Every release should be given a heading, which is catchy and suggestive but not misleading.

o The first one or two paragraphs that constitute the lead should be interesting. Besides, they should give the gist.

o Paragraphs should be kept short, and if desirable, they should be provided with sub-headings.

o Every release should be accompanied with a covering letter.

6.2.2 STYLE FOR THE PRESS RELEASE:

As in communication, the style for writing a good press release also has to be clear and concise. The release should be easy-to-read. The following tips will be useful:

Avoid floweriness or effusion—stick to basics and facts

Avoid long words

Use words appropriately

Avoid adjectives and adverbs

Use strong verbs

Break up long sentences and keep paragraphs short

Avoid a casual/chatty style

Avoid buzzwords, acronyms, and jargon

Justify statements

Make the release brief

Eliminate all extraneous facts

Be specific

6.2.3 SAMPLE PRESS RELEASES

Example 1: Sample of a press release/hand-out:

ABC COMPANY

Lal Bahadur Shastri Marg

Mumbai, 400 001

For Immediate Release.

Contact *Gracie Singhal* for more information.

January 27, 2001

Press Release

New Age Technology for Earthquake Victims in Gujarat

The Managing Director of ABC Company, Ms. Kalyani Gupta declared that in the wake of the terrible earthquake in Gujarat, it was necessary to take special steps to deal with the enormous human tragedy. She said that while it was absolutely urgent to donate money, blood, medicines, and relief materials of all kinds, the company had to have a more strategic plan for rehabilitating the victims of Gujarat.

Speaking about the decisions taken by the management on this issue, she said, "The Company has decided to adopt the border villages for rehabilitation of the earthquake victims." She said that the company also plans to take up a project that would provide materials to be used for building house.

Ms. Gupta said that, the project would try to convince the people that the conventional methods of using old-fashioned housing materials would not be useful anymore. The project will promote earthquake-resistant materials that will be cost-effective and not cause extensive damage.

She further said that engineers from Japan had agreed to build safe houses by using PVC material so that the use of cement concrete, bricks and mortar would be minimum and thus less liable to cause damages. It was also necessary for villagers to know about this new technology so that it could be used in future. Already a team of officials had left for Anjar, Bhuj, and Ahmadabad, to find out how best the rehabilitation work could be carried out in phases.

The company realizes that quake-ravaged Gujarat and Kutch will take time for complete recovery. It, therefore, plans to outsource the services of counselors and social workers that can study the human problems and help the victims to come out of their trauma.

A sum of Rs. 1 crore has been initially earmarked for the rehabilitation program. The managing director, however, hopes that the efforts put in by ABC Company would attract other companies to come forward and be partners in the cause of welfare that would transform the lives of thousands of people in Gujarat.

Example 2:   A press release drawing the attention of employers to ESI Act

<div align="center">

FOR ATTENTION OF EMPLOYERS

EMPLOYEES STATE INSURANCE ACT,1948

APPLIES TO YOUR FACTOR/ESTABLISHMENT

</div>

1.   The ESI Scheme has been implemented in Delhi under Section 1(3) of the ESI Act and you have on any day of the preceding 12 months employed 10 or more persons for wages in your factory where power is used in this manufacturing process.

'OR'

20 or more persons are/were employed for wages in your factory where manufacturing process is carried in without the aid of power

AND

2.   The scheme already stand extended to any of the following classes of establishment under Section 1(5) of the ESI Act of deemed to have been extended by virtue of enforcement of proviso to this section to such areas where it had not been extended earlier and you have on any day of the proceeding 12 months employed 20 or more persons for wages.

a)   Road Motor Transport Undertaking.

b)   Hotels and Restaurants (10 persons when there is use of power in manufacturing process and 20 persons when there is no manufacturing process.)

c)   Cinemas including preview theatres.

d)   Newspaper establishments

e)   Shops.

3) You as principal employer being responsible for compliance with provisions of the ESI Act, therefore, please ensure that you:

a) Pay the contributions within 21 days of last day of the calendar month in which the contribution falls due.

b) Submit the return of contribution in (quadruplicate) in revised Form No. 6 and 6(a) in case advance payment system along with receipted copy of the challans for the contribution period ending September—1998 in Regional Office Indicating Ins. No.'s serially in ascending order by 12.11.98. Non-submission of Return of contribution in time is an offence under Section 85(e) of ESI Act 1948 as amended.

