Unit–1
Principles of Communication:

Structure:

1.0 Introduction:

Communication is a powerful tool for expressing our thoughts, ideas, knowledge, and experiences to others. It involves transmitting, receiving, and interpreting information, ideas, thoughts, or messages between individuals, groups, or entities. This fundamental aspect of human interaction includes various forms, such as verbal, nonverbal, written, and visual communication. As a sender, we initiate the message, which the receiver then receives and interprets. Effective communication requires successfully transmitting information and ensuring mutual understanding and clarity. It is crucial for establishing and maintaining relationships, exchanging knowledge, expressing emotions, and promoting cooperation and collaboration among individuals, organizations, and societies. Maintaining excellent and proper communication can significantly strengthen and extend our relationships with others. Within the tourism and hospitality industry, employees representing a particular destination play a vital role in showcasing its culture, as they are often the first point of contact for guests. Practical communication skills are essential for the success of any business, as they directly affect interactions with clients and customers. This unit aims to provide learners with a comprehensive understanding of communication, including its meaning, features and importance in our daily lives.

1.1 Objectives:

After reading this unit, you will understand:
* The meaning and features of communication
* Different types of communication
* Process of Communication

1.2 Meaning and Features of Communication:

Communication is an integral part of our daily lives, making it almost impossible to go through a day without its use. It involves exchanging information between two or more people, with one person acting as the sender and the other as the receiver. This information can encompass facts, ideas, concepts, opinions, beliefs, attitudes, instructions, and emotions. Communication holds immense significance,

particularly in management, where it is considered the most vital and effective ingredient.

Interpersonal communication forms the foundation of all managerial activities, as other management functions rely on communication for direction and feedback. Effective management is directly linked to effective communication, and poor communication is frequently cited as a primary source of interpersonal conflict. Numerous operations have failed due to inadequate communication, misunderstood messages, and unclear instructions.

Beyond organizational settings, communication plays an essential role in our personal lives. Among friends, family members, and social circles, we spend a significant portion of our time communicating through writing, reading, or speaking about various aspects of life, such as friendship, family dynamics, and distance between parents and children.

Communication is the backbone of human interaction in personal and organizational contexts. No group can exist without communication, as it involves the transfer and understanding of information. Ideas can only be conveyed and discussed through meaningful interactions among individuals, ensuring that the thoughts hold the same meaning and value for both the sender and receiver. Transmitting and comprehending ideas is crucial, as even the most fabulous idea is useless until others fully understand it.

In group settings, effective communication is vital to ensure that all members have the same level of thinking and understanding. When some members possess highly intellectual or technical knowledge that others do not, communication may suffer, leading to misunderstandings and challenges in sharing ideas.

In summary, communication is an indispensable aspect of human life, influencing personal interactions, organizational dynamics, and the success of management processes. It enables the exchange of ideas and fosters understanding among individuals and groups, allowing society to function cohesively.

Definitions of Communication:

Some important definitions of the communication are mentioned below:

1. "Communication is the process of passing information and understanding from one person to another".   **Keith Davis**

2. Communication is any means by which thought is transferred from one person to another.   **Chappell and Read**

3. "Communication is an exchange of facts, ideas, opinions or emotions by two or more persons."   **W.H. Newman**

4. "Communication may be broadly defined as the process of meaningful interaction among human beings."   **M. C. Farland**

5. Effective communication is Purposive interchange, resulting in workable understanding and agreement between the sender and the receiver of the message.   **George Vardman**

5. Communication is transmitting ideas, emotions, skills, etc., using symbols, graphs, etc. It is the act or process of transformation that is usually called communication.   **Berelso and Steiner**

Features of Communication:

Different characteristics of communication are listed below:

1) Sender and Receiver:

 The first essential characteristic of communication is that there must be a minimum number of two persons because no single individual can exchange ideas with himself. A listener is necessary to receive one's ideas. Therefore, at least two persons must be the sender and the receiver of the information.

2) Exchange of Ideas/Message:

 In communication, it is necessary to exchange different ideas, orders, feelings, etc., between sender and receiver.

3) Encoding and Decoding: Encoding refers to converting the message into a suitable format for transmission, such as language or symbols. Decoding is the reverse process, where the receiver interprets and understands the encoded message.

4) Medium: The medium is the channel or method used to transmit the message. It can include face-to-face conversations, written documents, telephone calls, video conferences, emails, text messages, social media platforms, and more.

5) **Mutual Understanding:**

Mutual understanding means that the receiver should receive the information in the same spirit with which it is being given. In communication, it is more important to understand the information rather than carry it out.

6) **Direct and Indirect Communication:**

It is not necessary for communication for the receiver and giver of information to be face-to-face with each other. Communication can be both direct and indirect. Direct communication means face-to-face conversation, while indirect communication is through other means.

7) **Continuous Process:**

Communication is an endless process, as is the case with business, where the manager continuously assigns work to his subordinates, tries to know the progress of the work and gives directions.

8) **Use of Words as well as Symbols:**

There can be many means of communication: written, oral and symbolic. Examples of symbolic communication are ringing the bell to close a school or a college, saying something by the movement of the neck, showing anger or disapproval through the eyes, making some decisions by raising a finger in cricket, etc.

9) **Feedback:** This means the receiver's response or reaction to the sender. It helps the sender gauge the effectiveness of their message and whether the sent the intended meaning was understood or not.

10) **Context:** Communication occurs within a specific context that influences meaning and interpretation. The context includes factors such as the environment, cultural background, social norms, previous interactions, and the relationship between the sender and receiver.

11) Noise is any interference or barrier that may disrupt or distort communication. It can be external noise like background sounds or internal noise like distractions, biases, or language barriers.

12) **Clarity and Conciseness:** Effective communication aims for clarity and conciseness to ensure the receiver quickly understands the message. Explicit

language, avoiding jargon, and organizing information logically can enhance communication.

13) **Active Listening:** Active listening involves attentively and empathetically hearing and understanding the message being communicated. It includes providing verbal and nonverbal feedback, asking questions, and paraphrasing to confirm comprehension.

14) **Intentionality:** Communication is often driven by specific intentions or purposes, such as sharing information, persuading, seeking clarification, building relationships, expressing emotions, or problem-solving.

15) **Adaptability:** Effective communicators adjust their communication style, tone, and content based on the needs, preferences, and characteristics of the receiver. They are flexible and adaptable to ensure adequate understanding and engagement.

The above features collectively contribute to the effectiveness and efficiency of communication, fostering meaningful connections, mutual understanding and successful outcomes.

1.3 Objectives of Communication:

Communication objectives can vary depending on the context, purpose, and the parties involved. Here are some common objectives of communication:

1. **To exchange information**: The main objective of business communication is to exchange information with internal and external parties. Internal communication occurs within the organization through orders, instructions, suggestions, opinions, etc.

2. **To develop plans**: A Plan is the blueprint of future courses of action. The plan must be formulated to attain organisational goals. Management requires information to create a plan. In this regard, communication aims to supply the necessary information to the concerned managers.

3. **To implement the plan**: Once a plan is prepared, it will be implemented. Implementation of a plan requires timely communication with the concerned parties. Thus, communication aims to transmit a plan throughout the organization for successful implementation.

4. **To facilitate policy formulation**: Policies are guidelines for performing organizational activities. Policies are also termed as standing decisions to recurring problems. Every organization needs to develop a set of policies to guide its operation. Preparing policies also requires information from various sources. Therefore, communication aims to collect necessary information for policy formulation.

5. **To achieve organizational goals**: Collective efforts of both managers and workers are essential for achieving organizational goals. Communication coordinates and synchronizes employees' efforts at various levels to achieve the organisation's stated objectives.

6. **To organize resources**: Various kinds of resources are available in the organization, such as human, material, financial, and so on. Organizing these resources effectively and efficiently is a crucial challenge for managers. Communication is the vehicle to overcome this challenge.

7. **To coordinate**: Coordination is an essential management function. It involves linking the various functional departments of large organizations. Without proper and timely coordination, the achievement of organizational goals is impossible. Therefore, the objective of communication is to coordinate the functions of various departments for the easy attainment of organizational goals.

8. **To direct the subordinates**: A manager's job is to get the things done by others. To get things done, management must lead, direct and control the employees. The performance of these managerial functions depends on effective communication with subordinates.

9. **To motivate employees**: A pre-requisite of employee motivation is the satisfaction of their financial and non-financial needs. Financial needs are fulfilled through monetary returns. However, to satisfy non-financial needs, management must formally and informally communicate with employees regularly.

10. **To create consciousness**: Employees of an organization must be conscious regarding their duties and responsibilities. Communication supplies necessary information and makes them mindful of their duties and responsibilities.

11. **To increase efficiency:** To increase employee efficiency, they should be provided with the necessary information and guidelines. Communication supplies such information and guidelines for them.

12. **To bring dynamism**: Organizations should be dynamic to cope with internal and external changes. Bringing dynamism requires finding new and better ways of doing things. For this purpose, communication helps to seek new ideas and suggestions from internal and external parties.

13. **To improve labour management**: A harmonious relationship between workers and management is a prerequisite for organizational success. In this regard, the objective of communication is to ensure the free and fair flow of information and to create a good understanding between them.

14. **To increase job satisfaction**: Communication enhances the job satisfaction level of employees. It creates a friendly environment where employees can express themselves. As a result, they become more satisfied with their job.

15. **To convey employee reaction**: Communication conveys employees' reactions, opinions, suggestions and complaints to their superiors about the plans, policies, programs and strategies of the company.

16. **To orient employees**: Communication orients the new employees to the company's policies, rules, regulations, procedures, etc.

17. **Enhancing Customer Service:** Communication is crucial for delivering excellent customer service. It involves active listening, transparent and timely responses, and empathy to understand and address customer needs, inquiries, or concerns.

18. **Facilitating Decision-Making:** Communication supports decision-making by providing relevant information, soliciting opinions, and encouraging discussion. It helps gather insights, evaluate options, reach a consensus, and make informed choices.

19. **Resolving Conflict:** Communication is crucial in resolving conflicts and addressing disagreements. It provides a platform for expressing concerns, clarifying misunderstandings, and finding common ground. Effective communication in conflict resolution fosters compromise, negotiation, and problem-solving.

20. **Expressing Emotions:** Communication enables individuals to express and share their feelings, emotions, and experiences. It provides an outlet for emotional expression, empathy, and support. Emotional communication helps build connections, deepen relationships, and promote emotional well-being.

21. **Helps in educating people:** Communication is vital in education and training. It aims to impart knowledge, teach skills, and promote learning. Effective communication in educational settings helps students grasp concepts, understand instructions, and engage in meaningful discussions.

These communication objectives illustrate its diverse functions and significant impact on personal, professional, and organizational interactions.

1.4 Need of Communication:

Communication is essential to human interaction and crucial in various aspects of life. Here are some key reasons highlighting the need for communication:

1. **Expression of Thoughts and Emotions**: Communication allows individuals to express their thoughts, feelings, and emotions to others. It enables us to convey our ideas, opinions, and perspectives, fostering understanding and empathy.

2. **Building Relationships**: Effective communication is the foundation of building and maintaining relationships. It helps in developing trust, openness, and mutual respect among individuals.

3. **Sharing Information**: Communication is essential for sharing information, knowledge, and experiences. In personal or professional settings, exchanging information is vital for making informed decisions and staying informed about the world.

4. **Conflict Resolution**: Clear and open communication is critical to resolving conflicts and misunderstandings. It allows individuals to discuss issues, find common ground, and work towards solutions collaboratively.

5. **Effective Collaboration**: In group settings, effective communication is crucial for teamwork and collaboration. It facilitates coordination and delegation of tasks and ensures everyone is on the same page, working towards shared goals.

6. **Learning and Education**: Communication is fundamental to the learning process. Teachers communicate knowledge and concepts to students, and students express their understanding and seek clarification through communication.

7. **Influencing and Persuasion**: Effective communication is a powerful tool for influencing and persuading others. It plays a significant role in public speaking, marketing, and leadership.

8. **Social Bonding**: Communication fosters social bonding, belonging, and community. It helps individuals feel connected to others and part of a larger group.

9. **Personal Growth**: Engaging in meaningful conversations with others can lead to personal growth and self-awareness. Communication can provide insights into our behaviours, attitudes, and beliefs.

10. **Cultural Transmission**: Communication is crucial for transmitting culture, traditions, and values from one generation to another. It helps preserve heritage and identity.

   Effective communication is essential for personal, social, and professional development. It enhances relationships, promotes understanding, and allows for exchanging ideas and information, making it an integral part of human existence and progress.

1.5 Process of Communication:

Communication is a process of exchanging verbal and non-verbal messages. It is a continuous process. The communication process is dynamic rather than a static phenomenon. The prerequisite of communication is a message. This message must be conveyed to the recipient through some medium. This message must be understood by the recipient in the same terms as intended by the sender. He must respond within a time frame. Thus, communication is a two-way process and is incomplete without feedback from the recipient to the sender on how well they understand the message.

Seven major elements of communication: Seven significant elements of communication process are:

(1) Sender
(2) Ideas

(3) Encoding

(4) Communication channel

(5) Receiver

(6) Decoding and

(7) Feedback

(1) Sender: A person who intends to convey an idea, information or knowledge to another person.

(2) Ideas: This is the subject matter of the communication. This may be an opinion, attitude, feelings, views, orders, or suggestions.

(3) Encoding: Since the subject matter of communication is theoretical and intangible, encoding is the process of converting information into a suitable format for transmission, such as language or symbols, to communicate effectively between the sender and receiver.

(4) Communication Channel: The person interested in communication has to choose the channel for sending the required information, ideas, etc. This information is transmitted to the receiver through specific channels, either formal or informal.

(5) Receiver: The receiver is the person who receives the message from the sender. The receiver tries to understand the message in the best possible manner to achieve the desired objectives.

(6) Decoding: The person who receives the message or symbol from the communicator tries to convert the same to extract its meaning to his complete understanding.

(7) Feedback: Feedback confirms that the receiver has understood what the sender wanted to convey.

1.6 Types of Communication:

Communication in an organisation carries innumerable kinds of messages, which may be challenging to map out. Still, it may be possible to classify communications concerning how to transmit, who communicates to whom, or what relationships communication develops. Thus, communication may be grouped on the following basis:

1. Based on the Direction of Communication:

  (i) Downward Communication

  (ii) Upward Communication and

  (iii) Horizontal or Lateral Communication

2. Based on Way of Expression:

  (i) Oral Communication and

  (ii) Written Communication

3. Based on Organizational Structure:

  (i) Formal Communication and

  (ii) Informal Communication

1. Based on the Direction of Communication:

(i) Downward Communication:

Downward communication occurs when information and messages flow through an organization's formal chain of command or hierarchical structure. In other words, messages and orders start at the upper levels of the organizational hierarchy and move down toward the bottom levels. Responses to downward communications move up along the same path.

(ii) Upward Communication:

Upward Communication is an essential part of working in the business environment. Managers must be able to communicate with employees, and employees must be able to communicate with managers to have a profitable business. Upward communication is the flow of information from front-line employees to managers, supervisors, and directors.

(iii) Horizontal or Lateral Communication:

Horizontal communication is the transmission of information between people, divisions, departments or units within the same level of organizational hierarchy. You can distinguish it from vertical communication, which is the transmission of information between different levels of the organizational hierarchy. Horizontal communication is often referred to as 'lateral communication.'

2. **Based on Way of Expression:**

(i) **Oral Communication:**

It occurs through the spoken word. In oral communication, the two parties to the communication, the sender and the receiver, exchange their views through speech, either in face-to-face communication between individual and individual, or between an individual and the group, or any mechanical or electrical device, such as a telephone, public address systems etc. meetings, conference, lectures, etc. are some other media of communication.

(ii) **Written Communication:**

Written Communication refers to the process of conveying a message through written symbols. In other words, any message exchanged between two or more persons using written words is called written communication. Written communication is the most common and effective mode of business communication. Electronic mail, memos, reports, documents, letters, journals, job descriptions, employee manuals, etc., are commonly used forms of written communication.

3. **Based on Organizational Structure:**

(i) **Formal Communication:**

Formal Communication is the exchange of official information that flows along the different levels of the organizational hierarchy and conforms to the organisation's prescribed professional rules, policies, standards, processes and regulations. Formal communication follows a proper predefined channel of communication and is deliberately controlled. The chain of command governs it and complies with all the conventional organizational rules.

(ii) **Informal Communication:**

'Informal Communication' is communication among an organisation's people based not on formal relationships in the organisational structure but on informal relations and understanding. It may overlap routes, levels or positions. Informal communication creates a situation where the different workers communicate with each other, work side by side, hour after hour and day after day, irrespective of their formal positions and relationships. It is called the 'grapevine', which indicates that it is an informal means of circulating

information or gossip. It is direct, spontaneous and flexible. It is personal, unofficial, and primarily verbal.

Check Your Progress:

- **What is the meaning of communication?**

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- **How does effective communication contribute to building strong relationships?**

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- **What are the different types of Communication?**

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- **What are communication barriers, and why do they occur in the communication process?**

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- **How can cultural differences act as barriers to effective communication in diverse settings?**

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- **What is effective communication, and why is it essential in personal and professional relationships?**

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1.7 Summary:

After completing this unit, learners realise that communication is essential to everyone's life. It connects people with one another. Human beings are social animals who need to communicate to stay connected; in this context, communication plays a vital role. A message sent to someone is called the sender, while the person receiving the message is called the receiver. The tourism industry relies on the excellent communication skills of its professionals, such as tour guides, escorts, travel agents, hotel staff, and all those directly or indirectly involved in the industry. An inbound tourist interacts directly with tour and travel service providers; therefore, they are seen as the image builders of the nation, and a person can offer the best services only if they have good communication skills. Later in this unit, we learnt about the communication process. Learners learned about the seven elements of this process, i.e., the sender, ideas, encoding, communication channel, receiver, decoding, and feedback, which are essential parts of every communication. Whether aware of it or not, every human uses these steps to complete communication. Communication can be classified by parameters such as direction, method of expression, and organizational structure. Oral and written communication are two main types of communication. Words are used in both types, with the only difference being that spoken words are used in oral communication, while in written communication, words are written.

1.8 Glossary:

- **Communication:** Communication is transferring any information, idea or knowledge from one person to another.

- **Feedback:** Feedback means ensuring that the receiver has received or understood the same message the sender sent earlier.

- **Oral Communication:** In oral communication, spoken words transfer messages. It may be face-to-face or any electronic device, i.e., telephone, voice message, etc.

- **Interpersonal Communication:** Communication that takes place between two or more individuals. It involves direct interaction and exchange of information, ideas, and emotions.

- **Effective Communication:** Communication that successfully conveys the intended message and achieves the desired outcome. It involves clear and concise expression, active listening, understanding, and appropriate feedback.

- **Communication Channel:** The medium or method used to transmit information or messages. It can include face-to-face interactions, phone calls, emails, letters, and social media.

- **Message:** The information or content conveyed during communication.

- **Channel:** The medium or method through which the message is transmitted (e.g., verbal, written, visual, electronic).

1.9 Self-Assessment Questions:

- Define Communication. Also, discuss its salient features.

- Throw a light on the process of Communication.

- Highlight the different barriers to Communication.

- Explain the significance of Communication in our day-to-day life.

