

BUSINESS COMMUNICATION SYLLABUS

MODULE-I THE THEORY OF COMMUNICATION

- 1. THE CONCEPT OF COMMUNICATION**
- 2. IMPACT OF TECHNOLOGY ENABLED COMMUNICATION**
- 3. COMMUNICATION AT WORKPLACE**
- 4. BUSINESS ETHICS**
- 5. BARRIERS TO COMMUNICATION**
- 6. LISTENING**

MODULE-II BUSINESS CORRESPONDENCE

- 7. THEORY OF BUSINESS LETTER WRITING**
- 8. PERSONNEL CORRESPONDENCE**

MODULE-III LANGUAGE AND WRITING SKILLS

- 9. COMMERCIAL TERMS**
- 10. PARAGRAPH WRITING**

BUSINESS COMMUNICATION
QUESTION PAPER PATTERN

Maximum Marks:100

Duration:3 Hours

Q-1.A) Explain the terms in 2-3 sentences (5 out of 8) (From all Units) 10

B) Match the following 05

C) Multiple Choice Question 05

Q-2.Write short notes on the following (Any 4 out of 6)Unit-1,2,3, 20

Q-3.Write Essay Type Questions (Any 2 out of 3) Unit-1-4,5,6 20

Q-4.Job Application Letter and Resume 10

Q-5. Personnel Letters (Any 4 out of 5) 20

*Statement of Purpose

*Letter of Recommendation

*Letter of Acceptance of job offer

*Letter of Resignation

* Letter of Appreciation

Q-6. @Paragraph Writing (1 out of 2)

05

@Situation based Case Study

(From Unit-I chapter 3 Channels and Chapter 05 Barriers)

05

Chapter –I

The Concept of communication

Origin

English word 'communication has been derived from the Latin term 'communis' which means to make common, to impart or to transmit .

So communication is,

- i) The activity or process of sharing or exchanging ideas, feelings, information, experience between two or more persons.
- ii) an act or instance of transmitting,
- iii) the information actually communicated by some means.

Various definitions

As per **Oxford English Dictionary** defines Communication as .
“the action of conveying or exchanging information and ideas”

Peter Little in his book 'Oral and written Communication' defines communication as
'the process by which information is transmitting between individuals and or organizations so that an understanding response results.'

Chappel and Read

“Communication is means by which thought is transferred from one person to another”

Allun Lui (Louis)

'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, understanding and responding.'

Keith Davis

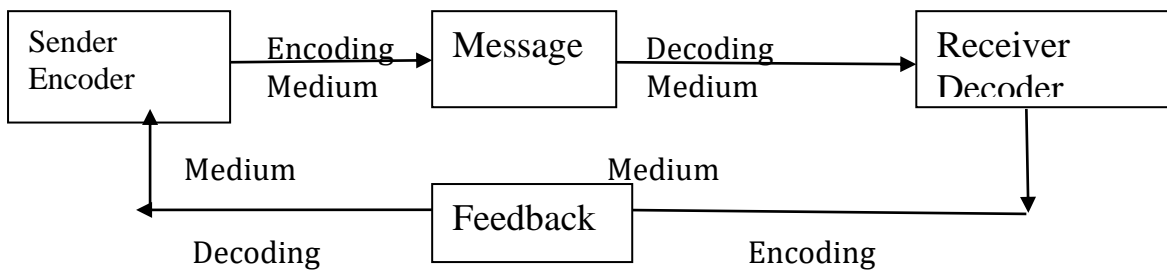
“Communication is the transfer of information and understanding from one person to another”

Action + Reaction = Interaction = Communication.

BUSINESS COMMUNICATION According to **Koontz** Business Communication is “the means by which organised activity is unified, behavior is modified, change is effected, information is made productive and goals are achieved”.

W.G.Scott is “a process which involves the transmission and accurate replication of ideas purporting to stimulate action to attain organizational goals”.

Communication Process: -



The process of communication is initiated by the **sender**. Communication is a two-way process which involves sending and receiving the message through a medium for a response. In the communication theory this is termed as **encoding**, **decoding** and **feedback**. All communication is done symbolically. When a set of symbols is accepted and agreed upon by people it becomes a code. All languages are codes of one kind or another

When a message is sent out using a specific code it is called **encoding**. A message is any signal that triggers the of a receiver. **Messages** should be verbal (verbal/spoken) or non-verbal (such as appearance, body language, silence, sounds, yawns, sighs etc.) Deciphering and understanding to it is called **decoding**. The subsequent response or reaction is called **feedback**. Often there is direct contact between the encoder and decoder and the feedback may be immediate.

IMPORTANCE OF FEEDBACK

Feedback is the reaction or response of the receiver, which is communicated to the sender. Feedback may be verbal or nonverbal, oral, written, or through body language. It may be immediate or delayed, face to face, direct or indirect, positive or negative. Like communication, feedback is continuous and obtained all the time. Feedback is the backbone of communication process.

COMMUNICATION IN THE GLOBAL CONTEXT

To survive in this high tech global world a mastery over communication in general and business communication in particular, is of prime importance. It is the key to success at personal/ individual as well as organizational levels as it makes for all round development by promoting co-operation, co-ordination, unity, high morale, motivation, good image, better performance and general efficiency.

The technological development of the 21st century has brought about development in communication. Today communication travels at super fast speed, devices like computer, internet, and fax have brought the whole world under their spell. Today with the scientific and technological advancement communication has developed to such a large extent that our world can be said to have become a global village. Globalization has taken place.

“Globalization is a process of increasing integration between units around the world including nation- states, households/individuals, corporations and other organization.” Progress in the field of communication has accelerated this process of globalization, which is bringing people all over the world under one roof by forming one interdependent community. An ability to communicate effectively with all types of people guarantees success. Cultural diversity and a multicultural workforce have created the need for intercultural business communication. The global market today needs successful intercultural communicators who are sensitive to cultural differences and possess good intercultural skills.

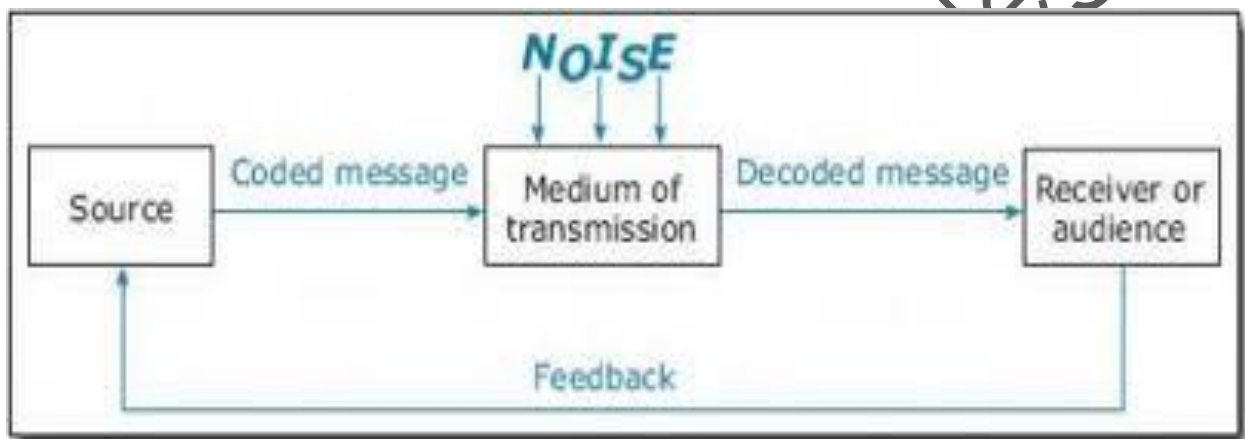
The electronic means of communication have evolved from the printing press, which was invented some 500 years ago. A few years ago terms like RAM, MODEM, DISC, BPO, would have carried other connotations. But today even if people do not understand their exact meaning, they are at least able to associate them with technology of some sort.