Further please note that:

(i) The timings for submission of Returns have been fixed from 9.30 A.M. to 3.30 P.M. excluding lunch hour 1.00 P.M. to 1.30 P.M.

(ii) Your failure/delay in compliance as above will cause inconvenience to your employees in receiving benefits of the ESI Scheme and also make your liable to pay the interest and damages besides criminal prosecution action under the provision of the ESI Act and the Indian Panel Code.

(iii) It will be in your interest to pay the contributions during the prescribed time limit, so as to avail permissible deductions under Section 43-8 of the Income Tax Act.

(iv) Return of contribution not prepared in ascending order of insurance numbers shall not be accepted. Further the Form No. 6 has undergone change and the employers are requested to intimate the name of the dispensary against each insured person.

(v) Under the Amendment Regulation 31 of ESI (General) Regulation 1950, the employers can make advance payment of contribution for

six months by exercising their option in the prescribed Form along with form 6A.

(vi) "In case, the various dues payable by the employers and if not paid suo motto in time, then the same shall be recovered by recovery process as arrears of Land Revenue by attachment of their property/arrest and detention in prison, of the Principal Employer. Accordingly it is expected of them to pay the dues immediately on demand by the Recovery officer, on first notice (C.P. 2) so that these unpleasant actions of attachment of their property and/or their arrest and detention in prison may be avoided."

For any assistance/guidance please contact any local office or Regional Office, Rajendra Place, Rajendra Bhawan, 3rd & 4th Floor, New Delhi-110008.

Addl. Commissioner & Regional Director, ESI Corporation

Rajendra Bhawan, Rajendra Place,
New Delhi-110008.

Example 3: A press release issued by a reputed company dispelling the consumer's fears about the shortage of its product.

Vacuum Evaporated Tata Salt IODIZED
Available throughout the country at uniform price of Rs. 6 per kg.

We are the primary and by far the largest producer of salt in the country and one of the largest in the world.

For human consumption, we produce a premium grade Vacuum-Evaporated Iodized Salt – Tata Salt – the like of which is not produced anywhere.

We market Tata Salt in one kg. packs throughout the country at a uniform price of Rs. 6 per kg. and we have the largest share of the market.

There is absolutely no repeat no shortage of salt and the consumers are advised not to panic and not to pay more than the price printed on the pack.

In addition, we also carry very large stocks of solar-evaporated salt which we do not market at present. In the unlikely event of need arising we can, with some Government support, move this salt in large quantities to any part of the country for sale as loose salt for human consumption.

TATA CHEMICALS LIMITED

The Company that cares

6.3   SUMMARY:

- A correspondent or reporter representing a newspaper or a news agency covering an event on his own writes a news story. A company or individual issues press releases for publication. A press release, how ever, is different from a news story. Very often, correspondents prepare their reports on the basis of the press releases issued to them. In fact, a press release is beneficial both for the correspondent and the company. The correspondent gets ready-made material to work on, which lessens his labour considerably, while the company gets free publicity.

- A news release should be easy-to-read. The following tips will be useful: Avoid floweriness or effusion—stick to basics and facts, Avoid long words,

Use words appropriately, Avoid adjectives and adverbs, Use strong verbs, Break up long sentences and keep paragraphs short, Avoid a casual/chatty style, Avoid buzzwords, acronyms, and jargon, Justify statements, Make the release brief, Eliminate all extraneous facts, and Be specific.

- Press releases are usually very short. So the writer determines what details to include. There are a few other points that can be kept in mind while preparing the releases: Every release should be given a heading, which is catchy and suggestive but not misleading, The first one or two paragraphs that constitute the lead should be interesting. Besides, they should give the gist, paragraphs should be kept short, and if desirable, they should be provided with sub-headings, rvery release should be accompanied with a covering letter.

- The six important characteristics of a good press release are: it should be newsworthy, it should be factually true, it should be brief and precise, it should be drafted in a simple language and conversational style, it should be suitable for publication. Also a press release should include answers to these questions: Who, What, When, Where, Why.