- Differentiate between written and oral communication.

- Discuss the role of Communication in the tourism and hospitality industry.

- What are the critical elements of effective communication? How do these elements contribute to successful interactions and understanding between individuals or groups?

- Discuss the importance of nonverbal communication in conveying messages. Provide examples of nonverbal cues and explain how they can enhance or contradict verbal communication.

- How does active listening contribute to effective communication?

- Explain the steps involved in active listening and discuss its benefits to interpersonal relationships.

- In today's digital age, communication has become more diverse and complex. Justify the statement.

- What are the challenges and opportunities of digital communication?

- How can individuals navigate these challenges and use digital platforms effectively for communication?

- Effective communication is essential in building and maintaining successful professional relationships.

- Discuss the communication skills and strategies professionals should possess to communicate effectively in the workplace.

- How does cultural diversity impact communication?

- Explain the challenges and potential misunderstandings that can arise in cross-cultural communication. Provide suggestions on how to enhance communication in diverse cultural settings.

- Communication breakdowns can occur in various situations.

- Discuss common barriers to effective communication and provide strategies to overcome them.

- Effective communication is crucial in team collaboration.

- Describe the role of communication in fostering teamwork and discuss strategies for promoting effective communication within a team.

- How does effective communication contribute to conflict resolution?

- Explain the importance of clear and assertive communication in addressing and resolving conflicts in personal and professional settings.

- Discuss the ethical considerations in communication.

- How can individuals ensure that their communication is ethical and respects the rights and dignity of others?

- Please provide examples of unethical communication practices and their potential consequences.

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Unit-2

Understanding Communication: Models, Importance, Oral vs. Written, 7C's

Structure:

2.0 Introduction:

Communication is a powerful tool for expressing our thoughts, ideas, knowledge, and experiences to others. It involves transmitting, receiving, and interpreting information, ideas, thoughts, or messages between individuals, groups, or entities. This fundamental aspect of human interaction encompasses various forms, such as verbal, nonverbal, written, and visual communication. As a sender, we initiate the message, which the receiver receives and interprets. Effective communication involves successfully transmitting information and ensuring mutual understanding and clarity of the message. It is essential in establishing and maintaining relationships, exchanging knowledge, expressing emotions, and promoting cooperation and collaboration among individuals, organizations, and societies. Maintaining excellent and proper communication can significantly strengthen and extend our relationships with others.

Within the tourism and hospitality industry, employees representing a particular destination play a crucial role in showcasing its culture, as they often serve as the first point of contact for guests. Practical communication skills are vital for the success of any business, as they directly influence interactions with clients and customers. This unit aims to provide learners with a comprehensive understanding of communication, including its meaning, features, and importance in our daily lives. Additionally, learners will explore the barriers that can negatively affect the communication process. Understanding these communication basics will help learners improve their skills and enhance their interactions in various personal and professional settings.

2.1 Objectives:

After reading this unit, you will understand:

- Different Models of Communication
- Importance of Communication
- Differences between Oral and Written Communication
- 7C's in Communication

1.2 Models of Communication:

Several models of communication help us understand the complex process of exchanging information, ideas and meaning between individuals or groups. Here are some of the most prominent models of communication:

1. **Shannon-Weaver Model (Linear Model)**: This model, proposed by Claude Shannon and Warren Weaver in 1949, is a basic linear model that describes communication as a one-way process. It consists of a sender, a message, a channel, noise, and a receiver. The sender encodes the message, which travels through the channel to the receiver, who then decodes it. Noise refers to any interference that may affect the clarity of the message during transmission.

2. **Berlo's S-M-C-R Model (SMCR Model)**: Developed by David Berlo in 1960, this model expands on the Shannon-Weaver model by adding the concept of feedback. It includes four components: Source (sender), Message, Channel, and Receiver. Feedback is introduced to demonstrate that communication is not a one-way process and that the receiver's response or feedback affects future communication.

3. **Transactional Model**: Proposed by Barnlund in 1970, the transactional model emphasizes that communication is a dynamic and simultaneous process involving both the sender and receiver. In this model, both parties simultaneously play the roles of sender and receiver, exchanging messages and providing feedback continuously.

4. **Schramm's Interactive Model**: Wilbur Schramm's model focuses on the interactive nature of communication and incorporates factors such as context, field of experience, and shared meanings. It highlights that effective communication occurs when there is a common understanding between the sender and receiver.

5. **Osgood-Schramm Model (Circular Model)**: This model emphasizes the circular nature of communication, where the roles of sender and receiver are interchangeable. The Osgood-Schramm model proposes that both parties encode and decode messages simultaneously, leading to mutual understanding.

6. **Westley and MacLean's Conceptual Model**: Developed in 1957, this model highlights that communication involves the transmission of information and the

influence of social context and individual interpretation. It emphasizes the role of feedback and the complex nature of communication in social settings.

7. **Constitutive Model**: Unlike linear models, the constitutive model views communication as constituting reality. It suggests that communication is how individuals create, share, and understand the world around them. This model sees communication as a process of meaning-making and social construction.

These models provide different perspectives on the communication process and help researchers and practitioners understand the intricacies of human communication in various contexts. Each model has its strengths and limitations, and no single model fully captures the complexity of human communication.

2.3 Importance of Communication:

Effective communication is vital for efficient management and improving industrial relations. In the modern world, the growth of telecommunication and information technology, as well as the growing competition and complexity in production, have increased the importance of communication in organisations large and small, irrespective of their type and kind. A corporate executive must communicate effectively with his superiors, colleagues in other departments and subordinates. This will make him perform well and enable him to give his hundred percent to the organisation:

1. **Managerial efficiency**: Communication helps in the smooth operation of management. Managerial tasks can only be performed when the communication system is effective.

2. **Enhance morale and relations**: Effective communication emphasizes the employee's participation in management. It helps to build employee morale and cordial industrial relations between management and employees

3. **Effective leadership**: effective leadership depends upon effective communication. Two-way communication helps in effective communication. Managerial leaders must handle their subordinates. For ordering, qualitative leadership is essential. Moreover, that can be obtained from a proper system of communication.

4. Mutual trust and confidence: mutual trust and confidence between labour and management are necessary for the effective movement of the organization. When there is effective communication, it helps to reduce misunderstanding and develop mutual trust.

5. Better decision: the success of an organization can be measured by better decisions. When the information, data and other facts are not effectively communicated, it hampers decision-making. So, when the facts are transmitted to the concerned department, organization and person, it is easy to make decisions promptly.

6. **Staffing**: when the information is correctly communicated in time, it helps in the function of selection, placement, socialization, promotion and transfer,

7. Better managerial concern: all managerial functions, such as planning, organizing, directing, controlling, etc., cannot be conducted without communication.

2.4 Differences between Oral and Written Communication:

Oral and written communication are both significant forms of communication. Communicating by word of mouth is termed oral communication. Written communication involves writing/drawing symbols to communicate. Oral communication is the most widely used form of communication in the world. Humans have been known to have communicated throughout the centuries of civilization by using this method of communication. Oral communication is also a critical factor differentiating humans from other creatures and entitles them to claim to be the most intelligent species on earth.

Written communication has been prevalent on Earth since the advent of pictographs. Pictograph was a method of communication that involved drawing symbols or pictures on cave walls or flat surfaces so that people could observe them and grasp the message conveyed through it—writing functions on this premise, except we now use alphabets, numbers, punctuations, etc., to communicate with the readers. Written communication has evolved from being understood as a tool to using pen and paper. Writing now implies digital communication mediums, such as emails, text messages, chatting on the web, etc.

Written communication is considered the preferred form of communication regarding government undertakings, official work, formal agreements, etc. This is because written communication is more suitable for practical implementation in such scenarios than oral communication. For instance, written communication provides the facility of recording any communication, as it is always in written form, while oral communication cannot.

However, the fact remains that both oral and written forms of communication are indispensable to human society in its day-to-day life.

Sr. No.	Differentiation Criteria	Oral Communication	Written Communication
1.	Meaning	Communicating by word of mouth is termed oral communication.	Written communication involves writing/drawing symbols to communicate.
2.	Permanency	Oral communication can be altered or corrected after saying.	Once written, it is recorded. So, the communication either has to be erased or written anew.
3.	Applicability	Oral communication is mainly used for immediate confrontations.	Written communication is usually not preferred for face-to-face communication.
4.	Longevity	Oral communications tend to be forgotten quite easily and quickly.	Written communications are permanently recorded, so they stand the test of time.
5.	Feedback	Oral communication attracts instant feedback from the listeners.	Written communication doesn't usually receive immediate feedback unless it's on the internet or electronic.
6.	Expression	Speakers use their baritone, sound pitch and volume alteration to convey	Writers use specific words, punctuation marks, etc., to quickly put an expression across the text.

		certain expressions to the listeners.	
7.	**Grammar**	Typically, grammar is not paid much attention to in oral communication.	Being grammatically correct is one of the requisites for effective written communication.

2.5 7 C's of Communication:

There are 7 C's of effective communication that apply to both written and oral communication. These are as follows:

1. Clear: The message should be clear and easily understandable to the recipient. The purpose of the communication should be clear to the sender only, and then the receiver will be sure about it. The message should emphasise a single goal at a time and should not cover several ideas in a single sentence.

2. Correct: The message should be accurate, i.e. correct language should be used, and the sender must ensure no grammatical or spelling mistakes. Also, the message should be exact and well-timed. The correct messages have a more significant impact on the receiver, and at the same time, the morale of the sender increases with the accurate message.

3. Complete: The message should be entire, i.e. it must include all the relevant information as required by the intended audience. The complete information answers all the questions of the receivers and helps the recipient make better decisions.

4. Concrete: The communication should be concrete, which means the message should be clear and particularly such that no room for misinterpretation is left. All the facts and figures should be mentioned to substantiate whatever the sender is saying.

5. Concise: The message should be precise and to the point. The sender should avoid lengthy sentences and try to convey the subject matter in the least possible words. The short and brief message is more comprehensive and helps retain the receiver's attention.

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6. Consideration: The sender must consider the receiver's opinions, knowledge, mindset, background, etc., to communicate effectively. The sender must relate to the target recipient and be involved in communicating.

7. Courteous: It infers that the sender must consider both the feelings and viewpoints of the receiver so that the message is positive and focused on the audience. The message should not be biased and must include terms that show respect for the recipient.

Check Your Progress:

- **What are communication barriers, and why do they occur in the communication process?**

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- **How can cultural differences act as barriers to effective communication in diverse settings?**

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- **What is effective communication, and why is it essential in personal and professional relationships?**

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2.6 Summary:

After completing this unit, learners realise that communication is essential to everyone's life. It connects people to one another. Human beings are social animals who need to communicate to stay connected; in this context, communication plays a vital role. A message sent to another person is called the sender, while the person receiving the message is called the receiver. The tourism industry relies on the excellent communication skills of its professionals, such as tour guides, escorts, travel agents, hotel staff, and all those involved in the industry. An inbound tourist directly interacts with tour and travel service providers; therefore, they are seen as the nation's image builders. A person can offer the best service only when they possess good communication skills. Later in this unit, we learned about the communication process. Learners studied the seven elements of this process: the sender, ideas, encoding, communication channel, receiver, decoding, and feedback, all essential parts of every communication. Whether knowingly or unknowingly, every human uses these steps to complete communication. Communication can be classified based on parameters such as direction, method of expression, and organizational structure. Oral and written communication are different types of communication, both expressed through words. The only difference is that spoken

words are used in oral communication, while in written communication, words are written.

2.7 Glossary:

- **Communication:** Communication is transferring any information, idea or knowledge from one person to another.
- **Feedback means ensuring that the receiver has received or understood the same message** the sender sent earlier.
- **Oral Communication:** In oral communication, spoken words transfer messages. It may be face-to-face or any electronic device, i.e., telephone, voice message, etc.
- **Interpersonal Communication:** Communication that takes place between two or more individuals. It involves direct interaction and exchange of information, ideas, and emotions.
- **Effective Communication:** Communication that successfully conveys the intended message and achieves the desired outcome. It involves clear and concise expression, active listening, understanding, and appropriate feedback.
- **Communication Channel:** The medium or method used to transmit information or messages. It can include face-to-face interactions, phone calls, emails, letters, and social media.
- **Message:** The information or content conveyed during communication.
- **Channel:** The medium or method through which the message is transmitted (e.g., verbal, written, visual, electronic).

2.8 Self-Assessment Questions:

- Define Communication. Also, discuss its salient features.
- Throw a light on the process of Communication.
- Explain the significance of Communication in our day-to-day life.
- Differentiate between written and oral communication.
- Discuss the role of Communication in the tourism and hospitality industry.
- What are the critical elements of effective communication? How do these elements contribute to successful interactions and understanding between individuals or groups?

- Discuss the importance of nonverbal communication in conveying messages. Provide examples of nonverbal cues and explain how they can enhance or contradict verbal communication.
- How does active listening contribute to effective communication?
- Explain the steps involved in active listening and discuss its benefits to interpersonal relationships.
- In today's digital age, communication has become more diverse and complex. Justify the statement.
- What are the challenges and opportunities of digital communication?
- How can individuals navigate these challenges and use digital platforms effectively for communication?
- Effective communication is essential in building and maintaining successful professional relationships.
- Discuss the communication skills and strategies professionals should possess to communicate effectively in the workplace.
- How does cultural diversity impact communication?
- Explain the challenges and potential misunderstandings that can arise in cross-cultural communication. Provide suggestions on how to enhance communication in diverse cultural settings.
- Communication breakdowns can occur in various situations.
- Discuss common barriers to effective communication and provide strategies to overcome them.
- Effective communication is crucial in team collaboration.
- Describe the role of communication in fostering teamwork and discuss strategies for promoting effective communication within a team.
- How does effective communication contribute to conflict resolution?
- Explain the importance of clear and assertive communication in addressing and resolving conflicts in personal and professional settings.
- Discuss the ethical considerations in communication.
- How can individuals ensure that their communication is ethical and respects the rights and dignity of others?

- Please provide examples of unethical communication practices and their potential consequences.

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Unit–3
Verbal Communication

Structure:

3.0 Introduction:

The present unit includes the different aspects of verbal communication. Many know that communication is mainly classified as verbal and non-verbal communication. Non-verbal communication is a secondary form of communication, used only when verbal communication is impossible or unnecessary. Verbal communication is used when the sender and receiver understand each other's language. Verbal communication is classified as oral and written types of communication. Words are used in both oral and written communication. Verbal communication means exchanging information, ideas, or messages through spoken or written words. It involves using language and words to convey thoughts, feelings, and intentions between individuals or groups. Verbal communication can occur in various forms, such as face-to-face conversations, phone calls, presentations, speeches, or written documents. It is a fundamental mode of human communication and plays a crucial role in expressing thoughts, sharing knowledge, and building relationships. In the tourism industry, verbal communication plays a significant role. In the present unit, learners will understand the meaning and features of verbal communication. Further, they will also understand the different types of verbal communication and the advantages of using Verbal communication.

3.1 Objectives:

The objectives of the present unit are listed below:

* To understand the meaning and features of verbal communication.
* To know the different types of Verbal communication

3.2 Meaning and Features of Verbal Communication:

Verbal communication means exchanging information, ideas, and emotions through spoken words. It uses language and vocal cues, such as tone, pitch, and rhythm, to convey meaning and engage in conversation or dialogue. Verbal communication can take various forms, including face-to-face conversations, telephone conversations, public speeches, presentations, interviews, and discussions. It involves the sender encoding a message using words and vocal expressions and the receiver decoding and interpreting the message to understand

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the intended meaning. Verbal communication is crucial in interpersonal relationships, education, business, and social interactions, allowing individuals to express themselves, share information, and engage in effective and meaningful communication.

Verbal Communication can be further divided into two types:

- **Oral Communication**
- **Written Communication**
- **Oral Communication:** Spoken words are used in oral communication. It includes face-to-face conversations, speech, telephonic conversations, video, radio, television, and voice over the internet.
- **Written Communication:** Written signs or symbols are used to communicate. A written message may be printed or handwritten.

Features of Verbal Communication:

Verbal communication involves spoken or written words and encompasses several vital features contributing to effective interaction and understanding. Here are some features of verbal communication:

1. **Words and Language:** Verbal communication relies on using words and language to convey messages. Words carry meaning and can be combined to form sentences, expressing thoughts, ideas, and information.

2. **Clarity and Accuracy:** Effective verbal communication strives for clarity and accuracy to ensure the intended message is correctly understood. It involves using appropriate vocabulary, grammar, and sentence structure to convey information accurately.

3. **Tone and Intonation:** The tone and intonation of voice add meaning and emotional context to verbal communication. How words are spoken, including volume, pitch, and emphasis, can convey emotions, attitudes, and intentions.

4. **Nonverbal Cues:** Verbal communication is often accompanied by nonverbal cues such as facial expressions, gestures, posture, and eye contact. These cues complement and enhance the verbal message, conveying additional meaning and facilitating understanding.

5. **Contextual Understanding:** Verbal communication occurs within a specific context that influences interpretation. The context includes cultural norms, social settings, shared knowledge, and the relationship between the communicators.

6. **Active Listening:** Verbal communication is a two-way process that involves active listening. Active listening entails attentively and empathetically receiving and comprehending spoken words while providing appropriate feedback and responses.

7. **Feedback:** Verbal communication allows for immediate feedback, enabling the sender to assess the receiver's understanding and response. Feedback can be verbal, such as asking questions or providing clarification, or nonverbal, such as nodding or displaying facial expressions.

8. **Adaptability:** Verbal communication requires adaptability to cater to the needs and preferences of the receiver. Effective communicators adjust their language, tone, and style to match the communication style of the listener, ensuring better understanding and engagement.

9. **Persuasiveness:** Verbal communication can be persuasive, aiming to influence others' opinions, attitudes, or behaviours. It involves using persuasive techniques, logical arguments, emotional appeals, and rhetorical devices to convince and motivate the audience.

10. **Cultural Sensitivity:** Verbal communication should be culturally sensitive, considering the diverse backgrounds and norms of the participants. Awareness of cultural differences helps avoid misunderstandings, misinterpretations, or offensive language.

    These features collectively contribute to effective verbal communication, enabling precise, meaningful, and impactful exchanges of information and ideas between individuals or groups.

3.3 Types of Verbal Communication:

Verbal communication entails the use of words in delivering the intended message. The two primary forms of verbal communication include written and oral communication.

1) Written Communication:

It includes traditional pen and paper letters and documents, typed electronic documents, e-mails, text chats, SMS and anything else conveyed through written symbols such as language. This type of communication is indispensable for formal business communications and issuing legal instructions.

Communication forms predominantly use written communication, including handbooks, brochures, contracts, memos, press releases, formal business proposals, etc. The effectiveness of written communication depends on the writing style, grammar, vocabulary, and clarity.

Definitions of Written Communication:

- **Lesikar, R. V., Flatley, M. E., & Rentz, K.** "Written communication refers to exchanging information, ideas, and messages through written words, symbols, or visual representations. It involves effectively conveying meaning through language, grammar, and structure."

- **According to Guffey, M. E., Loewy, D., & Almonte, R."** Written communication is the process of conveying thoughts, ideas, or information through written words, symbols, or characters. It encompasses various forms such as letters, memos, reports, emails, and texts."