A new approach to communication is taking the place of conventional approach so that what was unimaginable earlier is a reality today.

The Models of Communication

Linear Model:-

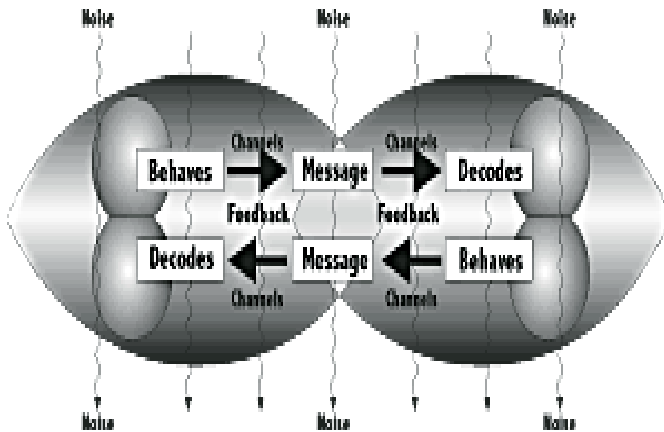
Communication is like giving an injection. A sender encodes ideas and feelings into some sort of message conveys them by means of a channel (speech, writing, and so on) into a receiver ---- decodes the message.



The model highlights how different channels can affect the way a receiver respond to a message. It introduces the concept of noise- a term used by social scientist to describe any forces that interfere with effective communication. Noise can occur at any stage of the communication process.

Interactive Model:-

This model makes the importance of feedback clear. It shows that most communication is , indeed, a two way affair in which we both send and receive messages. It also identifies a clue to the cause of many misunderstandings. Such misunderstandings often arise because communicators often occupy different environments- fields of experience- that help them understand others behaviour.



In communication terminology, environment refers not only to a physical location but also to the personal experiences and cultural background that participants bring to a conversation. Consider just some of the factors that might contribute to different environments: A might belong to one ethnic group and B to another

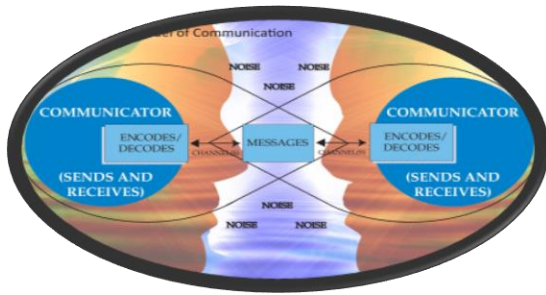
A might be rich and B poor. In the figure showed in the previous slide, the environments A and B overlap, representing the background communicators must have in common. As the shared environment becomes smaller, communication becomes more difficult.

Differing environments make understanding difficult, but certainly not impossible. Hard work and many communication skills help to bridge the gap that separates us.

A Transactional View:-

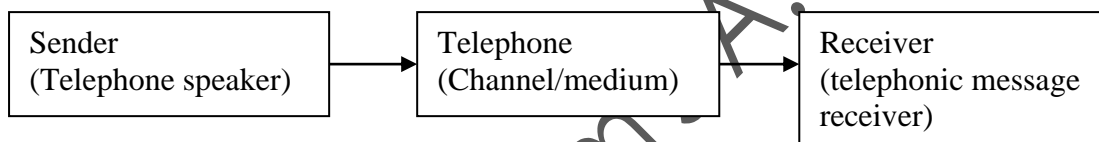
The activity of communicating is best represented by a transactional communication model. A transactional model reveals that we usually send and receive messages simultaneously, so that the images of sender and receiver should not be separated as if a person were doing only one or the other, but rather superimposed and redefined as 'communicators.'

The model also posits that communication isn't something we do to others, rather, it is an activity we do with them. The transactional nature of communication is explained in the relationship between parents and children.



Communication is a *continuous, transactional process* involving participants who occupy different but overlapping *environments* and create a relationship by *simultaneously sending and receiving messages*, many of which are distorted by *external, physiological and psychological noise*.

SHANON WEAVER MODEL



According to Shenon and Weaver

- An information source, which produces a message.
- A transmitter , which encodes the message into signals.
- A channel, to which signals are adapted for transmission.
- A receiver, which 'decodes' (reconstruction) the message from the signal.

A destination, where the message arrives

Impacts of technology on Communication in 21st Century

Communication is the kind of word that changes in scope according to the demands of the person and situation, and it is as elusive as the unicorn pointed out by Peter Little and Peter Druker. The technological advancement of 21st century has brought a drastic change in communication leads to the world towards a global village .Liberalization and Globalization have resulted in severe competition between public sector, private sector and foreign banks. Moreover banks today have also to compete with various financial institutions .Persuasive communication in the form of advertisements, personal contacts and publicity becomes essential to survive in the race of competition.

Chapter –Second

TECHNOLOGY ENABLED COMMUNICATION

INTERNET AS A MODERN MEANS OF COMMUNICATION:-

The Internet has already entered our ordinary life. Everybody knows that the Internet is a global computer network, which embraces hundred of millions of users all over the world and helps us to communicate with each other. The history of Internet began in the United States in 1969. It was a military experiment. Information sent over the Internet takes the shortest and safest path available from one computer to another. Invention of modems, special devices allowing your computer to send the information through the telephone line, has opened doors to the Internet for millions of people. Most of the Internet host computers are in the United States of America. It is clear that the accurate number of users can be counted fairly approximately, nobody knows exactly how many people use the Internet today, because there are hundreds of millions of users and their number is growing. Nowadays the most popular Internet service is **e-mail**. Most of the people use the network only for sending and receiving e-mail messages.

The first attempt to connect two computers and allow them to communicate with one another was made by researchers at the **University of California in Los Angeles** and the Stanford Research Institute **on 20 October 1969**. The first people to coin the term '**internet**' were two scientists, **Vinton Cerf** (known as 'father of the Internet') and his collaborator **Bob Kahn**, who in 1974 devised a means by which data could be transmitted across a global-network of computers. An Oxford graduate, **Tim Berners-Lee**, set up the first 'www server' (a Server receives and sends messages) to store the archive of the European Particle Physics Laboratory in Switzerland. Email is just one of the types of electronic communication available to us.

The first e-mail ever sent was in 1972 between computers in two American universities.

Advantages and Disadvantages of Email

Advantages and disadvantages of email and other types of electronic communication.

In a work place, communication is extremely important. Employees are now luckily able to make use of the many advantages of email.

1. It is very easy to communicate effectively with anybody within the office or anywhere in the world regardless of where they are situated.
2. Another advantage of having business email communication at work is that you can respond to clients quickly and easily. This means that you no longer need to spend hours on the phone, trying to get through and leaving messages with receptionists.
3. Messages can be sent quickly, in an instant.
4. The cost of sending an email is very low, unlike postage and other methods of communication.
5. It is easy to use, simply type the name of the recipient, a subject line and your message and click the send button.
6. Email saves time. No need to spend valuable time going to someone else's office.
7. Emails can be responded to in your own time, when it is convenient for you. It is not invasive like a visitor or phone call which requires immediate attention.
8. It speeds up the workflow process, documents can be sent for comment, corrections can be made quickly.
9. Emailing saves paper and printing costs.

Disadvantages of email

Although there are a variety of advantages and disadvantages of email, the advantages outweigh the disadvantages by far. Unfortunately the good always comes with the bad. Some of the disadvantages of email may be that your staff spends too much time on personal messages as opposed to work related stuff. This is the fundamental disadvantage to allowing employees email access.

However if a positive and trusting relationship is able to be maintained, between management and staff, then this could contribute to a more productive working environment, where employees can enjoy the many advantages of using email.