- PR personnel preparing press releases make sure that the five basic questions Who, What, When, Where, Why – have been adequately taken care of. **Who** includes names the people involved? Names are usually newsworthy. **What** includes what happened that is newsworthy? **When** includes the time. Timing of the press release is important. **Where** includes the location. **Why** includes all those details impart depth to the release.

6.4 KEY WORDS:

Press Release: A press release is different from a news story. A correspondent or reporter representing a newspaper or a news agency covering an event on his own writes a news story. A company or individual issues press releases for publication. Very often, correspondents prepare their reports on the basis of the press releases issued to them. In fact, a press release is beneficial both for the correspondent and the company.

Style for Press Release: A press release should be easy-to-read. The following tips will be useful: Avoid floweriness or effusion—stick to basics and facts, Avoid long words, Use words appropriately, Avoid adjectives and adverbs, Use strong verbs, Break up long sentences and keep paragraphs short, Avoid a casual/chatty style, Avoid buzzwords, acronyms, and jargon, Justify statements, Make the release brief, Eliminate all extraneous facts, and Be specific.

Characteristics of a Good Press Release: The six important characteristics of a good press release are: it should be newsworthy, it should be factually true, it should be brief and precise, it should be drafted in a simple language and conversational style, it should be suitable for publication. Also a press release should include answers to these questions: Who, What, When, Where, Why.

Considerations for Press Release: PR personnel preparing press releases make sure that the five basic questions Who, What, When, Where, Why – have been adequately taken care of. *Who* includes names the people involved? Names are usually newsworthy. *What* includes what happened that is newsworthy? *When* includes the time. Timing of the press release is important. *Where* includes the location. *Why* includes all those details impart depth to the release.

6. 5   SELF-ASSESSMENT QUESTIONS (SAQs):

1. Discuss the different types of press releases in detail. Give suitable examples.
2. What are the characteristics of a good press release? Discuss in detail.
3. Discuss in detail what points should be kept in mind while writing a press release.

6.6   REFERENCES / SUGGESTED READINGS:

- **Essentials of Human Communication**; *By. DeVito, Joseph A.* **Pearson Education**, 1997

- **Business Communication Today** (Bovee); **Pearson Education**, Delhi, 2006

- **Making PR Work** (Sushil Bahl).

- **Advertising and Public Relations** (B. N. Ahuja and S.S. Chhabra).

- **Lesly's Hand Book of PR and Communication** (Edited by Philip Lesly).

- **Public Relations: Principles, Cases, and Problems** (H. Frazier More, Frank   Kalupa)

- **The Practice of Public Relations** (Fraser P. Seitel)

Master of Computer Application (MCA)

COMMUNICATION SKILLS – SCIENTIFIC AND TECHNICAL WRITING

MCA – 206

Lesson: 7

PUBLIC SPEECH

(PUBLIC SPEAKING)

Writer: Dr. M. C. Garg

Reader,

Department of Business administration

Guru Jambheshwar University of Science and Technology,

Hisar, (Haryana)

Vetter: Dr. Kulwant Pathania

Converted in to SIM format by: M. R. Patra

Faculty Member,

Department of Communication Management and Technology,

Guru Jambheshwar University of Science and Technology,

Hisar, Haryana.

LESSON STRUCTURE:

In this lesson, we shall discuss about some basic aspects of public speaking. We shall discuss about the characteristics of a good speech. Then we shall focus on how to prepare a good speech. Finally, we shall try to understand

the characteristics of an effective public speaker. The lesson structure shall be as follows:

7.0   Objectives

7.1   Introduction

7.2   Presentation of Content

7.2.1 Characteristics of a Good Speech

7.2.2 Guide Lines for Preparing a Speech

7.2.3 Profile of a Good Speaker

7.2.4 Planning to Speak

7.2.5 Examples of Speeches.

7.3   Summary

7.4   Key Words

7.5   Self-Assessment Questions

7.6   References / Suggested Readings

7.0   OBJECTIVES:

The objectives of this lesson are as follows:

* To understand the Characteristics of a Good Speech,

* To study the Guide Lines for Preparing a Speech,

* To study the Profile of a Good Speaker,

* To understand How to Plan to Speak,

* To study Some Examples of Speeches.