Salient Features of Written Communication:

- **Written communication is essentially a creative activity.**

  It is an activity that requires conscious and creative effort. The creativity of this effort comes from the stimuli produced by the mind. The sensory receptors pick up the stimuli or oral communication from outside. In other words, written communication is, more specifically, more carefully thought out than oral communication, which is based on spontaneous reactions to signs picked up from outside.

- **Time Factor:**

  The second salient feature of written communication is the time factor it involves. While in a face-to-face communication situation, the sender's encoded messages are instantaneously decoded by the receiver, in written communication, some delay occurs, and there is no fixed time limit to this delay.

- **Fewer Cycles:**

  The third salient feature of written communication is that it has fewer cycles than face-to-face oral communication. In oral communication, multiple symbol exchanges lead to various cycles.

- **The presence of both sender and receiver is not necessary at the same time:**

  It is an essential feature of written communication where the presence of just the sender or the receiver is sufficient at a given time to continue the communication process.

  Advantages of Written Communication:

- **It is accurate and precise:** Written communication is usually carefully formulated. The very prospect of writing makes a person conscious. He gives serious thought to his ideas and tries to organise them. Since written communication is open to verification, and its authenticity can be quickly challenged, the communicator has to be accurate and factual. Therefore, in written communication, there is an insistence on more remarkable accuracy and precision.

- **It can be repeatedly referred to:** The receiver of written communication can review the message repeatedly. He can read and re-read it till he thinks he has correctly understood it. Besides, there is less of a danger of losing part of the message. An oral message is given just once. Even if it is not adequately understood, the receiver does not request its repetition, fearing that it might adversely reflect upon his competence. It is also possible that some vital parts of the message may be mixed or eliminated.

- **It is a permanent record:** Written communication becomes a permanent record of the organisation and can prove helpful for future reference. Old orders and decisions can serve as precedents for fresh choices. Previous years' reports have been found beneficial for formulating new policies and fixing current targets.

- **It is a legal document:** Written communication is acceptable as a legal document. That is why some executives think that even if some messages have been transmitted orally, they should be confirmed in writing later.

- **It facilitates assigning responsibilities:** If communications are preserved in writing, it is much easier to delegate responsibilities. If a mistake is committed due to oral communication, it is difficult to ascertain whether it has been committed at

the communicator's or receiver's end. Managers may sometimes tend to lower staff feel more secure when receiving written orders.

- **It has comprehensive access:** Communication media, having become very fast written communication, enjoys comprehensive access. Written communication sent through the post is the cheapest if the communicator and the perceiver are far removed. It may be the only available means of communication between them.

2) **Oral Communication:**

The other forms of verbal communication are spoken words, face-to-face or through phone, voice chat, video conferencing, or any other medium. Various forms of informal communication, such as the grapevine or informal rumour mill, and formal communications, such as lectures and conferences, are forms of oral communication. Oral communication is used in discussions and casual and informal conversations. The effectiveness of conversations depends on the clarity of speech, voice modulation, pitch, volume, speed, and even non-verbal communication, such as body language and visual cues.

Verbal communication makes conveying thoughts easier and faster and remains the most successful. However, this makes up only seven percent of all human communication.

Definitions of Oral Communication:

R. Pal and Korlahalli said, "Oral communication includes face-to-face conversation, conversation over the telephone, radio broadcast, interviews, group discussions, meetings, etc."

According to Peter Hartley and Clive G. Bruckmann, "Oral communication is the process of expressing information or ideas through spoken words and vocal cues, such as tone, pitch, and rhythm, in a face-to-face or interpersonal setting."

According to James C. McCroskey and Virginia P. Richmond, "Oral communication refers to the exchange of information, ideas, and emotions through spoken words and nonverbal cues, such as gestures and facial expressions, to convey meaning and establish interpersonal connections." (McCroskey & Richmond, and Effectiveness."

Features of Oral Communication:

1) Flexibility:

The main feature of oral communication is that it is more flexible than any other means of communication. Oral communication or oral messages can be changed easily depending on the situation.

2) Immediate feedback:

Immediate feedback can be received through oral communication.

3) Takes less time:

It takes less time than written communication.

4) Better understanding:

Another prominent feature of oral communication is that the chance of misunderstanding is scarce; if any misunderstanding occurs, it can be rectified immediately by asking questions.

5) Opportunity for correction:

In the case of written or other communication, messages cannot be corrected immediately, but in the case of oral communication, they can be corrected within a few seconds.

6) Intercultural barriers:

In the case of oral communication, the receiver and sender exchange information freely and spontaneously. As a result, the presentation of the message is influenced by the cultural background of the respective parties.

7) Spontaneous:

Oral messages can be pre-planned and formal, but in most cases, oral communication is made spontaneously without any planning.

8) Dependence on non-verbal tools:

This is perhaps one of the significant features of oral communication. If we think carefully, we will realize that oral communication supports non-verbal communication in expressing complete meaning.

For example, when we are talking about a piece of good news, then we not only express it through words but also eye & and facial expressions. Our tone and body movements also help us express the meaning completely.

Advantages of Oral Communication:

Oral communication is the most frequently used means of sending messages because it has distinct advantages. Some of these advantages are given below:

1) The most significant advantage of oral communication is that it provides immediate feedback and clarification. People listening to the speaker can ask questions, comment, and add to the information provided. In turn, both the speaker and the listener/listeners can enter into a short dialogue and make the whole communication event purposeful.

2) Oral communication builds a healthy organisational climate by bringing the superior and the subordinate together. This gives the subordinate a feeling of importance and the superior a better understanding of his mind. Informal or planned meetings can significantly contribute to understanding problems/issues in which they become partners.

3) Oral communication is a time-saving device. While a letter, dictated and typed, entered in the diary, put in the envelope and carried to the person addressed will take a long time, oral transmission of the message makes the communication immediately effective. That is why many skilful managers cut down on paperwork and save time by calling their juniors or walking up to their superiors.

4) Oral communication is the most effective tool of persuasion as it lends a personal touch to the whole business. Resolving a conflict will not be possible in the absence of oral communication. Unless a manager/supervisor talks to the workers persuasively, the conflict will remain there. No exchange of letters can achieve what a meeting can.

5) Continuing the previous point-wise can show that oral communication effectively interacts with groups. The speaker can immediately understand the group's reaction and arrive at a satisfactory conclusion by expressing his views and exchanging points.

6) Oral communication is also very economical in terms of money and time. It saves money on stationery in organisations where managers insist on writing every instruction and message.

7) Oral communication provides ample scope to the sender of the message to make himself clear by suitably changing his words, voice, tone, pitch, etc.; on the other

hand, the words, once written, cannot be changed. In other words, the message cannot be retracted once transmitted in written form. On the other hand, oral communication has the advantage of on-the-spot improvement.

Guidelines for Effective Oral Communication:

 (i) **Clear Pronunciation:** the first essential prerequisite of effective oral communication is that words should be pronounced clearly and correctly. Oral messages are often misunderstood because the speaker does not talk distinctly. The inability to use the jaws freely, speak with a limber tongue and lips and speak slowly frequently results in poor oral transmission. If a person tries to talk as fast as he thinks, his words will run to gather and get rammed into one another so that when he intends to ask, 'What did you have?' He will succeed only in saying 'wajuhave?'

(ii) **Appropriate Word Choice:** Words have different meanings for different people. So, it is essential to be careful when choosing words. While speaking something, the speaker knows what he means, so he presumes that his listener also does so, which may be a wrong presumption. In oral communication, it is more important to use terms familiar to the listener rather than terms familiar to the speaker.

(iii) **Natural Voice:** Some speakers deliberately cultivate an affected style under the impression that it would make them look more sophisticated. Nothing is farther from the truth, and nothing impresses so much as the natural speech. One of the manuals for office employees in an American firm says, "The most effective speech is correct and at the same time natural and unaffected. Try to tone down an unusual accent and discard all affectations of speech. Try to cultivate a pleasing voice and speak clearly and distinctly."

(iv) **Brevity:** People enjoy talking, so oral communication tends to suffer from over-communication. However, if a speaker keeps talking long, his message will get lost in a sea of verbiage and distraction. Keeping the message as brief as possible without appearing brunt and discourteous is essential.

 (v) **Precision:** Precision can make oral communication very effective. Instead of saying, 'Total these invoices as early as possible', it is preferable to specify the time. Kindly total these invoices and return them to me in half an hour. 'Come to the office early

tomorrow' is not a good idea, as 'could you reach the office tomorrow at 8 o'clock since all these letters have to be dispatched by the first mail.

(vi) Conviction: A person communicating orally must have conviction in what he says. A lack of conviction causes a lack of confidence, so he cannot impress the receiver with the message. Conviction comes from sincerity of approach and careful thinking and planning. Thorough analysis and objective evaluation of the message while formulating it also promote the speaker's conviction.

(vii) Avoiding Hackneyed Phrases and Cliches: Speakers, often when they are groping for words, make use of hackneyed phrases like 'what I mean', 'do you follow', 'is not it', 'I see', etc. Such words and phrases interrupt their speech flow and impede their quick grasp of meaning. They are used unconsciously, but the speakers should take deliberate pains to exclude them from their speech.

(viii) Logical Sequence: If the speaker has given proper thought to his message, he can arrange the various ideas in their logical sequence. Jumbled ideas create confusion, while logically arranged ideas make the message forceful.

(ix) Using Body Language: In the oral presentation, the speaker must attract the audience's attention through positive body language. Eye contact, smile, nods, fingering, etc., are essential body movements or languages that help retain the audience's attention.

(x) Speaking Slowly: The speaker should speak slowly so the audience can understand him easily. If the speaker delivers his speech very rapidly, the audience may fail to understand or follow him instantly.

(xi) Emphasizing an Important Topic: The speaker should emphasize an essential topic so the audience can pay full attention to his oral presentation. It is up to the speaker to determine the relative importance of different parts of his speakers.

(xii) Control of Emotion: The speaker must control his emotions to make **oral communication effective**. Over-emotion of the speaker may mislead or irritate the listeners and misguide the speaker.

(xiii) Using Visual Aids: Visual aids can make the oral presentation more exciting and livelier. The speaker can use slides, multimedia projector, overhead projector, whiteboard, etc., to make the oral presentation vivid and magnificent.

(xiv) Taking Preparation: A person or speaker must prepare before delivering his speech to the audience. Before presenting something, he should properly plan the topic, audience, timing, place, etc. A well-planned or well-prepared presentation must attract the audience's attention.

(xv) Drafting the Speech: Before delivering the speech, the speaker should make a draft of the speech. It will help him to organize his speech better, allocate time to different issues, and rectify the message if there is any error.**2.6 Check Your Progress:**

3.4 Check Your Progress:

1. Define verbal communication and discuss its salient features.

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2. What are the different types of Verbal Communication?

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3. **Differentiate between Oral and Written Communication.**

4. **Differentiate between Verbal and Non-Verbal Communication.**

5. **Discuss the benefits of using Verbal Communication.**

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3.5 Summary:

Verbal communication is one of the most important types of communication in our everyday lives. Spoken or written words are used in verbal communication. It is further divided into oral and written communication. Language may vary, but everyone uses verbal communication. Oral communication is the best and fastest way of communication, providing immediate feedback and saving precious time and money. On the other hand, written communication helps keep records and can sometimes be used as proof.

3.6 Glossary:

- **Verbal Communication:** Verbal communication transfers a message from one person to another. It includes words that are conveyed through oral and written communication.

- **Written Communication:** Written communication may be handwritten or printed and may use different symbols and signs of words. It is used when the receiver is not accessible or to keep a record of communication is mandatory.

- **Body Language: B**ody language is a non-verbal communication that uses eye contact, smiles, nods, etc., to transfer a message to another person. It may be used separately or with oral communication. It is used simultaneously with oral communication, strengthening the power of communication's power.

- **Audience:** A person or group of people who listen to someone.

3.7 Self-Assessment Exercise:

- Differentiate between oral and written communication.
- What is verbal Communication? What are the fundamental differences between verbal and non-verbal communication?
- Discuss the different characteristics of written communication.
- Discuss the advantages of oral communication.

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Unit–4
Effective Verbal Communication: Advantages and Guidelines

Structure:

4.0 Introduction

4.1 Objectives

4.2 Advantages of Verbal Communication

4.3 Guidelines for Effective Verbal Communication

4.4 Check Your Progress

4.5 Summary

4.6 Glossary

4.7 Self-Assessment Exercise

4.8 Reference and Suggested Readings

4.0 Introduction:

The present unit includes the different aspects of verbal communication. Many know that communication is mainly classified as verbal and non-verbal communication. Non-verbal communication is a secondary form of communication or used only when verbal communication is impossible or unnecessary. Verbal communication is used when the sender and receiver understand each other's language. Verbal communication is classified as oral and written types of communication. Words are used in both oral and written communication. Verbal communication means exchanging information, ideas, or messages through spoken or written words. It involves using language and words to convey thoughts, feelings, and intentions between individuals or groups. Verbal communication can occur in various forms, such as face-to-face conversations, phone calls, presentations, speeches, or written documents. It is a fundamental mode of human communication and plays a crucial role in expressing thoughts, sharing knowledge, and building relationships. In the tourism industry, verbal communication plays a significant role. In the present unit, learners will understand the meaning and features of verbal communication. Further, they will also understand the different types of verbal communication and the advantages of using Verbal communication.

4.1 Objectives:

The objectives of the present unit are listed below:

- To understand the advantages of verbal communication.
- To know the Guidelines for effective Verbal communication
- To understand the benefits of verbal communication in our daily lives.

4.2 Advantages of Verbal Communication:

1) **It saves time:** You can give direct orders to your subordinates. Get instructions on a matter within a few minutes. Convey your message at a rapid speed. Verbal communication allows you to send the intended message, thus saving you time quickly. Also, you will not need to grope for sign languages. Just write or say it, and you will understand within a fraction of a second.

2) **It saves you money:** If most of the information is verbal, you will not waste energy and money explaining things differently. You only need a medium to speak or write, and your work will be done. Also, there is a chance of getting misinterpreted as everyone receiving the instructions can understand the common language between you.

3) **Feedback quickness:** The distinct advantage of verbal communication is that the receiver can ask and clarify his doubts immediately. The sender can get quick feedback on whether his intended message was received in its intended form and can explain the receiver's situation in case of any doubt. Additionally, the difficulty of communication is removed.

4) **Most convenient method:** Yes, verbal communication is the most widely adopted means of communication globally. People prefer verbal communication due to the convenience factor dominating other types of communication. While communicating verbally, you are more likely to convey matter simply in plain, readable text and understandable language, which is widely preferred.

5) **Persuasion in the act:** Managers can use it to make their point more powerful and persuasive. In combination with non-verbal language, a person can peruse the other on any matter.

6) **Ease of preparation:** Oral communication is the easiest way of communication as there is no need for material to convey the message. Therefore, casual conversations are usually easy to conduct.

   Maintain secrecy: Maintaining secrecy about a matter can be instrumental, as there is no way to prove what you said. Private conversations can be easily conducted through one-to-one discussions, and privacy is maintained if proper instructions are provided to the concerned individuals.

7) **Clarity of message:** If the message provided is in written format, the receiver can re-read the contents and clarify any doubt later. Therefore, the written format can sometimes have an edge over the oral format.

8) **The legality of the content:** As the documents can be reproduced, the written format has legal importance. Many people prefer to communicate in the written or oral format in case of meaningful discussion. These conversations can be stored or

recorded as evidence of some crime or as legal documents, which can be very important.

4.3 Guidelines for Effective Verbal Communication:

For verbal communication to be effective at work meetings and negotiations, we can generally recommend the following:

- **Be clear:**

Express what you want to say clearly, and use explicit expressions and statements. Do not use ambiguous words. In this way, you will prevent misunderstanding, enhance the effectiveness of your message and support the severe impression created by your acts.

- **Be brief:**

Do not load your communication partners with a lot of words and information. Do not use long sentences. Use short sentences and communicate the information in parts. Your speech will thus gain relevance, accuracy, and comprehensibility, and the listeners can follow and understand it better.

- **Give information in a logical order:**

Give the information you want to communicate in a logical order. However, the logical order in your view may not be identical to a logical order as understood by your colleagues. Therefore, try to see yourself in their shoes, think as they think, and adapt your communication to their views and way of thinking.

- **Do not forget the essentials:**

Say everything essential to understand your message. Remember that your colleagues from another department/subordinates/communication partners may not be as well informed as you are and may not have the same knowledge. What you take for granted (and may not feel urged to emphasize) can be essential information for others, without which they may not clearly understand the content and sense of your message.

- **Emphasize the essentials:**

Distinguish the primary information from details and less important parts of the message – emphasize the essential. Your speech will be more straightforward for

the message recipients, and they will understand and remember it better. Also, the impression left after the dialogue will be better.

- **Be correct:**

Strictly distinguish facts from opinions and assumptions. Give facts as facts and your views as your views ("in my opinion …"), assumptions as assumptions ("I think that … ").

- **Adjust yourself:**

Choice of words may essentially affect whether others understand or not. Professional terminology is usually exact and accurate language for situations at work. However, it can be only effective if your communication partner knows the professional terms properly. If not, you have to choose the language of a typical user. There is one important rule – adjust the language of your message to the information recipient. It would help if you also changed the tempo of your speech to the message recipient. People usually like to listen to a speech at the tempo they use. If your tempo differs considerably from your communication partners', they will feel uncomfortable. Moreover, if the message recipient's tempo is slow and yours is fast, their impression of you will not be favourable and, mainly, they will not be able to follow.

- **Ask questions and verify their comprehension:**

To ensure the listeners understand your message as you meant it, verify their comprehension. It is mainly important when you are setting a task to do, delegating rights, etc. It is not enough to ask: "Do you understand?" A simple "yes" often answers this question without your colleague's understanding. The questions need to be entirely specific, or you can ask your colleague or subordinate to say what they will do or repeat what you have agreed on.

Never assume that your colleagues would ask if they did not understand. Sometimes, they may not be motivated to do so; sometimes, they are afraid to be embarrassed; sometimes, they do not even know they did not understand well or missed important information. However, it is necessary to verify comprehension even if you are the listener. Not everybody can communicate clearly and comprehensibly; if you want to prevent trouble, it is up to you to provide clarity. For this, you can use control questions or paraphrasing, e.g., "Do I understand well

that you mean ...?" or "Are you of the opinion that the most suitable solution is ...?" etc. The answer to your control question will be a confirmation or precision of what has been said.

4.4 Check Your Progress:

- **Define verbal communication and discuss its salient features.**

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- **What are the different types of Verbal Communication?**

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- **Differentiate between Oral and Written Communication.**

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- **Differentiate between Verbal and Non-Verbal Communication.**

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- **Discuss the benefits of using Verbal Communication.**

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4.5 Summary:

Verbal communication is one of the most important types of communication in our everyday lives. Spoken or written words are used in verbal communication. It is

further divided into oral and written communication. Language may vary, but everyone uses verbal communication. Oral communication is the best and fastest way of communication, providing immediate feedback and saving precious time and money. On the other hand, written communication helps keep records and can sometimes be used as proof.

4.6 Glossary:

- **Verbal Communication:** Verbal communication transfers a message from one person to another. It includes words which are conveyed through oral and written communication.