1. Spam emails can be sent which can clutter your inbox.
2. Email hoaxes.
3. Viruses can be sent by email.
4. Misunderstandings can occur if messages are not constructed properly.

5. Not everyone has internet connectivity.
6. Confidential information can be easily forwarded and disseminated and if done in error could easily end up in the wrong hands.

MOODLE:-

This is the British English definition of **moodle**. View American English definition of **moodle**.English. View (**Modular Object Oriented Dynamic Learning Environment**) An open source, online courseware platform that runs under all major operating systems. Developed by Martin Dougiamas at Curtin University in Australia, Moodle provides all the necessary tools for educators to create a virtual classroom via the Internet.**Moodle** is an open source course management system, originally developed by Martin Dougiamas. It is used by thousands of educational institutions around the world to provide an organized interface for e-learning, or learning over the Internet. Stands for "**Modular Object-Oriented Dynamic Learning Environment**." Moodle is an open source course management system, originally developed by Martin Dougiamas. It is used by thousands of educational institutions around the world to provide an organized interface for e-learning, or learning over the Internet. Moodle allows educators to create online courses, which students can access as a virtual classroom. A typically Moodle home page will include a list of participants (including the teacher and students) and a calendar with a course schedule and list of assignments. Other Moodle features include online quizzes, forums, where students can post comments and ask questions, glossaries of terms, and links to other Web resources.

Moodle is a learning platform designed to provide educators, administrators and learners with a single robust, secure and integrated system to create personalized learning environments. You can download the software onto your own web server or ask one of our knowledgeable Moodle Partners to assist you.

Moodle is a web-platform designed for interaction between students and teacher, with discussion forum, place for curriculum, lesson plans, tests, feedback from the teacher and so on. Very effective and appreciated especially by those who combine work with studies, since they don't have time for after-work school. The students did their assignments on a weekly basis, on the platform and according to the schedule. Moodle provides many communications tools. This overview will help you learn about the strengths and limitations of each tool and when you might choose to use it.

BLOG:-

A blog (a truncation of the expression weblog) is a discussion or informational site published on the World Wide Web consisting of discrete entries ("posts") typically displayed in reverse chronological order (the most recent post appears first). It's a regular record of your thoughts, opinions, or experiences that you put on the internet for other people to read. The *Blogger* online publishing service was launched in 1999. A regular record of your thoughts, opinions, or experiences that you put on the internet for other people to read.

It is like website, similar to an online journal that includes chronological entries made by individuals. The word blog was derived from the combination of the word web and log. Blogs typically focus on a specific subject (Economy, entertainment news, etc.) and provide users with forums (or a comment area) to talk about each posting. Many people use blogs as they would a personal journal or diary. Topics sometimes include brief philosophical musings, commentary on Internet and other social issues, and links to other sites the author favors, especially those that support a point being made on a post. The author of a blog is often referred to as a blogger. Many blogs syndicate their content to subscribers using RSS, a popular content distribution tool

Social Media:-

Social media are web based communication tools that enable people to interact with each other by both sharing and consuming information. Some examples of social media sites and applications include Facebook, Youtube, Del.icio.us, Twitter, Digg, blogs and other sites that have content based on user participation and user generated content.

Advantages of Social media

- ✓ It facilitates open communication leading to enhanced information discovery and delivery.
- ✓ It allows employees to discuss ideas, post news, ask questions and share links.
- ✓ It provides an opportunity to widen business contacts.
- ✓ It targets wider audience making it a useful and effective recruitment tool.
- ✓ It improves business reputation
- ✓ It expands market research, implements marketing campaigns, delivers communication and directs interested people to specific websites.

Disadvantages of Social media

- It opens up the possibility for hackers to commit fraud and launch spam and virus attacks.
- It increases the risk of people falling prey to online scams that seem genuine, resulting in data or identity theft.
- Potentially results in negative comments from employees about the company or potential legal consequences if employees use these sites to view objectionable, illicit or offensive material.
- It results in lost productivity, especially if employees are busy updating profiles, etc.

Facebook	Mark Zuckerberg
Whatsapp	Brian Acton and Jan Koum
Twitter	Jack Dorsey
Instagram	Kevin Systrom and Mike Krieger,
Yahoo	Jerry Yang and David Filo
Google	Larry Page and Sergey Brin
Moodle	Martin Dougiamas

Twitter as a Social Media :-

Twitter is an online micro-blogging and social networking Web site that is used to provide information, commentary and descriptions of events and highlight certain audio or video content. Twitter users send updates, or "tweets," that are 140 characters or less in length. Individual users can "follow" another user's updates. CDC encourages the strategic use of Twitter to effectively and inexpensively reach individuals and partners with timely health and safety information. **Jack Dorsey** (born November 19, 1976) is an American computer programmer and internet entrepreneur widely known as a co-founder and CEO of Twitter, and as the founder and CEO of Square, a mobile payments company.

Twitter is an online social networking service that enables users to send and read short 140-character messages called "tweets". Registered users can read and post tweets, but those who are unregistered can only read them. Users access Twitter through the website interface, SMS or mobile device app. Twitter Inc. is based in San Francisco and has more than 25 offices around the world.

Twitter was created in March 2006 by Jack Dorsey, Evan Williams, Biz Stone, and Noah Glass and launched in July 2006. The service rapidly gained worldwide popularity, with more than 100 million users posting 340 million tweets a day in 2012. The service also handled 1.6 billion search queries per day. In 2013, it was one of the ten most-visited websites and has been described as "the SMS of the Internet". As of March 2016, Twitter has more than 310 million monthly active users.

Facebook:-

In February 2004 Mr Zuckerberg launched "The facebook", as it was originally known; the name taken from the sheets of paper distributed to freshmen, profiling students and staff. Within 24 hours, 1,200 Harvard students had signed up, and after one month, over half of the undergraduate population had a profile.

The network was promptly extended to other Boston universities, the Ivy League and eventually all US universities. It became Facebook.com in August 2005 after the address was purchased for \$200,000. US high schools could sign up from September 2005, then it began to spread worldwide, reaching UK universities the following month.

WhatsApp Messenger :-

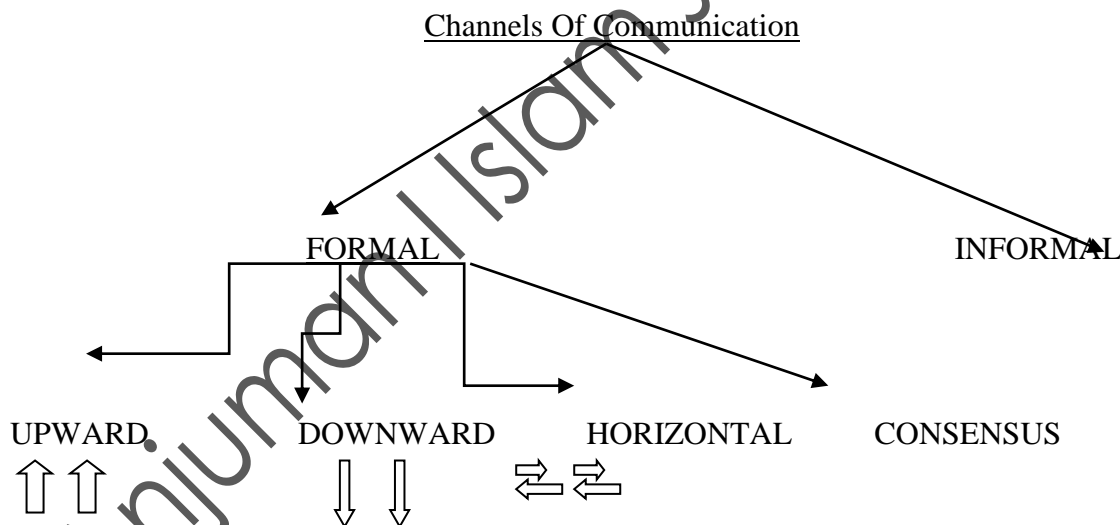
WhatsApp Messenger is a cross-platform mobile messaging app which allows you to exchange messages without having to pay for SMS. **WhatsApp** Messenger is available for iPhone, BlackBerry, Android, Windows Phone and Nokia and yes, those phones can all message each other. The story of Whatsapp is a live example of where innovation in technology takes people and their communication. With billions of users addicted to 'Whatsapp' style of keeping in touch, it is worthwhile to explore what went behind making this phenomenon happen. Whatsapp Inc was founded in 2009 by two ex-Yahoo! employees, **Brian Acton** and **Jan Koum**. After having bought an iPhone and looking at the new appstore, they realised that it was going to be a rapidly growing industry for apps.