7.1   INTRODUCTION:

The spoken word wields great power. It can stir people to mutinies and rebellions; it can make them dispirited and downcast. It can turn a hostile mob into a friendly gathering; it can also turn a friendly gathering into a hostile mob. It can build tension and it can relax tension. *Anthony*, by virtue of his

rhetoric, was able to win the Roman mob over to his side and turn tables on Brutus and Cassius, the conspirators against Julius Caesar. Nehru's famous speech 'The Light Has Gone Out' on the death of Gandhi evoked a sense of irreparable national loss and brought tears to the eyes of every listener. The key to the success of many a political leader, industrialist, businessman, salesman lies in his capability of making an effective speech.

In the commercial world, a salesman has to make dozens of mini speeches a day to persuade his customers to buy certain goods. The greater his speech-making ability, the better salesman he will be. A touring agent booking orders for his parent firm is also a kind of speaker. These are small informal speeches. But there are occasions for more important, formal speeches as well. Managers, businessmen and industrialists are often required to make speeches at company meetings, inaugurations, seminars and discussions.

It needs considerable skill to prepare a speech and make it effectively before a gathering. But whether it is a salesman selling a pair of nylon socks or a bank manager persuading his listeners to accept a certain proposal, they organize their speeches on identical fundamental principles. Our major purpose in this lesson is to spell out these principles and to illustrate them through speeches actually made before certain gatherings.

7.2   PRESENTATION OF CONTENT:

Speeches or oral presentations occur in a wide variety of interpersonal, group, and public communication situations for accomplishing an equally wide variety of business and professional goals. These include: to win approval or acceptance; to gather, disseminate, and exchange information; to exercise

influence over the organizational process; to create, change or modify individual or workshop identities; to provide entertainment.

The main objective of presentation is often to win approval and acceptance. While there are different types of speeches or oral presentations, their success depends on the ability of the presenter or speaker to assemble and collect and put forward different aspects of the subject in order to persuade the audience. Whether it is a sales pitch, an advertising presentation, or any other speech, the key to success is communication. We shall discuss about all these aspects in this lesson.

The content of this lesson shall be presented as follows:

- o **CHARACTERISTICS OF A GOOD SPEECH**
- o *Guide Lines for Preparing a Speech*
- o *Profile of a Good Speaker*
- o *Planning to Speak*
- o *Examples of Speeches.*

7.2.1 CHARACTERISTICS OF A GOOD SPEECH:

The following are the characteristics of a good speech.

It is clear. Clarity is the first major characteristic of a good speech. Your speech, should be eminently successful in conveying to the audience the ideas or emotions, facts or arguments, you want to express. If your audience does not instantaneously grasp your point, you have failed as a speaker.

It is like an informal talk. A good speech is closer to a personal and informal chat between two intimate friends. When you speak, there should be a perfect rapport between you and your audience.

It is vivid and concrete. Abstractions kill a speech. So make your speech vivid. Include in it concrete facts easy to comprehend and visualize. Somebody wanted to say India's population is growing very fast. He used a

very concrete image. "See, how fast our population grows! One Australia is added to the population of the India every year—and Australia's area is two and a half times of India." Nobody missed his point.

It is brief. The concentration of an average audience does not last more than fifteen to twenty minutes. Ideally, your speech should not be longer than this, unless the audience is motivated to know more. To achieve brevity, it is desirable to include only a few points in your speech and to elaborate them at some length. If you say right in the beginning, "I am going to present to you the four major problems being faced by sugar industry", and briefly discuss these problems, your speech will be both brief and clear.

It is interesting. Quotations, anecdotes and humorous touches often make a speech interesting. Quotations should be only from accepted authorities. They should be familiar but not worn out. Anecdotes should be new, brief and in good taste. Humour should be topical, spontaneous and gentle.

It is audience-oriented. A good speech is always tuned to the wavelength of the audience. Consider the following points carefully:

- Is the audience a general or specialized one? This will help you to determine the depth of the subject that you can touch.
- How large is the audience? With a small audience, the speech will be more like a chat. In a large gathering, you will have to be rhetorical.
- What is the age group of the listeners? Your references and illustrations should conform to the tastes of that particular age group.
- What are the social, religious, political and economic views and prejudices of the listeners? What is the expected audience response?