- **Written Communication:** Written communication may be handwritten or printed and may use different symbols and signs of words. It is used when the receiver is not accessible or to keep a record of communication is mandatory.

- **Body Language:** Body language is a non-verbal communication that uses eye contact, smiles, nods, etc., to transfer a message to another person. It may be used separately or with oral communication. It is used simultaneously with oral communication, strengthening the power of communication's power.

- **Audience:** A person or group of people who listen to someone.

4.7 Self-Assessment Exercise:

- Differentiate between oral and written communication.
- What is verbal Communication? What are the fundamental differences between verbal and non-verbal communication?
- Discuss the different characteristics of written communication.
- Discuss the advantages of oral communication

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Unit–5
Non-Verbal Communication: Definitions, Characteristics, Advantages and Disadvantages

Structure:

5.0 Introduction

5.1 Objectives

5.2 Meaning of Non-Verbal Communication

5.3 Advantages of Non-Verbal Communication

5.4 Disadvantages of Non-Verbal Communication

5.5 Check Your Progress

5.6 Summary

5.7 Glossary

5.8 Self-Assessment Questions

5.9 References and Suggested Further Reading

5.0 Introduction:

Non-verbal communication is an essential type of communication. It is used as a secondary form of communication. It is applied when communication through verbal means is not possible. When non-verbal communication is used with verbal communication, it makes communication more effective. Sometimes, we meet people who do not understand our language and communicate only with non-verbal communication. The same situation may also occur when a tourist travels to a destination whose language is unknown. In all such situations, only a non-verbal type of communication can be used. In this unit, the learners will understand the meaning, salient features, advantages, disadvantages and essential kinds of non-verbal communication. Knowledge of non-verbal communication is necessary for tourism professionals, and the present unit will help learners understand all aspects of non-verbal communication.

5.1 Objectives:

After reading this unit, you will be able to understand:

- The meaning of Non-Verbal Communication.
- Advantages and Disadvantages of Non-Verbal Communication

5.2 Meaning of Non-Verbal Communication:

Non-verbal communication refers to communicating and interpreting information by any means other than language. Non-verbal communication includes any behavioural or expressive communication channel such as facial expression, bodily movements, vocal tone and pitch, and many others. Non-verbal communication involves cues related to the communication (also referred to as the encoding or sending) of information and the interpretation (or decoding of information. The communication and understanding of non-verbal behaviour draw on tacit, implicit knowledge that all human beings possess. Such communication is often subtle, uncontrollable, spontaneous, rapidly and unconsciously communicated and interpreted, providing a great deal of information regarding affective states. Although non-verbal communication can be controlled to adhere to cultural display rules (norms that regulate the expression of emotion) and to meet specific

personal goals such as impression management or deception, such communication is generally a more automatic rather than controlled process.

Although we continually send and receive nonverbal messages, most are unaware of how we communicate nonverbally. Still, if you observe, you will see that most leading professionals (e.g., doctors, lawyers, politicians, corporate chief executive officers, and contract negotiators) are excellent nonverbal communicators. Some people call it charisma. Others call it style. Whatever it is, they have it.

Characteristics of Non-Verbal Communication:

Nonverbal communication is everywhere, every day. It is how we communicate without words, such as hand gestures, facial expressions, body language, and the tone of our words. It all plays a role in the meaning of your words. Essential Characteristics of Non-Verbal communication are mentioned below:

1. Non-verbal communication is symbolic because it uses socially defined symbols to convey messages. These recognised symbols convey meaning – a smile indicates happiness or pleasure.

2. Non-verbal communication is usually understood as the process of communication which involves sending and receiving wordless messages.

3. In non-verbal communication, messages are communicated through gestures, touch, body language, postures, facial expressions and eye contact.

4. Non-verbal communication may be intentional or unintentional since people are often unaware of it when communicating non-verbally.

5. Non-verbal communication is primary because it takes precedence over verbal communication.

6. Non-verbal communication is continuous because one is constantly communicating through non-verbal behaviours.

7. Non-verbal communication is often ambiguous since non-verbal behaviours may have different meanings depending on the user's personality, family, influences and culture.

8. Non-verbal communication is present in most interpersonal conversations.

9. Non-verbal communication conveys more information than verbal communication.

5.3 Advantages of Non-Verbal Communication:

Non-verbal communication, which refers to transmitting information through non-linguistic means, offers several advantages in human interaction. Here are some of the critical benefits of non-verbal communication:

1. **Universality:** Non-verbal communication is a universal form of communication that transcends language barriers. Facial expressions, gestures, and body language can convey meaning and emotions regardless of the spoken language, making it a powerful tool for cross-cultural communication.

2. **Expressing emotions:** Non-verbal communication is highly effective in expressing emotions and feelings. Facial expressions, tone of voice, and body language can convey joy, anger, sadness, fear, and many other emotions with remarkable precision, often more accurately than words alone. This helps create empathy, understanding, and a deeper emotional connection between individuals.

3. **Non-linguistic information:** Non-verbal communication can provide valuable information beyond words. It can convey details about a person's personality, confidence, social status, and cultural background. By observing non-verbal cues, such as posture, eye contact, or handshake, individuals can gather insights into others' characteristics and make more informed judgments.

4. **Quick and efficient:** Non-verbal communication often happens spontaneously and can convey messages rapidly. Facial expressions, gestures, and body language can instantly communicate thoughts and intentions, allowing for swift understanding and response in various situations, including emergencies or time-sensitive interactions.

5. **Non-disruptive:** In certain situations, non-verbal communication can be less disruptive or intrusive than verbal communication. For instance, non-verbal cues like hand signals or facial expressions can convey information in a quiet library or during a meeting without causing disturbances or interrupting ongoing activities.

6. **Multiple channels:** Non-verbal communication encompasses many channels, including facial expressions, hand gestures, body posture, eye contact, touch, and spatial relationships. Having multiple channels allows for the simultaneous

transmission of various types of information, adding richness and depth to the communication process.

7. **Enhanced Understanding:** Non-verbal cues provide additional context and meaning to verbal messages, leading to a deeper understanding of the communication. Gestures, facial expressions, and body language can clarify and reinforce the intended message, ensuring the receiver comprehends the information accurately.

8. **Emotional Expression:** Non-verbal communication is particularly effective in expressing emotions and feelings. It allows individuals to convey happiness, sadness, anger, surprise, and other emotions with greater intensity and authenticity. This helps establish emotional connections and empathy and fosters more robust relationships.

9. **Non-Verbal Feedback:** Non-verbal cues are crucial in providing feedback to the speaker. They indicate whether the listener is engaged, interested, confused, or bored. The speaker can adapt their communication style and adjust their message by observing non-verbal responses, such as nodding eye contact or facial expressions.

10. **Non-Verbal Influence:** Non-verbal cues can be powerful tools for influencing and persuading others. Effective use of body language, vocal tone, and facial expressions can convey confidence, assertiveness, and charisma. By aligning their non-verbal signals with their intended message, individuals can enhance their persuasive abilities and positively impact others.

11. **Non-Verbal Adaptability:** Non-verbal communication is flexible and adaptable to different situations and environments. It can be used effectively in noisy or crowded settings where verbal communication may be challenging. It also allows communication with individuals with language barriers, speech impairments, or hearing difficulties.

12. **Relationship Building:** Non-verbal communication plays a significant role in building and maintaining relationships. It fosters trust, understanding, and emotional connection between individuals. Non-verbal cues, such as physical touch, eye contact, and proximity, can communicate intimacy, care, and support, strengthening the bonds between people.

13. **Subtle Communication:** Non-verbal cues can convey subtle messages that may be difficult to express through words alone. Microexpressions, slight changes in posture, or shifts in eye gaze can communicate nuances of meaning, intentions, or hidden emotions. This can be particularly useful in situations where explicit verbal communication may not be appropriate or possible.

It is important to note that the interpretation of non-verbal cues can vary across cultures, contexts, and individuals. Therefore, it is crucial to consider the cultural and situational factors while interpreting and utilising non-verbal communication effectively.

5.4 Disadvantages of Non-Verbal Communication:

Despite the advantages of non-verbal communication, it is not free from its limitations or disadvantages, which are:

1. **Vague and imprecise**: Non-verbal communication is quite ambiguous and inaccurate. In this communication, there is no use of words or language that expresses a precise meaning to the receiver. No dictionary can accurately classify them. Their meaning varies by culture and context and the degree of intention.

2. **Continuous**: It is possible to stop talking in verbal communication, but it is generally not likely to halt nonverbal cues. Also, spoken language has a structure that makes it easier to tell when a subject has changed, for instance, or to analyze its grammar. Nonverbal does not lend itself to this kind of analysis.

3. **Multi-channel**: while watching someone's eyes, you may miss something significant in a hand gesture. Everything is happening simultaneously; therefore, trying to keep up with everything may be unclear. Most of us do not do so, at least not consciously.

4. **Culture-bound**: Non-verbal communication is learnt in childhood and passed on to you by your parents and others with whom you associate. A few other gestures seem to be universal. Evidence suggests that humans of all cultures smile when happy and frown when unhappy. However, most nonverbal symbols seem even further disconnected from any "essential meaning" than verbal symbols. Gestures seen as positive in one culture (Like the thumbs-up gesture in the USA) may be seen as obscene in another culture.

5. **Long conversations are impossible**: In non-verbal communication, long discussions and necessary explanations are impossible. No party can discuss the particular issues of the messages.

6. **Difficult to understand**: Difficult to understand and requires many repetitions in *non-verbal communication*. Since it uses gestures, facial expressions, eye contact, touch, etc., for communicating with others, it may not be understandable for simple and foolish people.

7. **Not everybody prefers**: Everybody does not like to communicate through non-verbal communication with others. Sometimes, it cannot create an impression on people or listeners. It is less influential and cannot be used everywhere. It cannot be used as a public tool for communication.

8. **Lack of formality**: Non-verbal communication does not follow any rules, formality or structure like other communication. In most cases, people unconsciously and habitually engage in non-verbal communication by moving the various parts of their bodies.

9. **Costly**: In some cases, non-verbal communication involves enormous costs. For example, neon signs, PowerPoint presentations, cinemas, etc, are prohibitive compared to other forms of communication.

10. **Distortion of information**: Since it uses gestures, facial expressions, eye contact, touch, sign, sound, paralanguage, etc., for communicating with others, there is an excellent possibility of distortion of information in non-verbal communication.

5.5 Check Your Progress:

1. What is Non-Verbal Communication? Also, discuss its significance.

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2. What are the advantages of Non-Verbal Communication?

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5.6 Summary:

After having a lengthy discussion on Non-Verbal Communication, it can be summarized that it is a kind of communication that does not include spoken or written words. It can be used in such situations when verbal communication is not possible. Any person can use non-verbal communication, and it is used worldwide, but sometimes, misunderstanding can occur when the meaning of any sign differs in any culture. When non-verbal communication is used with oral communication, it makes communication more effective and powerful. Some essential types of non-verbal communication are Body language, gesture, posture, facial expression, touch, etc.

5.7 Glossary:

- **Body Language:**

  Body language is one of the non-verbal communication methods in which different body parts are used to pass the message.

- **Gesture:**

  The gesture is the movement of the head, neck and hand. It enhances the effects of communication because it is used simultaneously with verbal communication.

- **Interpersonal Communication:**

  Verbal and Non-Verbal communication occurs between two persons.

- **Non-Verbal Communication:**

A kind of communication that does not include any words. It is expressed through body language, gestures, etc.

5.8 Self-Assessment Questions:

- Define Non-Verbal Communication. Also, discuss its salient features.
- Differentiate between Verbal and Non-Verbal Communication
- Discuss the significance of Non-Verbal Communication.
- What are the different types of Non-Verbal Communication?
- Explain the disadvantages of Non-Verbal Communication.

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Unit–6
Non-Verbal Communication: Types, Tourism Impact and Verbal Differences

Structure:

6.0 Introduction:

Non-verbal communication is an essential type of communication. It is used as a secondary form of communication. It is applied when communication through verbal means is not possible. When non-verbal communication is used with verbal communication, it makes communication more effective. Sometimes, we meet people who do not understand our language and communicate only with non-verbal communication. The same situation may also occur when a tourist travels to a destination whose language is unknown. In all such situations, only a non-verbal type of communication can be used. In this unit, the learners will understand the meaning, salient features, advantages, disadvantages and essential kinds of non-verbal communication. Knowledge of non-verbal communication is necessary for tourism professionals, and the present unit will help learners understand all aspects of non-verbal communication.

6.1 Objectives:

After reading this unit, you will be able to understand:

- The various types of Non-Verbal Communication
- The benefits of using Non-Verbal Communication.

6.2 Types of Non-Verbal Communication:

According to experts, a substantial portion of our communication is nonverbal. Every day, we respond to thousands of nonverbal cues and behaviours, including postures, facial expressions, eye gaze, gestures and tone of voice. From our handshakes to hairstyles, nonverbal details reveal who we are and impact how we relate to others. Since then, abundant research has been conducted on the types, effects, and expressions of unspoken communication and behaviour. While these signals are often so subtle that we are unaware of them, research has identified several types of nonverbal communication. In many cases, we communicate information nonverbally using groups of behaviours. For example, we might combine a frown with crossed arms and an unblinking eye gaze to indicate disapproval.

1. Communication by Body Language
2. Communication by Gestures

3. Communication by Posture

4. Communication by Facial Expressions

5. Communication by Human Behaviour

6. Communication by Touch

7. Communication by Dress and Grooming

8. Communication by Proxemics

9. Communication Through Signs and Symbols

10. Communication by Charts, Maps and Graphs

11. Communication by Posters

12. Communication by Colors

13. Communication by Silence

1. **Communication by Body Language:**

    Body language is a form of non-verbal communication. Body language is about using behaviour to communicate. Both people and animals use this form of communication. Part of this behaviour is done subconsciously. It is, therefore, different from communicating using sign language, for example. Communication using sign language is intentional. Body language is not. The behaviour used in body language includes body posture, gestures, facial expressions, and eye movements. Body language may explain a person's attitude or state of mind. For example, it may indicate aggression, attentiveness, boredom, a relaxed state, pleasure, amusement and intoxication. Language is significant to communication and relationships. It is relevant to management and leadership in business and places where many people can observe it. It can also apply to some outside of the workplace. It is commonly helpful in dating, mating, family settings, and parenting. Although body language is non-verbal or non-spoken, it can reveal much about your feelings and meaning to others and how others reveal their feelings toward you. Body language signals happen on both a conscious and unconscious level.

2. **Communication by Gestures:**

    The natural movements in any part of the human body, particularly the head, hand and neck, are called gestures. When the sender or receiver exchanges any thought,

feeling or idea with the help of the normal movement of the head, hand, neck or any part of the human body, it is called communication by gestures.

Gesture is face-to-face communication, which adds to and supports oral communication. They supplement and intensify speech. They convey effectively what a speaker wants to express by words.

Appropriate gestures remove dullness and monotony from our communication, making it interesting, charming and attractive. Understanding gestures is essential because each gesture is like a word from a language.

A whole picture evolves before us when gestures are fitted into composite positions. Using inappropriate or overusing gestures distracts the receiver's attention and spoils our communication, leading to misunderstanding and confusion.

Examples of communication by gestures are thumping the table, shrugging shoulders, winking, shaking hands, and laughing, which denote the gestures. Deaf and hard-of-hearing people communicate entirely through gestures.

3. **Communication by Posture:**

Posture means the position of the body. How we stand, sit, recline, and walk reflects our attitude, thoughts, and feelings. Thus, a posture is a manner of presenting or holding oneself while sitting, standing or working. Each movement or position of the body has adaptive, expressive and defensive functions; some are conscious, and some are unconscious. Posture constitutes an essential feature of body language. A person's posture tells us whether he feels shy, confident or over-confident.

Examples of communication by posture are if a person seated on a chair, with his placed on his cheek or with his half-closed hand placed under his chin, is in a reflective mood, brooding over a problem his mind is occupied with. Though difficult to interpret, posture contributes much to communication. Graceful posture is a great asset in any profession.

4. **Communication by Facial Expressions:**

Communication by Facial Expressions: The face is the mirror of human character. Whatever happens in our hearts enters our minds and appears on our faces. Facial expression is an apparent communicative factor. A cheerful or gloomy face

influences most people who see it. A happy or appreciative smile, a displeased frown, a look of surprise, and several other expressions of face can convey, with or without words, the attitude and reaction of the communicants. Examples of communication facial expressions are one can express friendliness, affection, dislike, anger, suspicion, anxiety, etc., through facial expressions. Eye contact plays an essential role in oral and face-to-face communication. A twinkle in the eye communicates a person's thoughts and feelings much more effectively than words spoken or written. Thus, facial expressions convey emotions and attitudes.

5. **Communication by Human Behaviour:**

Communication by human behaviour may be defined as transmitting thoughts and feelings through one's manner of action or behaviour.

We have heard the expression "still waters run deep"? This expression states the importance of communication by facial expression and human behaviour. A calm face conveys a human's personality more effectively than the verbal exchange of thoughts about the person. The silent films of Charlie Chaplin, the comedian, are excellent examples of communication through facial expressions and human behaviour. When we see a person strolling, with his feet almost dragging, we understand that the person is sick or under heavy mental tension.

6. **Communication by Touch:**

Communication by touch is oral and non-verbal communication. This is possible only in face-to-face, personal communication, i.e. when at least two persons are present. It is also a communication by the body language.

Examples of communication by touch are as follows:

- When a steno completes an essential task on time, the secretary pats her back. Thus, he expresses his appreciation by touch.
- In the same way, when a student wins a prize, the chief guest shakes their hand with him. Thus, he communicates his feelings by touch.
- When a small child cries, the mother caresses it. With the gentle touch of the mother, the child stops crying.
- Similarly, patting the back of your younger brother, putting a hand on the shoulder, or walking hand-in-hand are a few examples of communication of our feelings of appreciation, affection and love by touch.

7. **Communication by Dress and Grooming:**

By dress and grooming, appearances may indeed be deceptive; it is also real that we all tend to judge others, at least initially, by their appearances. In communication by dress and grooming, a general impression of the encoder or decoder is communicated by his/her dress, makeup and appearance. Appearance and one's dress give a clear idea of one's personality. The clothes we wear and how we groom our hair become a personality index. Some organisations insist that their managerial staff wear ties while on duty in the office. If dressed untidy, a person gives a poor impression of his attitude to life. The organization projects an excellent public image if the staff is dressed and welt-groomed. Examples of communication by dress and grooming are if an interviewee is not appropriately attired, fails to impress the interviewer, and may not get the job, even if he is well-qualified. Well-dressed people are more likely to be selected than poorly dressed-people.

8. **Communication by Proxemics:**

Communication by proxemics, the way one uses the space around one, creates meanings in one's mind and other's minds as well. Proxemics is the study of space around us, how we arrange it and what we arrange in it. It is thus personal space language. Examples of communication by proxemics are the observation that a superior while talking with his subordinate, maintains some distance under his position within the organization. The colleagues in the same department, close to sharing their professional and private matters, do not support such physical space. Distance between two strangers is more significant but not so much between two friends.

9. **Communication Through Signs and Symbols:**

Signs and signals are visual and nonverbal modes of communication. The words 'signs' and 'signals' are derived from the Latin word 'signum' meaning 'mark'.
Today, when we look forward to the 21st century, signs and signals have become essential communication in the visual and audio-visual culture era. When symbols and indications are used, communication is achieved through accepted symbols.
Examples of communication through signs and symbols are as follows:

- In mathematics, calculations are represented by signs and symbols.