Chapter -III

COMMUNICATION AT WORKPLACE

Channels - Formal and Informal—Vertical, Horizontal, Diagonal, Grapevine, Methods – Verbal / Non Verbal (including Visual), Business Etiquettes.


In an organization, information flows forward, backwards and sideways. This information flow is referred to as communication. Communication channels refer to the way this information flows within the organization and with other organizations. Decisions and directions flow upwards or downwards or sideways depending on the position of the manager in the communication web. For example, reports from lower level manager will flow upwards. A good manager has to inspire, steer and organize his employees efficiently, and for all this, the tools in his possession are spoken and written words. For the flow of information and for a manager to handle his employees, it is important for an effectual communication channel to be in place. Channels of Communication are classified in to two categories i.e. Formal Channel and Informal Channels of Communication.



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

UPWARD CHANNEL :-

When some juniors, subordinates or younger ones give information, complaint, suggestion or report to their seniors, superiors or elder ones, it is called communication in upward channel.

It is symbolically represented as 

Seniors have to take initiative to encourage the upward channel by adopting various methods like suggestion scheme, open door policy and opinion surveys. Subordinates should not fear but have faith and trust in their seniors. It is a gift of the democratic and socialistic setup. This channel works in a free environment. It encourages the feedback. It also helps the seniors (Management) to come to know the problems of the juniors (worker-staff). It creates confidence in juniors.

Upward channel must be recommended by the management. It boosts the morale of the juniors. Although it is one of the finest channels in business organization. Sometimes arrogant seniors don't take initiative. There may be some juniors who are afraid of their seniors' status so sometimes they (juniors) do not communicate their faults. The seniors should discourage selfish and over smart elements and encourage only TRUTHFUL information and honest staff. Only Communication through proper channel should be encouraged.

DOWNWARD CHANNEL:-

When the seniors, superiors or elder ones give some information, advice, counseling, suggestion, instruction, order or warning to their juniors, subordinates or younger ones, it is called Communication in the Downward channel. It is symbolically represented as



In the downward communication, there is a clear cut division of functions and responsibility. The downward communication can be oral and written to transmit information, instruction, advice, warning etc. In Downward channel messages should be given directly to the person concerned. In Downward Channel there should be trust between seniors and juniors. It functions smoothly when seniors do not block any information. It is one of the oldest channels which helps in smooth functioning of any business organization. It also creates discipline in the department. It keeps all subordinates well informed. It motivates, satisfies their ego and raises as communication takes place along the well defined lines. It follows the rules strictly so action or reply is not expected quickly. The messages should be clear and given to the right person.

HORIZONTAL COMMUNICATION:-

The communication between two people of equal status (workers, peons, students, teachers, managers, directors) without disturbing their juniors or seniors is called communication in the horizontal channel. It is symbolically represented as

This channel works more effectively as there is more face to face communication. Managements generally encourage this channel. Horizontal channel fosters team spirit as well

as helpful in planning and coordination. Horizontal channel eliminates jealousy, misunderstanding etc. from among people of equal status. It gives immediate feedback so saves time too.

In this channel some arrogant equals can create problems. They are reluctant to share the information. Sometime people coming from two different cultures can create difficulties due to cultural gap. An overuse of the horizontal channel adversely affects the working of the vertical channel.

CONSENSUS (ADJUSTMENT CHANNEL):-

Consensus means agreement, compromise, and approval, acceptance between seniors and juniors or two opposite groups after taking other party into confidence. It is symbolically represented as

This channel is very popular in social, family matters, politics and industry. This channel is possible in a democratic setup only and helpful in educational, commercial and industrial spheres. It can be fruitful when all the parties concerned can express their views frankly without any bitterness. In this channel all should have faith in one other. Some decisions should be accepted with an open heart. It creates a proper environment of understanding. Sometimes it is time consuming because it involves various sections of the decision making process. It may leave one section unsatisfied always.

INFORMAL CHANNELS OF COMMUNICATION (Grapevine)

Within a formal working environment, there always exists an informal communication network. The strict hierarchical web of communication cannot function efficiently on its own and hence there exists a communication channel outside of this web. While this type of communication channel may disrupt the chain of command, a good manager needs to find the fine balance between the formal and informal communication channel. An example of an informal communication channel is lunchtime at the organization's cafeteria/canteen. Here, in a relaxed atmosphere, discussions among employees are encouraged. Also managers walking around, adopting a hands-on approach to handling employee queries is an example of an informal communication channel.

The most common term used for the informal communication in the workplace is “grapevine” and this communication that is sent through the organizational grapevine is often considered gossip or rumour. While grapevine communication can spread information

quickly and can easily cross established organizational boundaries, the information it carries can be changed through the deletion or exaggeration crucial details thus causing the information inaccurate – even if it's based on truth. The use of the organizational grapevine as an informal communication channel often results when employees feel threatened, vulnerable, or when the organization is experiencing change and when communication from management is restricted and not forthcoming.

Communication whether interpersonal or mass is spread through various forms of communication. The forms of communication are as follows:

- Verbal Communication
- Non-verbal Communication

VERBAL COMMUNICATION

When we exchange thoughts, ideas, feelings and emotions takes place through words-spoken or written, the communication is known as verbal communication. Communication through spoken words is known as oral communication, whereas communication through written words is known as written communication.

Verbal communication means such a communication that takes place by means of a **language or words**". Verbal Communication can be classified as Oral and Written Communication.

ORAL and WRITTEN Communication(Advantages)	
Oral Communication	Written Communication
1.It is direct and time saving	1. It provides a permanent record ,can be referred and stored.
2.Its economical and saves time	2. It has legal validity. Documents of importance are always stored in written form.
3.it conveys the exact meaning of words	3. The reader can go to the written matter again and again.
4.It provides immediate feedback	4. It is more accurate and organized. Words are chosen carefully to convey exact meaning and matter is organized.
5. Its more persuasive in Nature	5. Written documents are always signed; hence it's possible to fix responsibility on certain person or group of persons.
6.on the spot additions and corrections are possible	6.It has wider reach than oral messages, as printing and photocopying can transmit messages easily to a very large number of people.
7. It is informal and friendlier.	7. It creates good impression and generate goodwill for business organization.

ORAL and WRITTEN Communication(Disadvantages)	
Oral Communication	Written Communication
1. It has no legal validity	1. It is time consuming as the sender needs to plan, organize and transmit the message through a proper channel.
2. It lacks accountability	2. It is difficult to make changes in it.
3. There are chances of misunderstanding when the listener is not attentive	3. It doesn't bring out immediate feedback.
4. People do not remember oral messages for a longer time.	4. It is not effective while communicating with Illiterate people.
5. oral communication is not effective when the distances are great or messages are lengthy.	5. Lack of clarity, incoherent organization leads to misinterpretation.