7.2.2 GUIDE LINES FOR PREPARING A SPEECH:

The following guidelines should be kept in mind while preparing a speech:

- **Take care of the six cardinal questions:**

Given below are the cardinal questions that give rise to many implied questions:

Cardinal Question	Implied Questions
What?	What do I wish to communicate? Have I thought about the content of my message? What facts and figures should I put forth?
Why?	Why should the audience listen to me? Why have I chosen to speak to them?
When?	Have I taken care of the timing of my speech? When are the listeners most likely to be interested? At what point of time should I say what they really would be interested in?
How?	How can I best convey my message? Have I taken care to couch my message in the most persuasive language? Have I planned the beginning, middle and end of my speech? Do I need any audio visual aids to make my speech effective?
Where?	Where have I to speak? Or, in other words, what is the physical context of my communication? Will the audience be comfortable at the venue announced? Is the hall/room well lighted and fitted with adequate sound system?
Who?	Who am I going to speak to? Do I have to speak to an individual, or several persons, or a

large audience? What are the interests and
expectations of the audience?

- **Be clear and organized:**

Once the questions and their implications stated above have been taken care
of, the speech will automatically turn out to be clear and effective. After all
clarity is the very life of all speech and writing. Moreover, it is also to be
always kept in mind that no listener/reader likes to be caught up in a jumble of
confused thinking. It is, basically a question of mental training and logical
thinking that come from all good education. Especially in the world of business
clarity of thought is the greatest asset. All-powerful speakers religiously stick
to the principle—'Be Clear'.

- **Be simple:**

Simplicity emerges from clarity of thought. And if the language is simple, the

appeal will be greater. A really effective speaker is one who can explain the

most difficult or complex matter in the simplest language to a layman. Every

educated person studies some subject in detail; likewise every worker having

sufficiently long hands-on experience in a particular area becomes a kind of

specialist. As a result, both the scholar and the worker pick up a special

variety of language known as jargon. No audience likes to listen to jargon.

They can be patient only with the simplest language. Other wise they are

likely to be bored and distracted.

- **Furnish concrete details:**

Many speakers spoil their speeches by talking in abstractions or marshalling

platitudes. An effective speaker, on the other hand, makes his speech vivid by

furnishing details and actual experiences to capture the attention of the

audience. Such attention to speech makes it 'full of life' that is the literal

meaning of the word 'vivid'. It is therefore, very important for a speaker to

make his speech lively and brilliant with eye-catching details, humorous

anecdotes, relevant examples and enthusiastic eye-to-eye contact with the audience.

- **Cultivate effortless grace and naturalness:**

"Many things", says C.S. Lewis, "such as loving, going to sleep or behaving unaffectedly-are done worst when we try hardest to do them". Perhaps every body knows that a cultured person moves and speaks with grace and sounds natural. But, then, there are circumstances in which it is really hard to act/speak naturally.

When we are face-to-face with a large, selected audience, and have to make an important speech it is quite natural to be conscious, perhaps over-conscious, and, for the moment, to find it difficult to be natural. We have to devise our own ways to look, move and speak with grace.

Practicing to speak in front of a mirror is a very common advice. Another is to find a popular television anchor/personality and emulate his/her ways.

- **Enrich yourself mentally:**

Every effective speaker is a learned and well informed person. As the old Greek proverb says, "Out of nothing, nothing comes". So, we must remember that for every occasion, and for every kind of speech, the best armament is a well-stocked mind.

It is important to be familiar with all kinds of information, facts, figures, general awareness, readings in literature and philosophy, current affairs, economic and political developments, new advancements in science and technology, emergence of new business organizations and so on. Having the

right kind of information for the right moment is an essential condition of speaking effectively.

- **Be brief:**

Having a lot of information does not mean that one can go on rambling or going into unnecessary details. It means that one has to take care not only of the quantity of information but also of the quality of speech. As Benjamin Franklin has said, 'time is money'. All that is superfluous must be cut out in order to make the speech concise. Every word we speak is valuable, and there are no words to waste.