- A traffic signal flashes green, telling motorists to move on. A proofreader, a shorthand writer, and a musician all use signs and signals to communicate. The language of signs and signals have a universal nature, e.g. two crossed bones and a human skull placed in between signify danger, or a lighted cigarette with a cross mark on it indicates "no smoking" Communication through such visuals is very effective because its speedy conveying.

- There are also auditory 'signals' that are heard, and the message is communicated instantly to the concerned receiver, e.g., factory sirens mean 'time' for workers of a particular shift. The Church bell indicates the time for prayer; the school bell gives a specific message to school children and traffic police officers; the traffic-rule breakers properly understand the whistle. All such audio signals convey the message to distinct types of people at different times.

10. **Communication by Charts, Maps and Graphs:**

    Charts, maps, and graphs are visual, non-verbal communication. They are pictorial representations of statistical and other kinds of information.

    In communication by charts, maps and graphs, the message is conveyed with the help of charts; maps and graphs have a more significant impact because they compress much information in a small space and project it very clearly. Charts are used to represent numeric and statistical information. Maps are used to convey a space relationship between places. Examples of communication are charts, maps and graphs that show information regarding the size of countries, heights of mountains, length of rivers flowing, crops, rainfall, etc. Graphs are used to show trends in continuous information over some time. Thus, information can be reflected easily on charts, maps, and diagrams.

11. **Communication by Posters:**

    In communication by posters, a poster is a kind of visual communication. Posters are used most extensively in advertising. Posters consist of pictures or photographs along with a slogan. Thus, it is a combination of verbal and non-verbal communication.

    E.g. inside the factory, a poster indicating that smoking on the premises could lead to fire and endanger your life has a more significant impact than oral or written verbal warnings.

To make the posters more effective, the following points should be taken into consideration:

- The burden of communication should be put on the picture. The caption or slogan should not be more than two or three words.

- Posters should be displayed at different locations to impact the audience more.

- The posters should be well-designed and artistic and should have great visual appeal.

- Proper attention should be paid to the colour scheme of the posters as per the nature of the message.

   Examples of communication by posters are posters are used to advertise films and products, e.g. making public appeals of all kinds; family welfare programs and family planning have been widely known in countries. Posting posters in the backward areas gives messages like "Save Water" or "Save Oil", etc.

12. **Communication by Colours:**

   In communication by colour, using colours is a visual, non-verbal communication. We use colours in our clothing, in our homes for decoration, etc. Colours play an essential role in our life. In communication by colour, colours have a psychological effect. Light colours are thought to be the colours of sophistication, while good-for-nothing people or youngsters wear bright, flashy colours. Light colours are sober colours, while shiny colours are said to be indicative of aggressive, passionate persons.

   In communication by colour, colour tells us about people and their culture. In office banks, various colour papers are used for different kinds of requirements, e.g., the Bank uses distinctive colour papers for preparing withdrawal slips or paying in slips. Colours also help in labelling microscopic objects or huge ones. The only disadvantage of colour communication is that partially blind people do not get the right messages. Examples of communication by colours are as follows:

   Colours are used to give messages,

- Black for death,

- White for purity,

- Red for danger, green for safety,

- White pigeons are released to communicate peace, harmony, etc.

13. Communication by Silence:

In communication by silence, we can communicate with the help of silence. Pronounced authors pay glowing tributes to the significance of silence. Thomas Carlyle's "speech is great, but silence is greater" or the old saying, "speech is silver, but silence is golden 'or' silence speaks louder than words" are the best examples. Silence can express consent, disagreement, indifference, appreciation or withdrawal. Examples of communication by silence are as follows:

In many situations, silence can be a very effective method of communication.

- When an employer asks for a raise in salary, and the boss remains silent, the raise has been refused.

- When a boss questions a particular employee, "Were you absent yesterday," and the employee keeps quiet, he replies in the affirmative.

- When your friend is angry with you, he may choose to be silent, and a person who is worried or sad may not like to say anything. His behaviour and facial expressions are enough to convey his thoughts and feelings.

6.3 Impacts of Body Language in Tourism Industry:

Body language is the most essential part of communication. It is used by everyone living on earth. Sometimes, it is the only mode of communication used by any person. A person travelling to any other nation but does not know that country's language uses body language to communicate. The meaning of body language sometimes differs from country to country. It may create problems when we use such body parts as communication, which has abusive meanings in another nation. Body language is a significant aspect of modern communications and relationships. Therefore, Body language is very relevant to management, leadership, and all aspects of work and business where communications can be seen and physically observed.

Body language goes both ways:

- Your language reveals your feelings and meanings to others.

- Other people's body language reveals their feelings and meaning to you.

Body language is essential to communication, constituting 50% or more of our communication. If you wish to communicate well, then it makes sense to understand how you can use your body to say what you mean.

Body language comes in clusters of signals and postures, depending on the internal emotions and mental states. Several core patterns in body language can be identified that include clusters of movements:

You are crossing, Expanding, Moving away, moving forward, Opening, Preening, and Repeating Shaping, Striking and Touching. You can send signals to individual parts of the body and in concert. Here are details of the contributions of each part of the body.

- **Head:** Face, Cheek, Chin, Mouth, Lips, Teeth, Tongue, Nose, Eyes, Eyebrow, Forehead, Hair.
- **Arm:** Elbow, Hand, Finger.
- **Legs:** Thigh, Knee, Foot.
- **Torso:** Neck, Shoulder, Chest, Back, Belly, Bottom, Hips.

6.4 Advantages of Body Language in Communication:

(i) Body language is the most easily visible aspect of communication. It, therefore, helps the receiver of the message in decoding it.

(ii) Body language complements verbal communication. Especially in face-to-face communication, no message can be sent entirely without facial expressions and gestures. It helps in establishing rapport.

(iii) Body language adds intensity to the process of communication. Face-to-face communication will look bland or tasteless without gestures, posture changes, or proper eye contact.

(iv) Because people care about body language, improving the overall atmosphere and the organisation's look goes a long way. A resourceful manager can make very effective use of it.

6.5 Disadvantages of Body Language in Communication:

The following are the disadvantages of Body Language in Communication:

(i) Since it is non-verbal communication, relying on facial expressions, gestures, etc., it cannot be wholly relied on. Written or spoken words can be taken seriously, but body language cannot always be taken seriously.

(ii) People belonging to different cultural backgrounds send out different body signals. They are, therefore, liable to be misinterpreted. Consequently, one must be very careful in their use and understanding.

(iii) Facial expressions, gestures, postures, etc., become ineffective if the listener is inattentive. It, therefore, requires extra care in getting the right message.

(iv) The use of body language is not very effective in large gatherings. It is effective in face-to-face situations, which means there are just two or a small number of participants in the communication situation.

6.6 Impacts of Body Language in Communication in the Tourism Industry:

Effect of Body Language on Personal Selling in Tourism Industry:

You make your first impression upon someone quickly - within seven to 30 seconds of meeting them. Making a good first impression is more accessible than correcting a negative one. A first impression is primarily dependent upon your nonverbal signals. To make a favourable first impression, you must use your body language to your advantage.

Apply these tips to make a favourable first impression:

1. Focus on the person. Make and maintain appropriate eye contact. People tend to believe people who will look them in the eye. Do not scare them down or use "rabbit eyes" that flit about the room. Your attention is directed where you look. So, the other person may conclude that you are not paying attention to them if you are looking elsewhere.

2. Monitor your vocal quality. Watch your tonality and the words you emphasize. Make sure your voice conveys confidence and credibility. Avoid hesitant speech patterns.

3. Match your words with your body language. If your words and body language send different messages, people will usually believe your body language. Be aware of

possible incongruities and mismatches. Make sure your facial expressions match your words.

4. Pay attention to your posture. Think tall. Centre your upper body over your hips. Tuck in your stomach and hold your shoulders back. Imagine that a string is pulling upward from the top of your head. Stand evenly on both feet. Moreover, did I mention relax? Also, avoid crossing your feet or legs while you stand because others may see you as mousy.

5. Avoid commando postures. Avoid putting your hands on your hips or clasping your hands behind your head. These postures may convey disapproval, superiority or arrogance to others.

6. Watch your movements. Walk briskly with an easy stride. Avoid fidgeting with your hands or bringing your hands to your face. When moving, usually less is more. Excessive movements may signal nervousness, jitteriness or flightiness. Confident people are slower and more controlled with movements.

6.7 Check Your Progress:

1. What is Non-Verbal Communication? Also, discuss its significance.

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2. What are the different advantages of Body Language in Communication?

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6.8 Summary:

After having a lengthy discussion on Non-Verbal Communication, it can be summarized that it is a kind of communication that does not include spoken or written words. It can be used in such situations when verbal communication is not possible. Any person can use non-verbal communication, and it is used worldwide, but sometimes, misunderstanding can occur when the meaning of any sign differs in any culture. When non-verbal communication is used with oral communication, it makes communication more effective and powerful. Some essential types of non-verbal communication are Body language, gesture, posture, facial expression, touch, etc.

6.9 Glossary:

- **Body Language:**

  Body language is one of the non-verbal communication methods in which different body parts are used to pass the message.

- **Gesture:**

  The gesture is the movement of the head, neck and hand. It enhances the effects of communication because it is used simultaneously with verbal communication.

- **Interpersonal Communication:**

  Verbal and Non-Verbal communication occurs between two persons.

- **Non-Verbal Communication:**

  A kind of communication that does not include any words. It is expressed through body language, gestures, etc.

6.10 Self-Assessment Questions:

- Define Non-Verbal Communication. Also, discuss its salient features.

- What are the different types of Non-Verbal Communication?

- Explain the advantages of Non-Verbal Communication.

- Explain the disadvantages of Non-Verbal Communication.

- What are the Impacts of Body Language in Communication in the Tourism Industry?

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Unit-7
Barriers to Effective Communication

Structure:

7.0 Introduction:

Communication is a fundamental process through which individuals exchange information, ideas, thoughts, and emotions. It plays a vital role in personal relationships, education, business, and organizational success. However, communication does not always take place effectively. Various obstacles may interfere with the proper transmission and understanding of messages. These obstacles are known as barriers to effective communication. Barriers can arise due to physical conditions, psychological factors, language differences, cultural variations, organizational structure, or technological issues. When such barriers exist, they may lead to misunderstanding, confusion, conflict, and reduced productivity. In professional fields such as management, tourism, hospitality, and education, effective communication is essential for coordination and service quality. Therefore, identifying and understanding communication barriers is important to ensure clarity and mutual understanding. By recognizing these barriers, individuals and organizations can take appropriate measures to minimize them and enhance the overall effectiveness of communication.

7.1 Objectives:

After reading this unit, you will understand:

- The Different Barriers of Communication

7.2 Barriers of Communication:

Communication plays a significant role in developing a relationship. It can also affect the relationship among family members or management in any institute. More specifically, communication influences the effectiveness of instruction, performance evaluation, and the handling of discipline problems. Communication should be straightforward. What can make it complex, complicated and frustrating are the barriers.

Miscommunication can originate at three levels: at the level of the transmitter, of the medium, or of the receiver. In technical parlance, anything that obstructs the free flow of communication is called noise. Alternatively, we may refer to it simply as a 'barrier to communication.

The barriers are physical, sociological and psychological obstacles that interfere with the message's planning, organisation, transmission and understanding. Several such barriers can occur in the process of communication. The natural result of such obstacles or interfering factors is misunderstanding the message. Some communication barriers are the following.

II. Physical Barriers:

(a) Time and Distance:

Time and distance also act as barriers to the smooth flow of communication. Telephone and computer technology have made communication very fast and have, to a large extent, overcome the space barrier. However, sometimes mechanical breakdowns render these facilities ineffective. In such cases, the distance between the transmitter and the receiver becomes a mighty barrier. Some factories run in shifts. There is a kind of communication gap between persons working in different shifts.

(a) Noise:

Unfortunately, communication is significantly affected/distorted by noise that occurs primarily at the transmission level. The word noise means "interference that occurs in a signal and prevents you from hearing sounds properly". It is, therefore, the first significant barrier to communication. In a factory, for example, where machines and engines are making constant noise, oral communication becomes difficult. The blaring of loudspeakers around is bound to interfere with our conversation, whether face-to-face or on the telephone.

III. Language Semantic Barriers:

(a) Lack of Common Language:

The language uses oral or written arbitrary symbols to transmit meanings from one person to another. Every human language has its vocal symbol system and its grammatical structures. If the communicator and the receiver belong to different language groups, their ignorance of each other's language or the lack of a common language will be a barrier to communication between them. They cannot communicate unless they know a common language that both understand correctly.

(b) Semantic Barriers:

Semantics is the study of meaning, signs and symbols used for communication. The word is derived from "sema", a Greek word meaning signs. Semantic barriers to communication are the symbolic obstacles that distort the sent message in some other way than intended, making the message difficult to understand.

The meaning of words, signs and symbols might differ from one person to another, and the same word might have hundreds of meanings. So, when a sender sends a message to a receiver, it might be misinterpreted in a communication process, causing misunderstandings. This can happen due to different situations that form the semantic (of, relating to, or arising from the various meanings of words or other symbols) of the sender and the receiver, known as the semantic barrier. It also occurs due to language, education, culture and place of origin (dialect or accent) or their experiences. It is similar to and related to language barriers in communication.

III. Cultural Barriers:

Especially in the international environment, cultural differences often cause communication problems. The same category of words, phrases, symbols, actions and colours mean different things to people of other countries/cultural backgrounds. For example, in Western countries, black is associated with death and mourning, while in the Far East, white is the colour of mourning. In the United States, people love to be called by their first name, while in Britain, people are more formal and like to be addressed by their little or their last name.

IV. Emotional or Psychological Barriers:

The Psychological or Emotional Barriers refer to the psychological state, i.e. Opinions, attitudes, status consciousness, emotions, etc., of a person that profoundly affects the ability to communicate. Communication largely depends on a person's mental condition. If the person is not mentally or emotionally sound, he cannot communicate effectively as a sender or receiver.

The significant kinds of Psychological Barriers are the following:

1. **Lack of Attention:** When the person is preoccupied with some other things and does not listen carefully to what the other person is saying, the psychological barrier in communication arises. When the person does not listen to others, he will

not be able to comprehend the message as intended and will be unable to give proper feedback.

2. **Premature Evaluation:** Many people jump to conclusions directly and form judgments without considering all the aspects of information. This is generally done by people who are impatient and resort to selective listening. This premature evaluation of the information is a barrier to effective communication and lowers the morale of the sender.

3. **Poor Retention:** Retention refers to the capacity of a brain to retain or store things in the memory. The brain does not store all the information that comes across but retains only those deemed helpful in the future. Therefore, much of the information gets lost during the retention process, which is a barrier to effective communication.

4. **Loss by Transmission:** The loss by transmission means that its credibility is reduced when the information is exchanged by hand. It is most often observed in the case of oral communication, where people handle information carelessly and transmit information that has lost some of its truth. Thus, improper details being transmitted to others hinders the communication process.

5. **Distrust:** To have effective communication, it is a must that both the communicators (sender and receiver) trust each other. If both parties lack trust, they will derive negative meaning from the message and often ignore what has been communicated. If the receiver has no trust, he will not listen to whatever is being said by the sender, resulting in meaningless communication.

6. **Emotions:** Communication is greatly influenced by a person's emotions. If a person is not in a good temperament, then he would not listen appropriately to whatever is said and might say things offending the sender. Other emotions, such as anger, nervousness, confusion, restlessness, etc., affect communication.

Thus, every human has a unique mind composed of varied emotions, beliefs, perceptions, opinions, and thoughts that facilitate communication.

V. Socio-Psychological Barriers:

Soico-psychological barriers significantly affect the communication process. In society, we include family members, neighbours, and society, which affect our daily routine. A newborn baby learns language and communication skills from his family and neighbours. On the other hand, psychological barriers to

communication are related to one's attitude, status, opinion, emotions, etc.; such qualities of a person affect the communication process. If a person is emotional, he will be so emotional when communicating with another person.

VI. Organisational Barriers:

An organisation is a deliberate management creation that is created to attain particular objectives. The organisation's day-to-day functioning is regulated to contribute to achieving these objectives most effectively. For this purpose, a variety of official measures are adopted, such as designing the structure, arrangement of activities, formulation of various policies, rules and regulations, and procedures, laying down of norms of behaviour, instituting a reward and punishment system, etc. all these variables markedly affect the organisation's functioning. As such, significant organisational barriers are:

VII. Hierarchical Barriers:

In an organisation, communication transmission must flow through specific formal channels established by the organisational hierarchy. The employees are expected to contact their superiors and subordinates through their immediate superiors or subordinates. This often results in hardships and difficulties in maintaining the free flow of communication. Some management disapproves of the barriers of hierarchy and proposes that everyone in the organisation should be free enough to communicate directly with anybody else who can help them solve their problems.

The Specialisation of the Workforce:

In large-size complex business organisations, increasing the specialisation of the workforce is posing a serious barrier to effective internal communication. The tasks are specified, and the procedures are structured so that the workforce can hardly come out of their compartments to communicate with the people in other functional groups. They look only at those things that need to be done by a functionalised group. Every one of them is assigned a special kind of job. This makes it increasingly difficult to see and cover with the people outside one's specialisation. In such an organisation, the right hand can never find access to know what the left hand is doing. So far as possible, each employee's work is confined to a single function. However, this is not always possible.

Incorrect choice of Medium:

There are many ways and devices of communication. It may be oral communication through interviews, conversations, speeches, telephone talks, conferences, radio speeches, etc. It may be face-to-face communication, written communication or non-verbal communication. All these ways or media of communication are suitable for communicating at different times and for various purposes. Therefore, it is essential to consider their relative merits and limitations before selecting one of the media for communication. The sales manager must consider whether it would be better to talk face-to-face with the prospective buyer than on the telephone.

Communication Load: Communication load is one of the significant communication barriers. It refers to the amount and complexity of messages received by the receiver.

Organisational policy: The general organisational policy regarding communication provides overall guidelines in this matter. This policy might be in the form of a written document, or it has to be inferred from organisational practice, particularly at the top level. If the policy creates hindrances in the free flow of communication in different directions, communication will not be smooth and effective.

VIII. Physical Barriers:

Noise: It interferes with the transmission of the signals. It also refers to the 'unwanted' signals of messages that interfere with and disturb the reception of the wanted signals. This disturbance is usually in the form of sounds, but it need not always be the sounds. It can also be visual, audio-visual, written, physical, or psychological. Technical or physical noise refers to the loud noise of the machines or blaring noise of the stereo and other noises, which makes it difficult for any listening committee member to arrive late at the meeting hall, and all the committee members are distracted by his arrival.

Time: The frequency of communication encounters affects human relationships, and the intensity of human relations is affected by the amount of time between these encounters. If the employee does not communicate with his superiors for a long time, or if the husband and wife stay away from each other for a long time, it may create a communication gap, affecting their relationship.

Distance: The distance between the communicator and the receiver can be a solid barrier to communication if the technical devices of communication, such as telephone, telex, etc., are not available to link them. Faulty seating arrangements in the office can create a communication gap, which can be eliminated by adjusting the distance.