Non-verbal communication

The most important thing in communication is hearing what is not said

-Peter F. Drucker

When the transmission of ideas, thoughts, feelings and emotions takes place without words, the communication is termed as non-verbal communication. We do not always communicate through words. A smile, a frown, a nod, the way we sit, stand etc. are all ways of communicating. In fact sometimes it's our expressions and body language that expresses our emotions better than words. Facial expressions are the most common way of non-verbal communication. Nonverbal communication is the process of communication through sending and receiving wordless (mostly visual) cues between people. It is sometimes mistakenly referred to as body language (kinesics), but nonverbal communication encompasses much more, such as use of touch (haptic) and distance (proxemics). Nonverbal communication includes those important but unspoken signals that individuals exhibit, specifically: body language (encompassing carriage/posture, appearance, listening, and eye contact), hand gestures, and facial expressions.

Kinesics (Body Language):-

Kinesics is derived from Greek Word *kinesis* meaning movement. Kinesics is *the study of the role of body movements in communication*. The largest segment of non-verbal communication consists of body movements. Each time we shake our heads, move our hands, wave or blink, our actions means something: repetition, contradiction, suggestion etc.

Effective body language plays a very vital role in situations like interviews, group discussions, meetings and presentations. When we welcome someone with a greeting, we bow, or stretch our hands, smile or bend forwards as a continuation of the warm greetings.

Facial expressions:-

It is said that the face is the index of the mind and mirror of the heart. Words may conceal one's sense or intention, but face reveals the truth. Various emotions and feelings, such as anger, happiness, anxiety, nervousness, depression and boredom are displayed through certain non verbal cues, that is, facial expressions. A smile, frown, a grin or a blink are some of non verbal cues that help read emotions and feelings.

BUSINESS ETIQUETTE

Professional etiquette is an unwritten code of conduct regarding the interactions among the members in a business setting. When proper professional etiquette is used, all involved are able to feel more comfortable, and things tend to flow more smoothly. Professional etiquette plays a monumental role in making a lasting positive first impression. In professional situations, displaying proper etiquette can give you a competitive edge over others who may not be using proper etiquette. Likewise, failing to use the correct etiquette may result in being overlooked for employment or losing other valuable opportunities. Professional etiquette can be applied to many areas of an individual's work life including e-mails, phone calls, and business meetings.

What is Etiquette? Webster defines it as "the forms, manners, and ceremonies established by convention as acceptable or required in social relations, in a profession, or in official life." Etiquette is respect, good manners, and good behavior. It is not just each of these things, but it is all of these things rolled into one.

Etiquette and communication are considered "soft" skills, but they are vitally important to the successful conduct of a business. Appropriate behavior establishes trust among business contacts, and a good flow of communication improves the efficiency of any enterprise. Both of these outcomes can add materially to a business' bottom line.

BUSINESS ETHICS

Ethics are the principles and values an individual uses to govern his activities and decisions. In an organization, a code of ethics is a set of principles that guide the organization in its programs, policies and decisions for the business. The ethical philosophy an organization uses to conduct business can affect the reputation, productivity and bottom line of the business.

Ethics is a subject of social science that is related with moral principles and social values. 'Business Ethics' can be termed as a study of proper business policies and practices regarding potentially controversial issues, such as corporate governance, insider trading, bribery, discrimination, corporate social responsibility, and fiduciary responsibilities.

Businesses must abide by some basic principles. It should provide quality goods and services at reasonable prices to their consumers. It must also avoid adulteration, misleading advertisements, and other unfair malpractices.

A business must also perform other duties such as distributing fair wages, providing good working conditions, not exploiting the workers, encouraging competition, etc.

There are many definitions of business ethics, but the ones given by **Andrew Crane** and **Raymond C. Baumhart** are considered the most appropriate ones.

According to Crane, "Business ethics is the study of business situations, activities, and decisions where issues of right and wrong are addressed."

Baumhart defines, "The ethics of business is the ethics of responsibility. The business man must promise that he will not harm knowingly."

Leadership Ethics

The ethics that leaders in an organization use to manage employees may have an effect on the morale and loyalty of workers. The code of ethics leaders use determines discipline procedures and the acceptable behavior for all workers in an organization. When leaders have high ethical standards, it encourages workers in the organization to meet that same level. Ethical leadership also enhances the company's reputation in the financial market and community. A solid reputation for ethics and integrity in the community may improve the company's business.

Employee Ethics

Ethical behavior among workers in an organization ensures that employees complete work with honesty and integrity. Employees who use ethics to guide their behavior adhere to employee policies and rules while striving to meet the goals of the organization. Ethical employees also meet standards for quality in their work, which can enhance the company's reputation for quality products and service.

Ethical Organizational Culture

Leaders and employees adhering to a code of ethics create an ethical organizational culture. The leaders of a business may create an ethical culture by exhibiting the type of behavior they'd like to see in employees. The organization can reinforce ethical behavior by rewarding employees who exhibit the values and integrity that coincides with the company code of ethics and disciplining those who make the wrong choices.

Benefits to the Organization

A positive and healthy corporate culture improves the morale among workers in the organization, which may increase productivity and employee retention; this, in turn, has financial benefits for the organization. Higher levels of productivity improve the efficiency in the company, while increasing employee retention reduces the cost of replacing employees.

Values and ethics are important in the workplace to help keep order, ensuring that a company runs smoothly and remains profitable. Each individual company makes its values and ethics known almost immediately after hiring an employee, or many times, during the interview process. And in many businesses, no matter how well an employee performs, if he doesn't follow workplace values and ethics, it can result in termination.

Decision Management

Dedication

How hard an employee works, or how much effort she puts forth, can go a long way. Obviously, companies want results, but most employers prefer a worker who gives an honest effort to one who might be considered a "natural" at the job, but is otherwise disruptive. Either way, when an employee signs on with a business, she is agreeing to perform her best to help the company flourish.

Integrity

An important aspect of workplace values and ethics is integrity, or displaying honest behavior at all times. For instance, an employee who works at a cash register is expected to balance the drawer and deposit the correct amount of money at the end of the night. Integrity in the business world also might mean being honest when turning in an expense report or not attempting to steal a sales account from a co-worker.

Accountability

Employees in all industries are expected to act accountable for their actions. That means showing up when they are scheduled and on time, and not taking advantage of time allotted for breaks. It also means accepting responsibility for when things go wrong, gathering yourself and willingly working toward a resolution. And sometimes it might mean working longer than planned to see a project through to completion.

Collaboration

In almost every industry, workplace values and ethics consist of teamwork. That's because most companies believe that when morale is high and everyone is working together, success will follow. So it is important for employees to be team players--whether assisting co-workers on a project, teaching new hires new tasks, or following the instructions of a supervisor.

Conduct

Employee conduct is an integral aspect of workplace values and ethics. Employees must not only treat others with respect, but exhibit appropriate behavior in all facets of the job. That includes wearing proper attire, using language that's considered suitable around the office and conducting themselves with professionalism. Every company enforces its own specific rules on conduct, and typically makes them extremely clear in employee handbooks and training manuals.

Personal Integrity:-

Personal integrity is an innate moral conviction to stand against things that are not virtuous or morally right. This makes individuals do what they think is right regardless of the consequences attached with their decisions. People with high personal integrity are usually describes as trustworthy, loyal, generous, wise and mature.

Some everyday examples of having high personal integrity are keeping promises, avoiding gossiping, remaining faithful to your partners and eschewing shifting blame.

These people tend to be very rational, understanding and judicious in making everyday decisions that affect themselves and others. Personal integrity is valued in all areas of everyday life from academia, business and personal relationships with others.

Asset Protection

A strong ethical culture within your business is important in safeguarding your assets. Employees who abide by your workplace ethics would be able to protect and respect your business's assets. For example, they would avoid making personal long distance calls using the business's lines. Workers can only respect company property when you treat them with respect and dignity, which makes them feel proud to be working for your business. Ensure that your workers perform in an environment with integrity and strong ethics. It increases employee pride and discourages them from stealing supplies or equipment.