- **Be informal:**

The occasion may be formal but the speaker must strive to give his speech a personal touch. That is the only way to establish rapport with the audience and to create an impression that will last. Informality creates nearness.

- **Be enthusiastic:**

Making an effective speech is not just a matter of doing a duty or performing a ritual. One has to get into the spirit of the occasion with enthusiasm and keen interest. Only then will the speaker and the audience be able to empathize with each other. No one likes to listen to a dull or monotonous speaker. But an enthusiastic speaker gets an immediate response. Enthusiasm is contagious.

- **Mind your non-verbal language:**

Effective use of gestures is a necessary component of speech whether prepared or impromptu. Pope John Paul was known for his excellent use of arms while addressing the congregation. In the same way good eye contact is indispensable.

Paralanguage is also an important component of effective speech. Anybody aspiring to be a good speaker must, therefore, keep training himself in voice modulation, and use of proper word stress.

- **Remember that facts and figures are not enough:**

If facts and figures had been enough there would have been no speeches. Anybody can have access to facts and figures. They can just be circulated or blandly stated. But a speech puts life into the facts and figures. They are just like a skeleton. It is the imaginative and effective use of language in a speech/writing that breathes life into that skeleton and supplies it with flesh and blood. Many great entrepreneurs, statesmen, and scholars are known for their oratory that stems from their command of language.

- **Control your emotions, but make an emotional appeal:**

What comes from the heart goes to the heart. Every human being is full of emotions. But an effective speaker cannot afford to be carried away by his own emotions. On the other hand, while exercising poise and maintaining composure, he can stir up his audience to action. His job is not just to inform but also to convince and influence his audience. That is how many speeches become memorable.

- **Share your significant experiences/expertise with your listeners:**

It will not only give a personal touch to the speech, but also confidence to the speaker and comfort to the listeners. It will make the audience feel important to the speaker.

7.2.3 PROFILE OF A GOOD SPEAKER:

In the book *Write Better, Speak Better* (A Reader's Digest Publication) the following nine qualities of a good speaker are mentioned:

- "A good speaker is lively, interested, enthusiastic, and vital." He treats his audience as a group of living people. He makes it sure that he is keenly interested in the subject he is speaking about and he is taking pains to make his audience equally interested in it.

- "A good speaker is earnest." He does not speak just for the sake of speaking—in order to show off, to impress his audience with his erudition or his authority.
- "A good speaker has a sense of responsibility to his listeners." He realizes that time is precious and tries to say something worth the time being spent by his audience.
- "A good speaker has a sense of responsibility to others on the programme." He does not take more time than what is allotted to him.
- "A good speaker has a sense of responsibility to his subject. He does not bite off more than he can chew. He does not spread it thin."
- "A good speaker has a sense of leadership; he stands up tall; he talks eye to eye; speaks responsibly and with authority, as a leader should."
- "A good speaker keeps his head." He is not carried off by his over-enthusiasm or over-confidence.
- "A good speaker tries to be balanced and sane."
- "A good speaker keeps his sense of humour."

7.2.4 PLANNING TO SPEAK:

A good speech appears to be spontaneous and effortless. But it needs a lot of planning and labour. Preparations should always start well in advance.

- Research your topic thoroughly. Don't include many points for discussion. Clearly spell out your points and decide what you have to say about them.
- Plan your speech in three parts:

    i. The beginning should arouse the interest of the audience.

    ii. The middle should be devoted to the discussion.

    iii. The conclusion should summarize the main points. If some action is to be taken, it should clearly tell the audience what they are required to do.

- Time your speech to make sure it is neither too long nor too short.
- Look for some suitable quotations or anecdotes, if possible.
- Arrange your points in such a way that strong points are kept at the beginning.
- Tailor your speech to the intellectual level and general taste of the audience.
- Make sure that your delivery is going to be good. It is always desirable to rehearse the speech.

If a tape-recorder is available, tape your speech and then listen to it carefully. Watch out for any awkward sounding phrases or words. See if there are sound clusters that are likely to trouble the listeners'. If some words have not been pronounced clearly, say them aloud over and over again till you have got them all right. Critically examine the distribution of emphasis and then alter your tone accordingly.