7.3 Check Your Progress:

- **What are communication barriers, and why do they occur in the communication process?**

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- **How can cultural differences act as barriers to effective communication in diverse settings?**

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7.4 Summary:

Barriers to effective communication are obstacles that hinder the smooth exchange of information between sender and receiver. These barriers may be physical, psychological, semantic, cultural, organizational, perceptual, physiological, or technological in nature. Physical barriers include noise and distance, while psychological barriers involve emotions such as anger or stress. Language barriers arise due to complex vocabulary or ambiguous words, and cultural barriers occur because of differences in values and traditions. Organizational barriers are related to hierarchical structure and rigid policies, whereas physiological barriers are connected to physical disabilities or health issues. Technological barriers are common in digital communication due to poor connectivity or lack of technical skills. To overcome these barriers, it is important to use clear language, practice active listening, provide feedback, and develop cultural awareness. By minimizing these obstacles, communication becomes more effective, leading to better relationships, improved performance, and organizational success.

7.5 Glossary:

- **Communication Barrier**: Any obstacle or hindrance that prevents effective communication between individuals or groups.
- **Noise**: Interference or disturbances in the communication process that disrupt the clarity and accuracy of the message. Noise can be physical, semantic, or psychological.
- **Semantic Barrier**: This occurs when the sender and receiver have different interpretations of the meanings of words or symbols used in the communication.

7.6 Self-Assessment Questions:

- Explain the meaning and concept of communication barriers and describe how they affect the communication process.
- Discuss the different types of physical barriers in communication, particularly noise, time, and distance, with suitable examples.
- Describe language and semantic barriers in detail and explain how they lead to misunderstanding between sender and receiver.

- Examine the impact of cultural differences on communication in national and international contexts.

- Explain psychological or emotional barriers to communication and discuss their major types such as lack of attention, distrust, and emotions.

- Discuss organizational barriers to communication, including hierarchical barriers and specialization of the workforce.

- Analyze how incorrect choice of medium and communication load act as barriers in organizational communication.

- Explain socio-psychological barriers and their influence on interpersonal and professional communication.

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Unit-8
How to Make Communication Effective

Structure:

8.0 Introduction:

Communication is a powerful tool for expressing our thoughts, ideas, knowledge, and experiences to others. To make communication effective, it is essential to ensure that the message transmitted is clearly received and correctly interpreted by the receiver. Effective communication involves clarity of thought, appropriate choice of words, active listening, and proper feedback. It is not only about sending information but also about ensuring mutual understanding between individuals or groups. The use of suitable verbal, non-verbal, written, and visual methods enhances the effectiveness of communication. Maintaining openness, empathy, and respect further strengthens interpersonal relationships and promotes cooperation and collaboration.

In the tourism and hospitality industry, effective communication is especially important because employees represent the culture and image of a destination. As they are often the first point of contact for guests, their communication skills directly influence customer satisfaction and organizational success. Using polite language, cultural sensitivity, attentive listening, and prompt responses helps build trust and positive relationships with clients. Therefore, understanding the meaning, features, and barriers of communication enables learners to overcome obstacles and improve their personal and professional interactions. By practicing these principles, individuals can make communication more meaningful, impactful, and successful.

8.1 Objectives:

After reading this unit, you will understand:

- Understand the
- Different types of communication
- Process of Communication

8.2 How to Make Communication Effective:

To remove barriers to communication, managers at all levels should prepare and follow an open-door communication policy. The superiors in the organisation must

create an atmosphere of confidence and trust in the organisation so that the credibility gap can be narrowed. Significant efforts in this direction are:

1. **Two-way communication:**

    The organisation's communication policy should provide for two-way downwards communication. It brings two minds closer and improves understanding between the two parties, the sender and the receiver. The organisation should introduce a feedback system. There should be no communication gap.

2. **Strengthening Communication Network:**

    The communication network should be strengthened to make communication effective. For this purpose, the communication procedure should be simplified, and layers of downward communication should be reduced to the minimum possible. Decentralisation and delegation of authority should be encouraged to make information communication more efficient through frequent meetings, conferences and timely dissemination of information to the subordinates.

3. **Promoting Participative Approach:**

    Management should promote the participatory approach. The subordinates should be invited to participate in the decision-making process. It should seek cooperation from the subordinates and reduce communication barriers.

4. **Appropriate Language:**

    In communication, certain symbols are used. Such symbols may be in the form of words, pictures and actions. If words are used, the language should be simple and easily understandable, which should be avoided. The sender must use the language with which the receiver is familiar. The message should be supported by pictures or actions to emphasise specific points wherever necessary. The sender must also practise what he says to others or expects from others.

5. **Credibility in Communication:**

    One criterion of effective communication is credibility. The subordinates obey the orders of their superiors because they have demonstrated through their actions that they are trustworthy. They must practice whatever they say. The superior must also maintain his trustworthiness. If the subordinates trust the superior, communication will be effective.

6. **Good Listening:**

A communicator must be a good listener, too. A good manager allows subordinates to speak and express their feelings well before him. The manager also gets valuable information for further communication and can better understand the subordinate's needs, demands, etc.

7. **Selecting an Effective Communication Channel:**

The communication should be sent to the receiver through an effective channel to be effective. By effective channel, we mean that the message reaches its destination in time, to the right person, without distortion, filtering or omission.

8.3 Check Your Progress:

- **What are communication barriers, and why do they occur in the communication process?**

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- **How can cultural differences act as barriers to effective communication in diverse settings?**

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- **What is effective communication, and why is it essential in personal and professional relationships?**

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8.4 Summary:

Effective communication is essential for building strong relationships and ensuring mutual understanding between individuals and organisations. It involves clear transmission, proper reception, and accurate interpretation of messages. Using appropriate verbal, non-verbal, written, and visual methods enhances clarity and reduces misunderstandings. Active listening, empathy, feedback, and cultural sensitivity play a crucial role in making communication successful. In the tourism and hospitality industry, effective communication is particularly important as employees represent the image and culture of a destination. By understanding communication principles and overcoming barriers, individuals can improve interactions, increase cooperation, and achieve professional and organisational success

8.5 Glossary:

- **Communication:** Communication is transferring any information, idea or knowledge from one person to another.

- **Effective Communication:** Communication that successfully conveys the intended message and achieves the desired outcome. It involves clear and concise expression, active listening, understanding, and appropriate feedback.
- **Communication Channel:** The medium or method used to transmit information or messages. It can include face-to-face interactions, phone calls, emails, letters, and social media.

8.6 Self-Assessment Questions:

- What is meant by an open-door communication policy?
- Why is two-way communication important in an organization?
- How does strengthening the communication network improve effectiveness?
- What is the role of participative management in communication?
- Why should simple and appropriate language be used in communication?
- How does credibility influence communication effectiveness?
- Why is good listening considered essential for managers?
- What factors should be considered while selecting a communication channel?
- How can decentralization help in improving communication?
- Explain the importance of trust in organizational communication.

8.7 Reference and Suggested Readings:

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Unit-9
Listening

Structure:

9.0 Introduction:

Listening is an essential part of the communication process. It helps in understanding the exact meaning of the message delivered by a sender. A person who is an active listener continuously learns new things in his life and makes strong relationships with others. Experts suggest that a person who speaks less but listens more is recognized as a good listener and speaker. An active listener learns from others, but a more talkative person always gets fewer learning opportunities. Listening skills are required not only in today's communication but also in telephone conversations. A good listener attracts more people and makes more friends. A good listener attracts more people and makes more friends. Concentration increases the ability to listen. A child learns everything by observing and listening; he knows every new word by listening to others repeatedly. Listening is a continuous process that helps develop a good personality. Sometimes, we listen to appraisals, but in the few moments of our lives, we have to listen to criticism, and all such good or bad moments improve our personality. A poor listener always misses good information, knowledge and opportunities. Being a good listener is not a one-day task but requires regular practice, focus and dedication.

In the present unit, the readers will understand the meaning of listening, its importance, how to improve listening skills, some do's and don'ts for listeners and finally, the obstacles of good listening. After reading this unit, the learners will understand all aspects of listening skills. This unit will help learners to become good listeners and finally to become good professionals.

9.1 Objectives:

After reading this unit, you will understand:

- Some Do's and Don'ts for Good Listening
- The role of listening in our daily life
- Significance of effective Listening

9.2 Meaning of Listening:

Listening is the ability to receive and interpret messages accurately in the communication process. Listening is critical to all effective communication. Without the ability to listen effectively, messages are easily misunderstood. As a result, communication breaks down, and the message's sender can quickly become frustrated or irritated. If there is one communication skill you should aim to master, then listening is it. Listening is so critical that many top employers provide listening skills training for their employees. This is not surprising when you consider that good listening skills can lead to better customer satisfaction, greater productivity with fewer mistakes, and increased sharing of information, which can lead to more creative and innovative work.

Definitions of Listening:

- Many successful leaders and entrepreneurs credit their success to practical listening skills. **Richard Branson** frequently quotes listening as one of the main factors behind the success of Virgin. Effective listening is a skill that underpins all positive human relationships.

  Listening is the act of listening attentively. Research shows that 45% of our time is spent on listening. We hear more than speak. If this listening skill is appropriately used, we can master the tools of communicative skills. Listening is difficult, as the human mind tends to be distracted easily. A person who controls his mind and listens attentively acquires various other skills and benefits.

  Listening skill can be defined as "Listening is the act of hearing attentively". It is also a process similar to reading, and it should possess phonology, syntax, semantics, and knowledge of text understanding.

- **Thomlison (1984)** defines listening as "Active listening, which is very important for effective communication". Listening is "More than just hearing and understanding and interpreting the meaning of a conversation".

  Listening skills make you successful in the workplace, your family and society. Good listening skills are mandatory to enter a profession in communications, management, planning, sales, etc. Listening skills involve different etiquettes, questioning for the explanation, showing empathy and providing a suitable

response. Good listening skills include the understanding ability. Body language is also a part of listening skills. Eye contact with the speaker, sitting straight, and being alert are excellent gestures of a good listener.

4.3 Significance of Effective Listening:

The importance of listening extends far beyond academic and professional settings. Understanding how to practice good communication even in your day-to-day life, among friends, family, and significant others, is essential for several reasons: fostering good self-esteem, maximising productivity, improving relationships, and even becoming a better speaker. It is easy to mistake listening as a simple, passive task, but it requires more than just the ability to absorb information from someone else. Listening is an active process.

Listening should not be taken for granted. Before the invention of writing, people conveyed virtually all knowledge through showing and telling. Elders recited tribal histories to attentive audiences. Listeners received religious teachings enthusiastically. Myths, legends, folktales, and stories for entertainment survived only because audiences were eager to listen. However, you can gain information and entertainment through reading and electronic recordings rather than real-time listening. If you become distracted and let your attention wander, you can go back and replay a recording. Despite that, you can gain at least four compelling benefits by becoming more active and competent at real-time listening.

- **You Become a Good Student:**

  When you focus on the material presented in a classroom, you will be able to identify the words used in a lecture, their emphasis, and their more complex meanings. You will take better notes and accurately remember the instructor's claims, information, and conclusions. Instructors often give verbal cues about essential details, specific expectations about assignments, and even what material will likely be on an exam, so careful listening can be beneficial.

- **You Become a Good Friend:**

  When you give your best attention to people expressing thoughts and experiences that are important to them, those individuals are likely to see you as someone who

cares about their well-being. This fact is especially actual when you give your attention only and refrain from interjecting opinions, judgments, and advice.

- **People Will take you seriously and Treat You as Intelligent:**

When you listen well to others, you reveal yourself as curious about people and events. In addition, your ability to understand the meanings of what you hear will make you more knowledgeable and thoughtful.

- **Good Listening Can Help You to Improve Your Public Speaking:**

When you listen well to others, you focus more on the stylistic components of how people form arguments and present information. As a result, you can analyze what you think works and doesn't work in others' speeches, which can help you transform your speeches. For example, paying attention to how others cite sources orally during their speeches may give you ideas about citing sources more effectively in your presentation.

9.4 What is Active Listening?

Active listening is a skill that can be improved with continuous practice. However, active listening is difficult and takes time and continuous patience to develop. 'Active listening' means, as its name suggests, actively listening. That is fully concentrating on what is being said rather than passively hearing the speaker's message. Active listening requires concentration and using all senses. It is essential that the 'active listener' is also 'seen' as listening; otherwise, the speaker may conclude that what they are talking about is uninteresting. Interest can be conveyed to the speaker through verbal and non-verbal messages such as maintaining eye contact, nodding and smiling, and agreeing by saying 'Yes' or 'Mmm hmm' to encourage them to continue. By providing this 'feedback', the person speaking will usually feel more at ease and communicate more efficiently, openly and honestly. Listening is not something that happens (that is, hearing). Listening is an active process in which a conscious decision is made to listen to and understand the speaker's messages.

Listeners should remain neutral and non-judgmental. This means avoiding taking sides or forming opinions, especially early in the conversation. Active listening is also about patience - pauses and short periods of silence should be accepted.

Listeners should not be tempted to jump in with questions or comments every time there are a few seconds of silence. Active listening involves giving the other person time to explore their thoughts and feelings. They should, therefore, be given adequate time for that.

Active listening means focusing entirely on the speaker and actively showing verbal and non-verbal signs of listening.

Generally, speakers want listeners to demonstrate 'active listening' by responding appropriately to what they are saying. Appropriate responses to listening can be both verbal and non-verbal, examples of which are listed below:

9.5 Signs of Active Listening:

1. **Non-Verbal Signs of Active Listening:**

   This is a generic list of non-verbal signs of listening. In other words, listeners are likelier to display at least some of these signs. However, these signs may not be suitable for all circumstances and cultures.

   • **Smile:**

   Small smiles can show that the listener is paying attention to what is being said or as a way of agreeing or being happy about the messages being received. Combined with nods of the head, smiles can be powerful in affirming that messages are being listened to and understood.

   • **Eye Contact:**

   It is normal and usually encouraging for the listener to look at the speaker. Eye contact can be intimidating, especially for shy speakers – gauge eye contact is appropriateness for any situation. Combine eye contact with smiles and other non-verbal messages to encourage the speaker.

   • **Posture:**

   Posture can tell a lot about the sender and receiver in interpersonal interactions. The attentive listener tends to lean slightly forward or sideways whilst sitting. Other signs of active listening may include a slight slant of the head or resting the head on one hand.

- **Mirroring:**

  Automatic reflection/mirroring of the speaker's facial expressions can indicate attentive listening. These reflective expressions can help to show sympathy and empathy in more emotional situations. Attempting to consciously mimic facial expressions (i.e. not automatic reflection of expressions) can be a sign of inattention.

- **Distraction:**

  The active listener will not be distracted and will refrain from fidgeting, looking at a clock or watch, doodling, playing with their hair, or picking their fingernails.

2. **Verbal Signs of Attentive or Active Listening:**

- **Positive Strengthening:**

  Although a strong signal of attentiveness, caution should be used when using positive verbal reinforcement. Although some positive words of encouragement may benefit the speaker, the listener should use them sparingly to not distract from what is being said or place unnecessary emphasis on parts of the message. The frequent use of words and phrases, such as 'very good', 'yes' or 'indeed' can irritate the speaker. It is usually better to elaborate and explain why you agree with a certain point.

- **Recalling:**

  The human mind is notoriously bad at remembering details, especially at any time. However, remembering a few key points, or even the speaker's name, can help reinforce that the messages sent have been received and understood – i.e. listening has been successful. Remembering details, ideas and concepts from previous conversations proves that attention was kept and will likely encourage the speaker to continue. During more extended exchanges, making brief notes to act as a memory jog when questioning or clarifying later may be appropriate.

- **Interrogative:**

  The listener can demonstrate that they have been paying attention by asking relevant questions and making statements that build or help to clarify what the speaker has said. Asking appropriate questions also reinforces the listener's interest in what the speaker has been saying.

- **Reflection:**

  Reflecting is closely repeating or paraphrasing the speaker's words to show comprehension. Reflection is a powerful skill that can reinforce the speaker's message and demonstrate understanding.

- **Clarification:**

  Clarifying involves asking the speaker questions to ensure the correct message is received. Clarification usually involves using open questions that enable the speaker to expand on specific points as necessary.

9.6 Some Do's and Don'ts for Good Listening:

1. Some Do's for Listeners:

- Keep quiet while listening.
- Focus on what the speaker says rather than on his looks.
- Control and screen out the distractions.
- Show interest in the speaker.
- Be friendly and patient towards the speaker.
- Listen first and take notes afterwards.
- Look for the central theme and main ideas.
- Let the speaker finish whatever he has to say without interrupting him.
- Find an area of interest in the speech.
- Try to repeat the key ideas during the slow and long speeches.
- Avoid pondering on a single point.
- Keep your mind open to every subject and speaker.
- Choose a quiet place to listen, if possible.
- Arrive early at the place of a seminar, lecture, or talk for the meeting.
- Empathise with the speaker and try to understand his opinions, views and values.
- Try to probe the emotions and feelings of the speaker.
- Seek out difficult speech presentations to challenge your listening skills.
- Observe the non-verbal signals, body movements, facial expressions and gestures.
- Try to look into the eyes of the speaker.
- Try to relate the speaker's message with your personal experience.
- Try to evaluate the speaker's message objectively.

- Try to enrich your vocabulary so that you may understand the exact shade of meaning conveyed by the speaker's words.
- Accept criticism without losing your temper.
- Communication feedback to the speaker. Ask questions which may encourage the speaker.
- Remember that God has given you two ears and one tongue.

2. Some Don'ts for Listeners:

- Do not interrupt the speaker.
- Do not be impatient towards the criticism in the speech.
- Do not be distracted by the audio-visual noise.
- Do not be involved in daydreaming while listening.
- Do not lose interest in the speaker and his speech.
- Do not just pretend to pay attention.
- Do not focus on the dress and appearance of the speaker.
- Do not be late for the meeting or lecture.
- Do not overthink a single point.
- Do not be closed-minded.
- Do not hesitate to give oral or non-verbal feedback.
- Do not listen to several people at a time.
- Do not read your mail or entertain telephone calls while listening to someone's speech.
- Do not discourage the speaker by openly contradicting his statements or pointing out his grammatical mistakes.
- Do not be in a state of emotional excitement.
- Do not listen with a negative attitude towards the speaker.
- Do not show your lack of interest in the speech.
- Do not try to outline every factual detail.

9.7 Check your Progress:

- **What is listening? Discuss its significance in the tourism industry.**

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- **Differentiate between listening and hearing.**

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9.8 Summary:

Listening is an essential part of communication. It is done with total concentration. Listening means understanding the meaning of every word and sentence a speaker speaks. A good listener learns a lot from others, but a poor listener misses the learning opportunities of his life. A successful person always has good listening skills. Other people always follow a good listener because he understands them. Listening differs from hearing because it is meaningful, but hearing does not include understanding words or sentences. A good listener becomes successful in his field. Undoubtedly, listening improves our personality and knowledge, but poor listening also impacts our lives by decreasing learning opportunities.

9.9 Glossary:

- **Listening:** The process of receiving and understanding the sender's message.
- **Hearing:** Hearing means receiving words through our ears. It is a part of listening.