Productivity and Teamwork

Workplace ethics is integral in fostering increased productivity and teamwork among your employees. It helps in aligning the values of your business with those of your workers. Achieving this alignment requires that you encourage consistent dialogue regarding the values of your business, which enhances community, integrity and openness among employees. Ethics enable your workers to feel a strong alignment between their values and those of your business. They show such feelings through increased productivity and motivation.

Public Image

You earn a lot of respect and cultivate a strong image in the public domain when you make ethical choices. For instance, you can fulfill your corporate social responsibility by reducing waste discharge from your business. The public would consider your business to be operating with honor and integrity while valuing people over profits. Building a strong public image through ethical conduct also earns you more clients. Customers would develop trust in you and do business with your organization.

Decision-Making

Ethical conduct in the workplace encourages a culture of making decisions based on ethics. It also enhances accountability and transparency when undertaking any business decisions. During turbulent times, a strong ethical culture guides you in managing such conflicts by making the right moves. It can help you to introduce change successfully in

your organization, which can be a challenge. Ethical conduct within the business sensitizes you and your staff on how to act consistently even in difficult times.

Personal integrity:-

Integrity is one of the fundamental values that employers seek in the employees that they hire. It is the hallmark of a person who demonstrates sound moral and ethical principles at work. A person who has integrity lives his or her values in relationships with coworkers, customers, and stakeholders. Honesty and trust are central to integrity. Acting with honor and truthfulness are also basic tenets in a person with integrity. People who demonstrate integrity draw others to them because they are trustworthy and dependable. They are principled and can be counted on to behave in honorable ways even when no one is watching.

Examples of Integrity in Action

Integrity is another fundamental value that you recognize when you see it in the behavior of a coworker. But, it's hard to describe adequately to provide a picture that produces shared meaning. So, the following are examples of integrity as it plays out every day in the workplace.

The CEO of the company kept the employees up-to-date on the struggles the business was experiencing with clear and frequent communication at team meetings. Employees felt as if they knew exactly what was happening.

Media ethics is the subdivision of applied ethics dealing with the specific ethical principles and standards of media, including broadcast media, film, theatre, the arts, print media and the internet. The field covers many varied and highly controversial topics, ranging from war journalism to Benetton advertising.

SOCIAL RESPONSIBILITY and Business Organisations:-

Social responsibility is the act of exhibiting ethical behaviour in businesses. It is a state of being ethically or morally responsible for actions that contribute to improving the quality of life of an individual, institutions or the society at large. Accordingly, activities undertaken in businesses could encompass every social, economic and environmental aspect through social responsibilities. There are two dimensions of social responsibility for businesses – Internal and External as explained below:

- a) **Internal responsibilities** – Internal responsibilities involve social compliances that focus on human resource welfare, good quality in products / services and favourable contribution to environment. Internal regulations include some mandatory,

long-term and self-regulated initiatives of enterprises in the form of various standardizations and business associations in India and abroad.

There are some voluntary social compliance standards and certifications available for businesses that try to enable social responsibility across their business activities. These standards / certifications emphasize on rules of social accountability that address health, safety and fundamental rights of the enterprises' employees and other stakeholders. The main purpose of such certifications is to protect and enhance the community and the environment. Following is an indicative list of major standards

Chapter –V

Problems /Barriers to communication

Communication is a process beginning with a sender who encodes the message and passes it through some channel to the receiver who decodes the message. Communication is fruitful if and only if the messages sent by the sender are interpreted with same meaning by the receiver. If any kind of disturbance blocks any step of communication, the message will be destroyed. Any hurdle which disturbs our communication and makes it ineffective is called barrier. There are several barriers that affect the flow of communication in an organization. These barriers interrupt the flow of communication from the sender to the receiver, thus making communication ineffective. It is essential for managers to overcome these barriers.

Physical barriers :-

Physical barriers are often due to the nature of the environment, time and distance, personal problems of health and poor hearings (due to defective ears) are the major physical barriers.

Environmental disturbances can be a barrier in effective communication. Distractions like traffic noise, whistling, loud music, noise of typewriting, continuous ringing of the bells or passing of trains acts as physical barriers to our communication. It is impossible to talk to a person face to face if he continuously whistles or listens to music; with both the ears involved in that 'process of noise'.

On many occasions time acts as a big hurdle (problem). Today everyone complains that he/she has everything but "no time". There may be different working hours or difference of Day and night in Mumbai and Newyork. If it is official communication one should call /communicate during their respective working hours.

An abnormal physical distance between a sender and a receiver can affect face to face communication. It is generally observed that students sitting on the last bench cannot receive the verbal messages from some of their teachers who are very soft spoken. Similarly any sickness or tiredness or sleeplessness or even poor hearing also creates a physical barrier. If the sender or the receiver is suffering from sleepiness or ill health, body pain, he/she will not be able to send/receive messages clearly, completely or

effectively.

To make our personal communication effective we have over come all the physical barriers. Be healthy, fresh and alert; do not communicate under stress or tension. Always try to communicate time suitable for your receiver. All these help to overcome with physical barriers and to make our communication effective.

Language barriers:-

Language is the main medium of communication and words are its tools. Language proves to be a barrier at different levels, such as semantic (meaning), syntactic (grammar), phonological (pronunciation, intonation, Pitch) and finally linguistic (across languages). Thus language barriers can arise in different ways.

- Same word is used in different contexts, giving rise to totally different meanings. A word like 'hard' for example can be used in different ways: hard chair, hard-hearted, hard drink, having a hard time—all these use the same word but meanings are different in every context.
- Unfamiliar language becomes a barrier when people do not know each other's language. This barrier can be overcome by using a common medium of communication, as in a classroom. Translation is also an important way of overcoming this barrier.
- Words having two different meanings such as good, bad, beautiful are differently understood by different people, according to the meaning that a person gives to the word. Thus a simple sentence like "She is a good girl" can create confusion because the meaning of good is unclear.
- Barriers can be created when we come across words, which have the same sound when pronounced, but which mean very different things. Examples: words like fair and fare; bear and bare; council and counsel.
- Jargon or Unfamiliar terminology: There are some of special terms or technological words used by people belonging to a certain group or field of work such as doctors, lawyers, Computer software Engineers or college students. They use words which are their own, specialized jargon which cannot be understood

by anyone outside their group.

How to overcome language barriers

As business becomes more global, we have more opportunities to speak to an ever-wider range of nationalities and people. Increasingly, the world is using English, and this APPEARS to give us, as native speakers, great advantages. However, communication between people of different cultural backgrounds involves much more than them overcoming the language barrier by speaking our language! To effectively communicate across cultures, the first thing is to identify how our use of English can cause intercultural misunderstandings by creating a language barrier in communication.

PSYCHOLOGICAL BARRIERS:-

Emotions:-

One possible psychological block is emotional. For example, you might be emotionally blocked if you are announcing a new policy you know will be unpopular, giving the first major presentation on your job, or writing to someone you dislike. The people with whom you are communicating are also subject to emotional blocks. They may feel indifferent or hostile toward you or your subject, or be biased against you (perhaps because of your youth, sex, race, relatives, friends, or even clothes) or against your subject (perhaps because they think it's illogical, perhaps simply because "That's not the way we've always done things here").

Prejudice:-

A prejudice about certain things, communities, race, religion and gender can create a problem in communication. A biased mind will always have suspicion while communicating.

Halo Effect:-

Sometimes our reactions to people are not balanced or objectives; they are of an extreme nature. Either we like a person so much that we can find no shortcomings in her/him, or we dislike someone so much that we can see nothing good in him/her. In

both cases we commit errors of judgment and fail to understand the person.