7.2.5 EXAMPLES OF SPEECHES:
(EXAMPLE – I)

AN INAUGURATION SPEECH:

Ladies and gentlemen,

I feel obliged to you for giving me an opportunity this evening to speak to you on a subject so close to my heart. In fact, it is close to the hearts of all those who have patriotic blood flowing in their veins, those who genuinely love this motherland of ours and want to see it touch the zenith of prosperity. There is indeed no denying the fact that the key to the prosperity of this country lies in the development of our cottage industries.

Let us not be dazed by the progress made by some of the highly industrialized western countries like the United States of America. It is not necessary that what suits them will suit us also. Borrowed clothes seldom fit well. Nor do transplants succeed in every soil. Our problems are entirely different from those of America. And our solutions would also be different.

I quite agree that industrialization saves human beings from the burden of drudgery and makes human life enjoyable. I also agree that it creates ample leisure in which human beings can realize themselves and devote themselves to the quest of higher goals. But who needs leisure in our country? And who can think of higher goals on an empty stomach?

Gandhiji was right when he said that our problem is not how to find leisure for the teeming millions living in the villages. Our problem is how to utilize their idle for at least six months a year. And when Gandhiji was told that industrialization had enabled every American to have thirty three slaves, his reply was very simple: try this experiment in India and it will thirty three times enslave every Indian, for industrialization will lead to the concentration of economic power and wealth in a few hands and reduce the already poor to a state of utter penury.

Friends, would you like to see your country inhabited by a few masters and a vast majority of slaves whose lives are totally devoid of grace and dignity?

I fail to understand why we are always looking towards the United States and other advanced European countries. Why don't we look towards Japan? Japan is one of the most prosperous countries. And it is only fifty years ago that the whole of Japan was laid waste by the atom bombs dropped at Hiroshima and Nagasaki. Within fifty years Japan has built herself virtually from scratch. True that Japan is a highly industrialized country. But Japan's

prosperity is to be attributed to her small-scale and cottage industries and not to heavy industries. Every house in Japan, they say, is a small industrial unit.

What is the most serious problem facing our country today? I don't think you will think twice to answer: Unemployment. And how are we going to solve this problem? Large industries are certainly not going to help us, for their employment-generating capacities are rather poor. But small-scale industries can absorb eight times as many people than the large industries. And these people will be self-reliant, dignified human beings, and not slaves. Large industries reduce human beings to cogs in a big machine; small industries bring the man in them vitally alive and help them to give meaning to their life.

Most of us who have come to attend today's seminar belong to big cities and must be facing all the problems peculiar to life in a big city—over crowding, atmospheric pollution, nervous tension, wasteful competition, unhygienic living and a lot of other concomitants. Do you realize that over crowding in most of these cities is the result of unrestrained industrialization? If we could develop our small-scale industries, we would be doing a good turn to those who are doomed to an internal existence in cities.

It is my sincere belief that there should be a very clear demarcation between the goods to be produced in small-scale industries and those to be produced in large industries. For only a few items that really hold out the promise of further growth and can ultimately stand on their feet should be produced in cottage industries. Artistic handicrafts, ivory products and jewellery are such items. There are also certain items that require assembling, mixing finishing operations. The production of these items requires intensive labour and is therefore free from the challenge of large-scale industry. It is these items that should be encouraged.

Production methods have also to be modernized. The technology in use is now outdated. So research centers should be set up to develop improved technology and the results of these researches should be made freely available to small entrepreneurs. Goods produced in small-scale industries should be adequately exhibited in industrial fairs and exhibitions. This will create demand for such products. To ensure the quality of these products, standardization should also be introduced. And finally, small entrepreneurs should be given liberal help by way of easy loans, technical training and the supply of raw material so that they may be able to sustain themselves.

Friends, I have briefly outlines to you the importance of the small-scale industries, their capacity to generate additional employment and the help they can render in improving the living conditions of our countrymen. And I have put forward for your consideration five concrete suggestions—clear demarcation of terms, modernization of production techniques, better display facilities, standardization and financial and other facilities to small entrepreneurs.

And I am sure many more suggestions will come forth during the course of discussion that is soon going to follow. I thank your once again for having invited me to this seminar that promises to be both interesting and enlightening.