- **Active Hearing:** Active listening means understanding every word sent by a sender.
- **Listener:** A person with entire interest hears and understands the sender's exact message.

9.10 Self-Assessment Questions:

- What is listening? Differentiate between hearing and listening.
- Discuss the methods to improve listening skills.
- Explain the different barriers to listening.
- How does listening improve our working potential?

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Unit-10
Mastering the Art of Listening

Structure:

10.0 Introduction:

Mastering the art of listening is a vital step toward achieving effective communication. Listening is not merely hearing words; it is an active process of understanding, interpreting, and responding thoughtfully to a message. A person who develops strong listening skills gains deeper knowledge, builds meaningful relationships, and enhances personal and professional growth. Experts emphasize that those who listen more and speak thoughtfully are often recognized as effective communicators. Active listening opens doors to continuous learning, whereas excessive talking limits opportunities to gain new insights.

Listening plays a crucial role in face-to-face conversations as well as telephone interactions. Concentration, patience, and observation are key elements in mastering this skill. Just as a child learns language by repeatedly listening and observing, adults refine their personalities by attentively listening to appreciation and constructive criticism alike. Poor listening results in missed opportunities, misunderstandings, and loss of valuable information.

Mastering listening is not achieved in a single day; it requires consistent practice, focus, and dedication. By understanding its meaning, importance, techniques, do's and don'ts, and barriers, learners can gradually develop this essential skill and become successful professionals and responsible individuals.

10.1 Objectives:

After reading this unit, you will understand:

- How to become a Good Litener.
- The Barriers to Effective Listening
- Guidelines for effective Listening skills.

10.2 Obstacles to Effective Listening:

Poor listening skills result in ineffective communication, which usually hurts the productivity of the individual, the team and the organization. Here, you can find ten barriers to effective listening and tips for dealing with them. Effective communication is a talent in the workplace, and listening attentively is essential to effective communication. Poor listening skills have a substantial negative impact

on team morale and productivity. This situation usually results in conflicts and misunderstandings among team members, creating a hostile environment.

Fortunately, listening skills can be learned. The first step is to identify the barriers to listening. The second step is consciously implementing the tips to overcome those barriers.

1. **Excessive Talking:**

Good conversational skills are an asset; a person with these skills is more likely to succeed professionally. However, talking more than necessary is a barrier to effective communication. People hesitate to interact with someone who talks excessively without listening to them. They may also get bored, and excessive talking may be perceived as aggression. Try these tips to overcome this habit:

- Think before you speak, and do not speak if you have nothing important to contribute.
- Practice self-control. Allow the other person to speak.
- Avoid interrupting when the other person is speaking.
- Be aware of indulging in useless talk for the sake of talking.
- Be brief while conveying your thoughts.
- Observe your listener's reactions while speaking.

2. **Prejudice:**

Prejudice is a preconceived opinion of feeling, which is usually irrational. Prejudice is dangerous, bringing hate into the team and breaking team spirit. The prejudice may be due to the speaker's race, religion, age or appearance. A prejudiced person will not make any effort to listen and understand.

Overcoming prejudice while listening:

- Respect the other person for their knowledge and skills, irrespective of their background.
- Make conscious efforts to take charge of your thoughts.
- Consciously avoid taking an "I know what he or she is going to say" attitude while the other person is speaking.

3. **Distractions:**

The four main types of distractions are physical, mental, auditory and visual. Here is how to avoid this common barrier:

- Face the person who is speaking.

- Maintain eye contact while the other person is speaking.

- Ensure that you are comfortable.

- Switch off the cell phone.

4. **Expecting Others to Share Your Personal Beliefs and Values:**

   Everybody has their own personal beliefs and value systems, and it is natural to want to apply them to others around us. Learn to appreciate that others do not have to share your beliefs. Their unique perspectives may shine a light on problems and issues that you have not been able to deal with before!

5. **Misunderstanding:**

   The inability to hear correctly is one of the many reasons for misunderstanding what a speaker is trying to communicate. You may think asking the speaker to clarify his words or intentions is impolite, but that is not true. Most people will appreciate the fact that you are making a focused effort to understand what they are trying to say.

6. **Interrupting:**

   Interrupting a conversation with improper body language or inappropriate words will negatively impact effective communication. Here are some tips to help you avoid this barrier to effective listening:

   - Listen without interrupting while the other person is speaking.

   - If you seek to clarify something, use appropriate body language such as raising your hand or asking politely for more details (like "I am sorry to interrupt you...").

7. **Faking Attention:**

   The person faking attention is just "hearing" but not "listening." There may be some eye contact, and the person may nod, but the mind is elsewhere. The person may be thinking about what to have for lunch or what to wear for the evening party. Faking attention is a habit for some people but also conveys a lack of respect and dishonesty.

   Try this advice:

- Make it a habit to listen attentively. It is advisable to assume that the other person knows something you may not know.

- Avoid thinking about how to reply when the other person is speaking.

- This habit can be overcome by taking notes while the other person is speaking.

8. **Bringing in Emotions:**

   Emotions erect barriers to effective communication. A listener's senses are not likely to function at their optimum level when angry. Likewise, it is impossible to understand or appreciate what the speaker is saying if the listener is unfortunate.

   Tip: Avoiding conversations when you are angry or unfortunate is better.

9. **Noise:**

   Noise is any unwanted sound. It is a significant impediment to clear communication. Listening in a noisy environment is impossible – it becomes a frustrating experience for both the speaker and the listener.

- Try to avoid conversations in noisy surroundings.
- Eliminate the source of noise whenever possible. Turn off cell phones, radios and television sets.

10. **Fear:**

    Fear is an excellent barrier to listening. People who are afraid during a conversation are not likely to listen. They become defensive and tend to argue.

    Tips to overcome fear:

- Be aware that fear can only worsen the situation. Listen to what the other person is about to say without fear.
- Keeping calm will give you the mental strength to face any situation.
- Taking a deep breath helps in overcoming fear.

    Great leaders are good listeners. Effective listening is a valuable skill that helps team members achieve their goals efficiently and improves productivity. This skill is necessary to stay competitive in the current global scenario. Implementing the tips mentioned above will help improve listening skills. It is possible with self-examination and self-discipline.

10.3 Guidelines for Effective Listening:

In today's high-tech, high-speed, high-stress world, communication is more critical than ever, yet we seem to devote less and less time to listening to one another. Genuine listening has become a rare gift—the gift of time. It helps build relationships, solve problems, ensure understanding, resolve conflicts, and

improve accuracy. At work, effective listening means fewer errors and less wasted time. At home, it helps develop resourceful, self-reliant kids who can solve their problems. Listening builds friendships and careers. It saves money and marriages. The following are significant guidelines for Effective Listening:

- **Step 1: Face the speaker and maintain eye contact:**

  Talking to someone while they scan the room, study a computer screen, or gaze out the window is like trying to hit a moving target. How much of the person's divided attention you are getting? Fifty percent? Five percent? If the person were your child, you might demand, "Look at me when I am talking to you," but that is not what we say to a lover, friend or colleague. In most Western cultures, eye contact is essential to effective communication. When we talk, we look each other in the eye. That does not mean you cannot carry on a conversation from across the room or another room, but if the conversation continues for any length, you (or the other person) will get up and move. The desire for better communication pulls you together. Do your conversational partners the courtesy of turning to face them. Put aside papers, books, the phone and other distractions. Look at them, even if they do not look at you. Shyness, uncertainty, shame, guilt, different emotions, and cultural taboos can inhibit eye contact in some people under some circumstances. Excuse the other guy, but stay focused on yourself.

- **Step 2: Be attentive but relaxed:**

  Now that you've made eye contact, relax. You do not have to stare fixedly at the other person. You can look away now and then and carry on like an average person. The important thing is to be attentive. The dictionary says that to "attend" another person means to:

- be present
- give attention
- apply or direct yourself
- pay attention
- remain ready to serve

  Mentally screen out distractions, like background activity and noise. In addition, try not to focus on the speaker's accent or speech mannerisms to the point where

they become distractions. Finally, do not be distracted by your thoughts, feelings, or biases.

- **Step 3: Keep an open mind:**

  Listen without judging the other person or mentally criticizing the things she tells you. If what she says alarms you, go ahead and feel alarmed, but do not say to yourself, "Well, that was a stupid move." As soon as you indulge in judgmental bemusements, you have compromised your effectiveness as a listener. Listen without jumping to conclusions. Remember that the speaker is using language to represent the thoughts and feelings inside her brain. You do not know those thoughts and feelings and will only learn by listening. Do not be a sentence-grabber. Occasionally, my partner cannot mentally slow enough to listen effectively, so he tries to speed up mine by interrupting and finishing my sentences. This usually lands him way off base because he is following his train of thought and does not learn where my thoughts are headed. After a few rounds, I usually ask, "Do you want to have this conversation by yourself, or do you want to hear what I have to say?" I would not do that with everyone, but it works with him.

- **Step 4: Listen to the words and try to picture what the speaker is saying:**

  Allow your mind to create a mental model of the information being communicated. Whether a literal picture or an arrangement of abstract concepts, your brain will do the necessary work if you stay focused, with your senses fully alert. Concentrate on and remember keywords and phrases when listening for long stretches. When it is your turn to listen, do not plan what to say next; you cannot rehearse and listen simultaneously. Think only about what the other person is saying. Finally, concentrate on what is being said, even if it bores you. If your thoughts start to wander, immediately force yourself to refocus.

- **Step 5: Do not interrupt and do not impose you are "solutions:"**

  Children used to be taught that it is rude to interrupt. I am not sure that message is getting across anymore. Indeed, the opposite is being modelled on most talk shows and reality programs, where loud, aggressive, in-your-face behaviour is condoned, if not encouraged.

  Interrupting sends a variety of messages. It says:

- "I'm more important than you are."

- "What I have to say is more interesting, accurate or relevant."

- "I do not care what you think."

- "I do not have time for your opinion."

- "This is not a conversation, it is a contest, and I am going to win."

  We all think and speak at different rates. If you are a quick thinker and an agile talker, the burden is on you to relax your pace for the slower, more thoughtful communicator — or for the guy who has trouble expressing himself.

  When listening to someone talk about a problem, refrain from suggesting solutions. Most of us do not want your advice anyway. If we do, we will ask for it. Most of us prefer to figure out our solutions. Please listen and help us do that. Somewhere down the line, if you are bursting with a brilliant solution, at least get the speaker's permission. Ask, "Would you like to hear my ideas?"

- **Step 6: Wait for the speaker to pause to ask clarifying questions:**

  When you do not understand something, you should ask the speaker to explain it to you. However, rather than interrupt, wait until the speaker pauses. Then say something like, "Back up a second. I did not understand what you just said about…"

- **Step 7: Ask questions only to ensure understanding:**

  At lunch, a colleague excitedly tells you about her trip to Vermont and all the beautiful things she did and saw. During this chronicle, she mentions spending time with a mutual friend. You jump in with, "Oh, I have not heard from Alice in ages. How is she?" and, just like that, the discussion shifts to Alice and her divorce and the poor kids, which leads to a comparison of custody laws, and before you know it an hour is gone, and Vermont is a distant memory. This particular conversational affront happens all the time. Our questions lead people in directions that have nothing to do with where they thought they were going. Sometimes, we work our way back to the original topic, but very often, we do not.

  When you notice that your question has led the speaker astray, take responsibility for getting the conversation back on track by saying, "It was great to hear about Alice, but tell me more about your adventure in Vermont."

- **Step 8: Try to feel what the speaker is feeling:**

  If you feel sad when the person with whom you are talking expresses sadness, joyful when she expresses joy, fearful when she describes her fears — and convey

those feelings through your facial expressions and words — then your effectiveness as a listener is assured. Empathy is the heart and soul of good listening.

To experience empathy, you have to put yourself in the other person's place and allow yourself to feel what it is like to be her at that moment. This is not an easy thing to do. It takes energy and concentration. However, it is a generous and helpful thing to do, facilitating communication like nothing else.

- **Step 9: Give the speaker regular feedback:**

   Show that you understand where the speaker is coming from by reflecting on the speaker's feelings. "You must be thrilled!" "What a terrible ordeal for you." "I can see that you are confused." If the speaker's feelings are hidden or unclear, then occasionally paraphrase the content of the message. Alternatively, nod and show your understanding through appropriate facial expressions and occasionally well-timed "hmmm" or "uh huh."

10.4 How to Become a Good Listener:

Being a good listener can help you to see the world through the eyes of others. It enriches your understanding and expands your capacity for empathy. It also increases your contact with the outside world by helping you improve your communication skills. Good listening skills can give you a deeper understanding of someone's situation and help you know what words are best to use or which to avoid. As simple as listening (and acknowledging) may seem, doing it well, mainly when disagreements arise, takes sincere effort and lots of practice. If you want to know how to be a good listener, read the following points carefully:

1. **Remove distractions:**

   If you are going to converse with someone (or several people), then take a moment to anticipate possible distractions and remove them. Please turn off your cell phone and put it away. Turn your computer off or turn off the sound so you cannot hear emails and notifications coming in. Turn off the TV, radio, or any other device that could be distracting. If someone needs to speak to you and you are in the middle of a project or task, either ask them to wait until you are done or stop what you are doing to listen. Multi-tasking does not allow for authentic listening. If you are in a

social setting and speak one-on-one with someone, try to step aside to a quiet space where you will not be pulled away or interrupted by others. Do not look over the other person's shoulder while talking to see who else is in the room.

2. Pay attention to body language and tone:

Hearing someone's words is a small part of being a good listener. We communicate far more through our expressions, body language, and tone of voice.

When you are listening to someone, also oversee them. Are their arms crossed defensively, or are they sitting in an open, confident manner? Are they saying, "Everything is fine" with their words, but their face looks pinched and anxious?

Also, listen to how they present what they have to say. Do they sound tired, depressed, enthusiastic, or confused? Are they mumbling, talking too loudly, or stating everything as though it were a question?

Learn the art of reading what people are saying beyond their words. This can help you be more compassionate and understanding of people — and it can help you avoid getting involved with someone who appears deceitful, disinterested, or controlling.

3. Mirror the other person:

An excellent technique for active listening is mirroring the person you are listening to. Try to reflect on their same tone of voice and speech pattern without appearing to mimic them. You can also mirror their gestures and body language. Mirroring helps build rapport with the other person and encourages the feeling that you share similar attitudes and ideas. You can also reflect on the concept or ideas you just heard communicated by the other person to reinforce that you understood and listened to what they said. This is particularly important in your intimate relationships or conflict situations. For example, the other person might say, "I feel hurt when you do not help me clean up after dinner." You might summarize and restate, "So what I hear you say is that when I do not help you clean up, it causes you pain." You reflect words to show you understood them correctly and care what was communicated.

4. Show you care:

You can show interest and connection in a conversation through your expressions, body language, and words.

Nod in agreement to show you are engaged and listening. Lean forward toward the other person. Smile or show concern appropriately. Offer words of affirmation and kindness. Give a hand squeeze or a warm touch on the shoulder to show empathy.

These subtle communications speak volumes about your engagement, concern, and interest level.

5. Practice silence:

Sometimes, the very best way to listen is to allow a space of silence in the conversation. A verbal response is not always necessary, and this space of silence invites the speaker to offer more of what they are thinking and feeling.

Sitting in silence for over a few seconds is uncomfortable, but push past it and sit with it. Sometimes, the most powerful connections are made in that silent space.

6. Ask questions:

As a coach, I frequently use powerful questions with my clients to help them uncover answers and solutions for themselves. I use open-ended questions that require more than a "yes" or "no" response. Open-ended questions invite deeper insight and discourse between the two of you. Simply asking a probing question as a follow-up to a comment shows the other person you are paying attention to and interested in. Be sure your questioning does not become an interrogation. You want to listen more than you question, but it should be well-timed and non-threatening when you ask a question. Something as simple as, "Can you tell me more about that?" is enough to show you are listening.

7. Do not interrupt or change the subject:

To be a good listener, you must allow the speaker to complete a thought without interrupting them. You have probably encountered people who frequently interrupt, take over the conversation, and use the audience to talk about themselves or share their knowledge or expertise. Even if they do this unconsciously, it feels like they have not heard a word you have said or do not care about what you have to say.

Before interjecting your response or making your case, be sure the other person is finished speaking. Allow a pause in the conversation long enough to ensure it is your turn to talk. Also, please don't leave the speaker hanging out with

a conversation topic they have started by abruptly changing the subject. Offer a response or an additional thought to the topic before you move on to something you want to discuss.

8. Think before you speak:

When it is your time to speak, let your words reflect your careful listening. If you are genuinely engaged in what the other person is saying, you are not focused on what you want to say. So, rather than blurting out the first thing that comes to mind, take a moment to think about your response and what you want to offer. If your opinion is solicited, reflect carefully on what you just heard so you can offer a well-considered reply.

10.5 Check your Progress:

• **How can one become a good listener?**

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• **What are the guidelines for effective listening?**

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10.6 Summary:

Mastering the art of listening is fundamental to becoming an effective communicator and a successful individual. True listening requires full concentration, attention, and a genuine effort to understand the meaning behind every word and sentence spoken by others. Unlike hearing, which is merely the physical act of perceiving sound, listening is an active and meaningful process that involves interpretation and understanding. A skilled listener continuously learns from others and gains valuable insights, while a poor listener often misses important knowledge and opportunities. People naturally trust and respect those who listen attentively because they feel understood and valued. Developing strong listening skills enhances personality, strengthens relationships, and contributes significantly to professional success. Therefore, mastering listening through consistent practice and focus is essential for personal growth and lifelong learning.

10.7 Glossary:

- **Listening:** The process of receiving and understanding the sender's message.
- **Hearing:** Hearing means receiving words through our ears. It is a part of listening.
- **Active Hearing:** Active listening means understanding every word sent by a sender.
- **Listener:** A person with entire interest hears and understands the sender's exact message.

10.8 Self-Assessment Questions:

- What is listening? Differentiate between hearing and listening.
- Discuss the methods to improve listening skills.
- Explain the different barriers to listening.
- How does listening improve our working potential?

10.9 Reference and Suggested Readings:

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Unit-11
Public Speaking

Structure:

11.0 Introduction:

Public speaking has been encountered by almost every person in his life. Speaking in front of a friend, family, or someone you know differs slightly from speaking in front of a large group. For politicians and motivational speakers, it is an opportunity to reach the maximum number of people, but for some people, it may be a matter of great fear to be in front of thousands. A person who understands a few basic things and has a good command of their language and topic can influence a large audience. Everyone encounters a stage in their life. An individual who overcomes his fear and continues to practice becomes a good speaker. A good speaker is always liked by his audience and gets more opportunities in life.

11.1 Objectives:

After reading this unit, you will be able to:
- Define the meaning of public speaking
- How to Select the topic for public speaking
- How to analyse the audience and planning for the speech.

11.2 Meaning of the Public Speaking:

Public speaking, sometimes called oratory oration, is the process or act of performing a speech to a live audience. Public speaking is commonly understood as formal, face-to-face speaking of a single person to a group of listeners. However, due to the evolution of public speaking, it is modernly viewed as any form of speaking (formally and informally) between an audience and the speaker. Public speaking was traditionally considered a part of the art of persuasion. The act can accomplish particular purposes, including informing, persuading, and entertaining. Different methods, structures, and rules can also be utilized according to the speaking situation.