Closed mind:-

A closed mind is one of which refuses to accept an idea or opinion on subject because it is different from his idea. Such persons from their opinion on a subject and then refuse to listen to anyone who has something different to say about it. A closed mind may be the result of some past experiences or just habit. It is very difficult to remove this psychological barrier.

Status:-

It refers to rank or position .It could be economic, social or professional status. In any organization ,hierarchy creates differences in rank and this is a normal situation. Thus the status by itself does not cause barriers

Unjust Evaluation:-

Sometimes there is a tendency that people evaluate one another without properly understanding the whole aspect about the message. People immediately pass on a judgement without properly speaking to the person. This could be people are biased.

Cross cultural Barriers:-

Culture refers to a shared set of values and practices by a group of individuals. Effective communication with people of different cultures is especially challenging. Cultures provide people with ways of thinking--ways of seeing, hearing, and interpreting the world.

Thus the same words can mean different things to people from different cultures, even when they talk the "same" language. When the languages are different, and translation has to be used to communicate, the potential for misunderstandings increases.

Different languages and cultures represent a national barrier which is particularly important for organisations involved in overseas business.

Individual linguistic ability is also important. The use of difficult or inappropriate words in communication can prevent people from understanding the message.

Poorly explained or misunderstood messages can also result in confusion. We can all think of situations where we have listened to something explained which we just could not grasp. When we join a group and wish to remain in it, sooner or later we need to adopt the **behaviour patterns of the group**. These are the behaviours that the group accepts as signs of belonging. Each society has a different way of looking groups like **family ,caste,religion,friends,financial status and so on**. The group rewards such behaviour through acts of recognition, approval and inclusion. In groups which are happy to accept you and where you are happy to conform, there is a mutuality of interest and a high level of win-win contact.

Where, however, there are barriers to your membership of a group, a high level of game-playing replaces good communication.

Organizational Barriers :-

Organizational Barriers refers to the hindrances in the flow of information among the employees that might result in a commercial failure of an organization.

1. Organizational Rules and Policies: Often, organizations have the rule with respect to what message, medium, and mode of communication should be selected. And due to the stringent rules, the employees escape themselves from sending any message.

Similarly, the organizational policy defines the relationship between the employees and the way they shall communicate with each other maintaining their levels of position in the organization. Such as, if the company policy is that all the communication should be done in writing, then even for a small message the medium used should be written. This leads to delay in the transmission of the message and hence the decision making gets delayed.

2.Status or Hierarchical Positions in the Organization: In every organization, the employees are divided into several categories on the basis of their levels of the organization. The people occupying the upper echelons of the hierarchy are superior to the ones occupying the lower levels, and thus, the communication among them would be formal. This formal communication may often act as a barrier to the effective

communication. Such as the lower level employee might be reluctant in sending a message to his superior because of a fear in his mind of sending the faulty or wrong message.

3. Organizational Facilities: The organizational facilities mean the telephone, stationery, translator, etc., which is being provided to employees to facilitate the communication. When these facilities are adequately offered to the employees, then the communication is said to be timely, accurate and according to the need. Whereas, in the absence of such facilities, the communication may get adversely affected.

4. Complex Organizational Structure: The communication gets affected if there are a greater number of management levels in the organization. With more levels, the communication gets delayed and might change before reaching the intended receiver.

Thus, communication is the key factor in the success of any firm, and the communication is said to be effective when the employees interact with each other in such a way that it results in the overall improvement of the self as well as the organization.

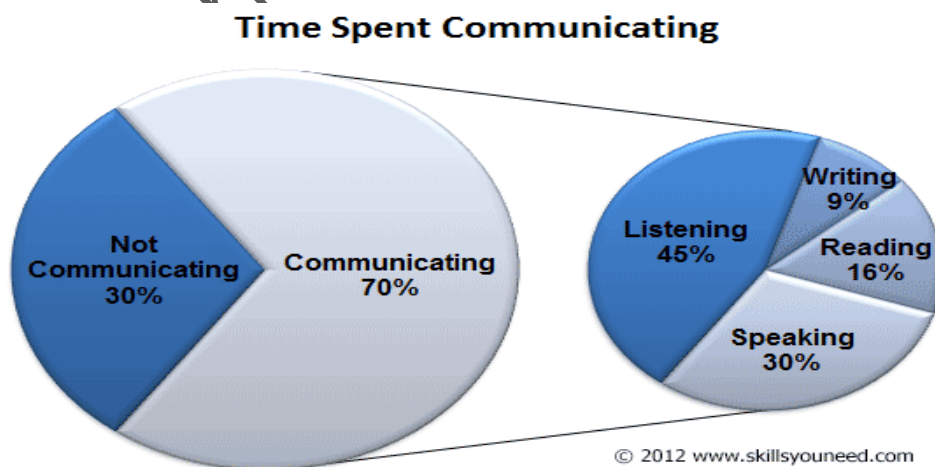
Chapter -VI

LISTENING SKILLS

Good listening skills make workers more productive. The ability to listen carefully allows workers to better understand assignments they are given. They are able to understand what is expected of them by their management. The ability to listen and to comprehend also allows workers to build a strong rapport with coworkers, managers, and clients. Employers and managers have confidence in workers that can listen to instructions and then do what is expected with minimal follow-up. Good listeners also have a better track record resolving problems with customers.

Workers who listen well tend to work better in a team-based environment. Team members are usually assigned a portion of the work. Later, their completed tasks will need to fit in with other team members' results. Those who were able to listen well and perform accordingly will find their work results fit better than those who misunderstood.

Not everyone spontaneously knows how to listen well. Adults spend an average of 70% of their time engaged in some sort of communication, of this an average of 45% is spent listening compared to 30% speaking, 16% reading and 9% writing.



Hearing is the physical ability, while listening is a skill. Listening skills allow one to make sense of and understand what another person is saying. In other words, listening skills allow people to understand what someone is talking about-the meaning behind the words.

Listening is a skill of critical significance in all aspects of our lives--from maintaining our personal relationships, to getting our jobs done, to taking notes in class, to figuring out which bus to take to the airport. Regardless of how we're engaged with listening, it's important to understand that listening involves more than just hearing the words that are directed at us. Listening is an active process by which we make sense of, assess, and respond to what we hear.

The listening process involves five stages: receiving, understanding, evaluating, remembering, and responding. Basically, an effective listener must hear and identify the speech sounds directed toward them, understand the message of those sounds, critically evaluate or assess that message, remember what's been said, and respond (either verbally or nonverbally) to information they've received. Effectively engaging with all five stages of the listening process lets us best gather the information we need from the world around us.

The importance of effective listening skills for employees and managers cannot be overemphasized. Everything done in the workplace involves two-way communication-speaking and listening. Two-way communication is critical in the way it can impact efficiency and effectiveness.

When all members of a team are able to listen as well as speak effectively, they are much more likely to perform well. Effective communication is all about understanding what is being said, not just who says it.

The effective principles of Listening

A good listener will listen not only to what is being said, but also to what is left unsaid or only partially said.

Effective listening involves observing body language and noticing inconsistencies between verbal and non-verbal messages.

For example, if someone tells you that they are happy with their life but through gritted teeth or with tears filling their eyes, you should consider that the verbal and non-verbal messages are in conflict, they maybe don't mean what they say.

Stop Talking

"If we were supposed to talk more than we listen, we would have two tongues and one ear." Mark Twain.

Don't talk, listen. When somebody else is talking listen to what they are saying, do not interrupt, talk over them or finish their sentences for them. Stop, just listen. When the other person has finished talking you may need to clarify to ensure you have received their message accurately.

Prepare Yourself to Listen/Relax.