(EXAMPLE – II):

Ladies and gentleman,

I feel greatly honoured that I have been asked to open this trade fair of handicrafts and products of small-scale industries being held in our city. Our handicrafts, be they the bangles of Rajasthan or the delicate woodcarvings of Srinagar, are products of aesthetic beauty. They are the symbols of our rich culture. Of late, the ingenuity of conception and the exquisiteness of craftsmanship revealed in these products have come to be greatly appreciated all over the world and all eyes have once again turned to their rich heritage.

If I say that handicraft and small-scale industry is the solution for all our economic ills, I do not think that I could be held guilty of making a false statement. It can ensure a more equitable distribution of income. It can help the decentralization of economic activities. It complements the work being done by large industry. It does not need any foreign exchange but it can earn a lot of it. It can help to make people self-reliant and boost their morale.

But above everything else, it can generate great employment opportunities and help us to solve the one great problem that has become a nightmare for all of us, the problem of unemployment. That is why, ladies and gentlemen, I feel I must congratulate the authorities for having organized this trade fair which will go a long way in popularizing our handicrafts and the goods produced in the small-scale industry and which, I am quite sure, will also catch the eye of many a foreign buyer and help to expand our exports.

Organizing exhibitions and trade fairs is not an easy job. It involves months of planning and hard work. It needs both vision and dedication. Above all, it calls for coordination on a large scale, coordination among the government, the civic authorities, the transport authorities, the producers, the

advertisers, the media people and a host of other professionals. But its success, ladies and gentlemen, depends upon you, you who must patronize it, who must visit every stall and not only appreciate the variety, durability and aesthetic beauty of the goods displayed there but also buy them and encourage their producers. Remember that the small is beautiful, but the small has to be nurtured and sustained. With these words, I once again congratulate the trade fair authorities for having organized this fair.

7.3   SUMMARY:

- In the commercial world, a salesman has to make dozens of mini speeches a day to persuade his customers to buy certain goods. Managers, businessmen and industrialists are often required to make speeches at company meetings, inaugurations, seminars and discussions.

- It needs considerable skill to prepare a speech and make it effectively before a gathering. But whether it is a salesman selling a pair of nylon socks or a bank manager persuading his listeners to accept a certain proposal, they organize their speeches on identical fundamental principles.

- Speeches or oral presentations occur in a wide variety of interpersonal, group, and public communication situations for accomplishing an equally wide variety of business and professional goals. These include: to win approval or acceptance; to gather, disseminate, and exchange information; to exercise influence over the organizational process; to create, change or modify individual or workshop identities; to provide entertainment.

- There are different types of speeches or oral presentations, their success depends on the ability of the presenter or speaker to assemble and collect and put forward different aspects of the subject in order to persuade the

audience. Whether it is a sales pitch, an advertising presentation, or any other speech, the key to success is communication.

7.4   KEY WORDS:

Speech: A speech is an oral presentation made before a gathering of people. Speeches could be formal or informal. These are made by all kinds of people in different kinds of situations.

Planning a Speech: A speech has to have three parts like most written presentations. It has a definite beginning, a detailed middle or body, and a summarizing end or conclusion. Speeches should be planned accordingly. Also one needs to take care of the subject matter, the audience, the occasion, etc.

7. 5   SELF-ASSESSMENT QUESTIONS (SAQs):

1. Discuss the characteristics of a god speech. What pints should be kept in mind while drafting a speech?
2. Discuss the guidelines for preparing speech.
3. As the Union Minister, you have been requested to address a batch of computer graduates. Draft a suitable speech.

7.6   REFERENCES / SUGGESTED READINGS:

Essentials of Human Communication; *By. DeVito, Joseph A*. **Pearson Education**, 1997

Business Communication Today (Bovee); **Pearson Education**, Delhi, 2006

Making PR Work (Sushil Bahl).

Advertising and Public Relations (B. N. Ahuja and S.S. Chhabra).

Lesly's Hand Book of PR and Communication (Edited by Philip Lesly).

Public Relations: Principles, Cases, and Problems (H. Frazier More, Frank Kalupa)

The Practice of Public Relations (Fraser P. Seitel)