Focus on the speaker. Put other things out of mind. The human mind is easily distracted by other thoughts – what's for lunch, what time do I need to leave to catch my train, is it going to rain – try to put other thoughts out of mind and concentrate on the messages that are being communicated.

Put the Speaker at Ease/Help the speaker to feel free to speak.

Remember their needs and concerns. Nod or use other gestures or words to encourage them to continue. Maintain eye contact but don't stare – show you are listening and understanding what is being said.

Remove Distractions/Focus on what is being said.

Don't doodle, shuffle papers, look out the window, pick your fingernails or similar. Avoid unnecessary interruptions. These behaviours disrupt the listening process and send messages to the speaker that you are bored or distracted.

Empathise/Try to understand the other person's point of view. Look at issues from their perspective. Let go of preconceived ideas. By having an open mind we can more

fully empathise with the speaker. If the speaker says something that you disagree with then wait and construct an argument to counter what is said but keep an open mind to the views and opinions of others.

Be Patient

A pause, even a long pause, does not necessarily mean that the speaker has finished.

Be patient and let the speaker continue in their own time, sometimes it takes time to formulate what to say and how to say it. Never interrupt or finish a sentence for someone.

Avoid Personal Prejudice/Try to be impartial.

Don't become irritated and don't let the person's habits or mannerisms distract you from what the speaker is really saying. Everybody has a different way of speaking - some people are for example more nervous or shy than others, some have regional accents or make excessive arm movements, some people like to pace whilst talking - others like to sit still. Focus on what is being said and try to ignore styles of delivery.

Listen to the Tone/Volume and tone both add to what someone is saying.

A good speaker will use both volume and tone to their advantage to keep an audience attentive; everybody will use pitch, tone and volume of voice in certain situations – let these help you to understand the emphasis of what is being said.

Listen for Ideas – Not Just Words

You need to get the whole picture, not just isolated bits and pieces.

Maybe one of the most difficult aspects of listening is the ability to link together pieces of information to reveal the ideas of others. With proper concentration, letting go of distractions, and focus this becomes easier.

Wait and Watch for Non-Verbal Communication/Gestures, facial expressions, and eye-movements can all be important.

We don't just listen with our ears but also with our eyes – watch and pick up the additional information being transmitted via non-verbal communication.

Listening is a skill of Language. It requires a desire to understand another human being, an attitude of respect and acceptance, and a willingness to open one's mind to try and see things from another's point of view. It requires a high level of concentration and energy. It demands that we set aside our own thoughts and agendas, put ourselves in another's shoes and try to see the world through that person's eyes. In this paper we will discuss various aspects of Listening. These aspects are what is listening, different types of listening, its various modes, importance of listening in life, various barriers which hinder the process of listening and ways to improve Listening skill.

Introduction

Listening is a language modality. It is one of the four skills of a language i.e. listening, speaking, reading and writing. It involves an active involvement of an individual. Listening involves a sender, a message and a receiver. It is the psychological process of receiving, attending to constructing meaning from and responding to spoken and/or non verbal messages.

The **process of listening** occurs in five stages. They are hearing, understanding, remembering, evaluating, and responding.

Step-1 Receiving (Hearing) Step-2 Understanding (Learning) Step-3 Remembering (Recalling) Step-4 Evaluating (Judging) Step-5 Responding (Answering)

HEARING –

It is referred to the response caused by sound waves stimulating the sensory receptors of the ear; it is physical response; hearing is perception of sound waves; you must hear to listen, but you need not listen to hear (perception necessary for listening depends on attention). Brain screens stimuli and permits only a select few to come into focus- these selective perception is known as attention, an important requirement for effective listening.

UNDERSTANDING- This step helps to understand symbols we have seen and heard, we must analyze the meaning of the stimuli we have perceived; symbolic stimuli are not only words but also sounds like applause... and sights like blue uniform...that have symbolic meanings as well; the meanings attached to these symbols are a function of our past associations and of the context in which the symbols occur. For successful interpersonal communication, the listener must understand the intended meaning and

the context assumed by the sender.

REMEMBERING- Remembering is important listening process because it means that an individual has not only received and interpreted a message but has also added it to the mind's storage bank. In Listening our attention is selective, so too is our memory- what is remembered may be quite different from what was originally seen or heard.

EVALUATING- Only active listeners participate at this stage in Listening. At this point the active listener weighs evidence, sorts fact from opinion, and determines the presence or absence of bias or prejudice in a message; the effective listener makes sure that he or she doesn't begin this activity too soon ; beginning this stage of the process before a message is completed requires that we no longer hear and attend to the incoming message-as a result, the listening process ceases.

RESPONDING- This stage requires that the receiver complete the process through verbal and/or nonverbal feedback; because the speaker has no other way to determine if a message has been received, this stage becomes the only overt means by which the sender may determine the degree of success in transmitting the message. Strategies of Listening

Paying very close attention in active listening to what is said and the deeper meaning found through how it is said.

Importance of Listening Skill Good listening skills make workers more productive. The ability to listen carefully will allow a person to:

- understand assignments in better way and find and what is expected from him.
- build rapport with co-workers, bosses, and clients;
- show support;
- Work better in a team-based environment;
- resolve problems with customers, co-workers, and bosses;
- answer questions
- find underlying meanings in what others say.

Ways to improve Listening skill

Hearing and Listening are two different activities. Hearing is passive whereas Listening is active. Listening is a psychological process. It can therefore be improved by regular

practice. Listening is a very helpful skill. Active listening is really an extension of the Golden Rule.

Here are some of the tips which can help the person to improve his Listening skill:

1. Face the speaker.-Sit up straight or lean forward slightly to show your attentiveness through body language.
2. Maintain eye contact, to the degree that you all remain comfortable.
3. Minimize external distractions. Turn off the TV. Put down your book or magazine, and ask the speaker and other listeners to do the same.
4. Respond appropriately to show that you understand. Murmur (“uh-huh” and “um-hmm”) and nod. Raise your eyebrows. Say words such as “Really,” “Interesting,” as well as more direct prompts: “What did you do then?” and “What did she say?”
5. Focus solely on what the speaker is saying. Try not to think about what you are going to say next. The conversation will follow a logical flow after the speaker makes her point.
6. Minimize internal distractions. If your own thoughts keep horning in, simply let them go and continuously re-focus your attention on the speaker, much as you would during meditation.
7. Keep an open mind. Wait until the speaker is finished before deciding that you disagree. Try not to make assumptions about what the speaker is thinking.
8. Avoid letting the speaker know how you handled a similar situation. Unless they specifically ask for advice, assume they just need to talk it out.
9. Even if the speaker is launching a complaint against you, wait until they finish to defend yourself. The speaker will feel as though their point had been made. They won’t feel the need to repeat it, and you’ll know the whole argument before you respond.
10. Engage yourself. Ask questions for clarification, but, once again, wait until the speaker has finished.

1. **Twitter:** Twitter is an online social networking service. Users post and interact with messages which are called tweets which was of 140 characters, recently upgraded to 280.
2. **Non-Verbal communication:** Communication that takes place in the absence of words is non-verbal communication. It includes body language, visual communication and use of space.
3. **Jargon:** Jargon is technical language. Every branch of knowledge makes use of Jargon in their specialized studies.
4. **Self-image-** Pre-conceived notions that one has about one self which results in communication selectivity.
5. **Feedback:** The response, reaction given by the receiver to the sender is called feedback. It is an indication of successful transmission of the message.
6. **Horizontal Communication:** Communication between people of similar status is horizontal communication. It helps in getting work done quickly. It brings about team spirit.
7. **Silence:** Silence communicates. Silence can be classified as warm silence, cold natural silence and neutral silence.
8. **Grapevine:** It is an informal channel of communication. An active grapevine channel indicates people's interest in the job. It can be used positively by the management. However it has to be balanced with formal channels of communication.