Public speaking was developed in Rome and Greece. Prominent thinkers from these lands influenced the development and evolutionary history of public speaking. Technology continues to transform the art of public speaking through new technology such as videoconferencing, multimedia presentations, and other nontraditional forms.

11.3 Selection of the Topic:

Selecting a topic for a speech can be overwhelming. You may feel that you have an infinite amount of topics to choose from, but there are a few strategies that can help narrow down your choices. To select the perfect topic for a speech, consider your knowledge and interests, audience, and purpose. If you want to know how to choose a topic for a speech that will give you a standing ovation, follow these steps.

1. **Consider the occasion.** The occasion for the speech can go a long way in helping you determine the topic. Your speech topic will vary depending on whether the occasion is celebratory, just plain fun, solemn, or professional. Here are a few ways that the occasion can help influence your speech topic:

- Your topic should be severe and relevant if the occasion is solemn, such as a funeral or memorial service.

- If the occasion is fun, such as a toast at a bachelor party, it is time to bring out the fun anecdotes and stories and make people laugh -- not to share your passion for coin collecting.

- If the occasion is celebratory, like a wedding, you must provide light-hearted humour and serious and sentimental points.

- If the occasion is professional, you must stick to a professional topic, such as website design, and not focus on your personal experiences.

2. **Consider your purpose.** Your purpose is related to the occasion and is the goal you want to achieve through your speech. Your purpose can be to inform, persuade, or entertain your audience. A speech can have a variety of purposes, but it's essential to be acquainted with the most common purposes:

- To inform. To inform your audience, you'll need to provide relevant facts and details about a subject that reveals information that allows your audience to see an ordinary subject in a more complicated light or to learn about a completely foreign subject.

- To persuade. To persuade your audience, you'll need to use rhetorical techniques, metaphors, and convincing evidence from experts to show them that they should do something, whether it's to elect you for office, recycle more, or take the time to volunteer in their communities.

- To entertain. To entertain your audience, you'll need to draw on personal or anecdotal examples, tell funny stories, show off your wit, and make your audience crack up, even if you are communicating a severe underlying message.

- To celebrate. If you are celebrating a specific person or event, you'll need to show your audience what makes that person or thing so unique and to garner enthusiasm for your subject.

3. **Know which topics to avoid.** Suppose you want to select a topic that suits your purpose and is relevant to the occasion. In that case, you should eliminate various issues before brainstorming ideas. This will make it easier for you not to offend or bore your audience as you move forward with your ideas. Here are a few things to consider as you cross those potential topics off your list:

- Do not pick anything so complicated that it would be impossible to inform your audience. You will lose your audience if you like something so complex that it cannot be explained quickly or without pages of charts or diagrams.

- Do not pick something so simple that your audience could understand in just a minute or two. If your topic is so essential that you'll only repeat yourself after saying just a few sentences, you'll also lose your audience's interest. You want to keep your audience members on their toes, not knowing what to expect next.

- Do not pick anything too controversial. Unless you are at a convention for controversial speeches, it is best to avoid topics that are too controversial, like abortion or gun control. Of course, if your goal is to persuade your audience to agree with one side of these issues, you should go ahead with your speech, but know that you may lose many people before you begin.

- Do not pick anything that does not fit the mood of the audience. If it is a celebratory occasion, do not give a dry speech about irrigation; if it is a professional occasion, do not give an emotional speech about how much you love your mother.

4. **Consider the knowledge of your audience.** To connect to your audience, consider its knowledge before selecting a topic. If you're giving a speech to a group of aspiring writers, you can comfortably reference other writers and literary terms; if you're speaking to a group that knows very little about writing, be careful when making more obscure literary references.

- If you're speaking to a group knowledgeable about a topic, you don't have to waste their time discussing the most fundamental aspects.

5. **Consider the level of education of your audience.** Suppose you are speaking at a conference for young professionals. In that case, you can use more complicated terms and elaborate phrases, but if you deliver a speech to middle school students, you'll have to change your terms and phrasing to connect to your audience.

- You do not want to lose your audience by speaking about something entirely over their heads or by delivering content in such a fundamental way that it sounds condescending.

6. **Consider the needs and interests of your audience.** What would your audience need to know, and what would interest your audience? Put yourself in your audience's shoes and list everything the audience would care about; an audience of teenagers would care about very different things from an audience of middle-aged adults.

- Imagine yourself as one of the audience members. If they are teenagers, pretend you are a teenager. Try seeing your topic choice from their perspective. It will not be the right choice if it bores or overwhelms you.

7. **Consider the demographics of your audience.** Knowing the age, gender, and race of your audience members can help influence your topic. If most of your audience is over 65, you probably wouldn't talk about current fashion trends on the runway; if most of your audience is under 20, you would not talk about saving for retirement.

- For example, if there are many more males than females in your audience, it may be best to pick a gender-neutral or male-geared topic.

- Knowing the race of your audience can help you pick a topic. If you have a diverse audience, then something about race relations or diversity can interest your audience. However, if you are talking about diversity, interracial marriage, or discrimination against one specific race of people that is not in the audience to an audience that is predominantly of one race, then your discussion may fall flat.

- It would help if you also considered where your audience is from. A specific topic may be more attractive to a person from California than someone from Idaho, and vice versa.

8. **Consider the audience's relationship to you.** If you are giving a speech to friends or family, then you can be more personal than you would if you were giving a speech to an audience of strangers. If you are giving a speech to your employees, your tone would be different than if you were giving a speech to your superiors. Adjust the tone and content of your speech accordingly.

9. **Pick a topic that you are passionate about.** If you pick something you are passionate about, your audience can see and feel your passion. This will also make you much more excited to generate ideas for the speech and to deliver the speech.

- Suppose you only have limited options and cannot pick anything you are truly passionate about. In that case, you should at least pick something you like or are interested in to make it easier and more enjoyable for you to write and deliver the speech.

10. **Pick a topic that you are knowledgeable about.** If you're giving a speech at a professional conference, then it is logical that you would pick a topic that you are an expert on so you can give credibility to your speech. However, even if you are not delivering a speech in a professional setting or on a particularly complicated topic, you should still pick something you know much about, whether baseball or your neighbourhood. You can even start by making a list of the things you are knowledgeable about, whether it is your family, career, politics, gardening, pets, or travel.

- You do not have to know everything about a topic to deliver a great speech. You can pick something you are knowledgeable about and supplement that job with some careful research.

- If you are picking a subject you are knowledgeable about but know you will need to research further, make sure the topic is easy to study. If you choose something reasonably obscure, then it may be challenging to find more information about it.

11. **Pick something that relates to your interests.** It could be related to literature, movies, sports, foreign languages, or gender relations. Whatever it is, you may even be able to find a theme that carries through a variety of categories, such as "loss of innocence." List your hobbies and interests and see what would make for an engaging speech topic.

- You may find a significant overlap between your interests and what you know.

12. **Choose something timely.** If there has been a topic that has been in the news again and again, you can use it as an occasion for a speech. It may be something controversial like gay marriage or gun control. Still, if the occasion is appropriate, you can speak about this current event, offering a nuanced perspective.

- Read through popular national and local papers, listen to the radio, and watch the news to see what people are talking about and how the public reacts to these events.

- You can also pick something that is particularly timely for your community. If there has been controversy over a new policy regarding public schools in your neighbourhood, you could use it as an occasion for a speech.

- You can pick something timely for your audience. If you are addressing high school seniors, you can talk about the next stage of life after graduation and bring in any relevant current information from the news.

13. **Choose something that relates to your personal experience.** If the occasion calls for it, you can give a speech about something personal. It could relate to your experiences with your parents, siblings, or friends, a personal struggle, or a formative episode. Just make sure the information is not so individual that it makes the audience uncomfortable or that the subject is so close to you that you cannot talk about it without getting emotional.

- Remember that you can add personal information to a topic that does not feel so personal; you can discuss an aspect of your career, for example, while throwing in a personal anecdote.

14. **Pick a topic that you can speak about.** You should be able to deliver a speech about the subject with clarity and conviction. This means that you should feel strongly enough about the topic to inform, persuade, or entertain your audience. It also means that your audience should trust you as an authority on the subject; if you are an only child, you should avoid giving a speech on the importance of having a sibling; if you have not entered college yet, it may be difficult for you to give a speech on the importance of choosing a major.

- Whatever the topic, you should be able to connect with your audience through the speech. At the end or even during the speech, a little light bulb should go off in your audience's heads, and they should reach a new understanding of your topic. Pick another one if you can't truly connect with your audience about this topic.

11.4 Audience Analysis:

What is Audience Analysis?

Audience analysis is the process of examining information about your listeners. That analysis helps you adapt your message so your listeners will respond as you wish. In everyday conversations, you adjust your message to your audience. For example, if you went to a party the night before, you would explain the party differently to your friends and family. To your best friend, you might say, "We partied all night, and there were tons of people there." To your mother, you might say, "Oh, I had fun with my friends." Moreover, to your significant other, you might say, "It was fun. I had a great bonding time with my friends." You adapt your message to your listening audience in each of these situations.

Audience analysis has three phases: adaptation before, during, and after the speech.

I. Audience Analysis - Adapting to your audience before you speak.

There are three ways to analyze our audience: demographic analysis, attitudinal analysis, and environmental analysis.

Examples of Demographic Analysis Questions:

- What is the age of people in the audience?
- Are there significant cultural differences within the audience?
- What is the educational level of the audience
- How many males and females are there in the audience

Demographic Analysis:

It involves age, gender, culture, ethnicity, race, religion, and educational level. Aristotle noted more than 2,000 years ago that few things affect a person's outlook more than their age.

As college students, we watch the same kinds of shows, listen to the same types of music, and have a shared history. We all remember "The Office," *Back to the Future*, Lady Gaga, and the Iraq War. These are all things that we have in common. If I were to do a speech about any one of these topics, I know that I may not have

to explain who or what to an audience of my age. Age is an essential factor and can be very helpful in picking a topic.

Gender is another characteristic. Determining the ratio of men to women in the class is essential. Also, make sure that you do not use any sexist language stereotypes or make jokes about gender. If you were to insult men in front of a class of 12 men, then in most cases, these 12 men are not going to listen to you for the rest of your speech. You may have also lost your credibility.

Culture is a group's shared knowledge, behaviour, attitudes, beliefs, values, and norms. Being sensitive to the feelings of students of other cultures is very important. You may do or say something that may offend them. Ethnicity is a person's national or religious heritage. There may be a student from Chinatown in Chicago or Little Italy in New York. A person's race is a person's biological heritage. It is essential to learn as much as possible about these students before your speech so you are sure not to offend or anger them.

Another touchy subject is religion. Be careful when speaking about different religions because people feel strongly about their beliefs.

Finally, the educational background of your listeners can help you choose your vocabulary, language style, and use of examples. This can help you select and narrow your topic.

- **Attitudinal Analysis**: addresses the audience's attitudes, beliefs, and values.
- o An attitude defines what a person likes or dislikes. When choosing a topic, it is essential to determine your audience's attitudes toward the subject. If you are giving a speech on rap, does your audience like rap?
- o A belief is what you believe to be true or false. You may think that rap is destroying the minds of young teenagers.
- o Moreover, a value is "a person's beliefs or standards." You may value the future and the young minds that will be running the future. Before your speech, it is essential to determine people's attitudes about your subject. If you know these three things, bringing your audience to your desired responses will be much easier.

 Sample Attitudinal Analysis Questions:

- o What are the audience's beliefs and attitudes toward the topic?

o What are the relevant audience values and motives regarding this topic?

- **Environmental Analysis** is finding out things like the seating arrangement, the number of people likely to attend, and the room lighting. The way the seats are arranged will affect the audience's response. Knowing how many people will be there for the speech is also essential. Moreover, how the room is lit will affect how the audience responds. If it is dark and the speaker shows overheads, there will not be a conversation. However, if the room is light and open, the audience may feel freer to talk. The seating arrangement, the number of people and the room lighting are all factors that will affect the speech.

  Sample Environmental Analysis Questions:

- How many will be in the audience?
- How will the seating be arranged?
- Will there be a podium and a microphone?
- Will there be noise and distractions?
- Will I have access to A.V. equipment?

II. Audience Analysis - Adapting to your audience as you speak:

When giving your speech, you must adapt to your audience if you can tell they are not listening or paying attention.

Some nonverbal audience cues are:	If you are not getting a positive response from your audience, there are things you can do:
• Eye Contact- Is your audience looking at you? • Facial Expression- Are they responsive to your message? • Restless movement- Are they restless? • Is there a lot of fidgeting, shuffling, and general body movement? • Nonverbal responsiveness- DO they respond to your questions? Do they laugh at the correct times? Do they nod or shake their heads? • Verbal Responsiveness- Do they respond verbally when appropriate?	• Try to talk more to the audience • Tell a story. • Use an example. • Remind your listeners of the motivation. • Eliminate some boring facts or statistics. • Use appropriate humour. • Pause for dramatic effect. • Ask for feedback or ask questions. • Remind your audience of your credibility.

III. Audience Analysis - Analysing your audience after you speak:

After you talk, you can tell how your audience responded to your speech in many ways. There are **Nonverbal, Verbal, Survey and Behavioural responses.**

Nonverbal Responses examples:

• Did the audience applaud? Yes or No

• How did they applaud? Loud or Soft

• What kind of facial expressions did they have? Smiling or Nodding.

Verbal Responses - What did the audience say to you after the speech?

• "Good job!"

• "That was interesting?"

• "I have a question about."

Survey Responses - Conduct a survey and determine what people liked or learned about your speech. This will allow you to gauge your listening results.

Behavioural Responses - If your purpose was to persuade your audience to do something, their behaviour after the speech could tell you if you did convince them. If you were persuading your audience to vote in the next election, you could ask around to see how many people voted.

11.5 Research and Planning a Speech:

Every public speech requires a prepared and formal presentation. The speaker's feelings or attachment to the issue may give intensity to the expression, but it may not be effective. His deep involvement in a particular problem will bring out his passionate and intense feelings about it. Therefore, if the speaker has to ensure optimum effectiveness, he must prepare and present his speech carefully. He does not consider the occasion of public speech an ordeal; on the other hand, it can be regarded as an excellent opportunity to convey his message to others. He may develop an inferiority complex to improve and develop his communication skills and attitude by trying to concentrate on the message he has to impart. However, the speaker planned carefully and with a distinct purpose. The unplanned speech is more likely to lose his credibility. When a business person has to speak on business affairs, he must have sufficient knowledge of all the aspects of his business to speak confidently. He has to plan and organise the introduction, the main ideas, supporting ideas and the conclusion of his speech. Disorganised or poorly organised speech lowers the audience's opinion of the speaker. Therefore, the speaker has to arrange his speech elaborately and practice his speech material carefully.

Organizing the Speech:

Organizing your speech effectively helps you provide a clear message for your audience. Every speech includes four essential parts: introduction, body, transitions, and conclusion. The body of the speech comprises most of what you'll present: your main points and supporting materials. The working outline, with a rough sketch of your specific purpose, thesis, and initial ideas for main points, guides you in making the final selection of the main points for your speech. As you select and develop your main points, apply the principles of clarity, relevance, and balance. Your main points must support your specific purpose and indicate the

response you want from your audience. In addition, the main points must be relevant to your topic and one another and balanced in terms of their relative importance.

Six patterns of organization are commonly used to organize a speech: chronological, spatial, topical, narrative, cause-and-effect, and problem-solution. The chronological pattern order points in a time-based sequence. The spatial pattern indicates the physical or directional relationship among objects or places. The topical pattern divides a subject into its components or elements. The narrative pattern entails a dramatic retelling of events as a story or series of stories. The cause-and-effect pattern demonstrates how a particular action produces one specific outcome. Finally, the problem-solution pattern describes a problem and then offers possible solutions to the problem. An effective pattern of organization complements your topic, specific purpose, and audience. Transitions link together the elements of your speech. Transitions include ordering, reinforcing, contrasting, chronology, causality, and summarizing or concluding. Transitions provide signposts for audience members so they know where you are in your speech. Internal summaries are longer transitions that remind listeners of the points covered previously. Key places to use transitions are between the introduction and the first main point, between the main points, and between the last main point and the conclusion. The complete-sentence outline is where you record all the parts of your speech. The most detailed outline you will produce for your speech, the complete-sentence outline, includes your topic, general purpose, specific purpose, thesis, introduction, main points, sub-points, conclusion, transitions, and references. You will revise and rework this outline as you research your speech and identify appropriate supporting materials. Developing this comprehensive outline identifies each bit of information you want to include in your speech and helps you visualize the order of your ideas.

11.6 Check Your Progress:

- **What is Public Speaking? Also, discuss the selection of the topic.**

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• **Discuss the process of Rsearch and Planning the Speech.**

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11.7 Summary:

Thus, after having a detailed discussion on public speaking, it is clear that good speakers are not born but improve their public speaking skills after long and continuous practice. Anyone can become a good speaker, but they need regular practice and should improve their skills. A person who will speak in front of a large crowd should keep in mind the public's background, interests, and occasion. A good speaker should always avoid very long speeches and the use of complex and vague words. Through his speech, a speaker should try to connect with his audience. A speaker who avoids public interest always fails to attract the attention of his audience.

11.8 Glossary:

- **Audience:** Gathering of people to listen to a speaker.
- **Speech:** Whatever a person speaks in front of the audience is known as speech.
- **Speaker:** A person who speaks in front of an audience.

- **Topic:** An issue on which a speaker delivers some message.

- **Interview:** Interaction between the interviewer and interviewee to select the best candidate.

11.9 Self-Assessment Exercise:

- Discuss the salient features of public speaking.

- Discuss the qualities of a good speaker.

- Explain the major factors responsible for poor public speaking.

11.10 References and Further Readings:

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Unit-12
Mastering Public Speaking

Structure:

12.0 Introduction:

Public speaking is an essential communication skill that enables individuals to express ideas clearly, confidently, and persuasively before an audience. In academic, professional, and social settings, effective speaking enhances leadership qualities and builds credibility. This unit, *Mastering Public Speaking*, introduces learners to practical techniques for delivering impactful speeches. It focuses on understanding speech structure, managing stage fear, developing confidence, and cultivating the essential qualities of a successful speaker. By learning and practicing these strategies, students can overcome hesitation, improve articulation, and engage audiences effectively. The unit also includes self-assessment tools to evaluate progress and refine public speaking abilities.

12.1 Objectives:

After reading this unit, you will be able to:

- Understand the tips for Effective Public Speaking
- Develop Confidence and Overcome Fear
- Explain the Essential Qualities of a Good Speaker

12.2 Tips for Effective Public Speaking:

Few skills will bring more opportunity into your life than the ability to speak well in public. Below are 12 tips that can make the difference between speakers who leave a powerful, positive impression and quickly forgotten ones.

1. **Speak with an intent to move people to action**. Know what you want your audience to do immediately after hearing your speech. If nobody does anything different than they would have done before you spoke, your speech's value is zero.

2. **Start strong with a "grabber"**. A personal story, a quote from an expert or a shocking statistic – something that takes hold of your audience and gets them hooked and opens their mind to your message. Give the audience a chance to see your connection to the topic.

3. **Structure your material in three sections**– grabber, middle, and close. Know your material. Get interested in the topic. Find good stories.

4. **Practice. Practice.** Rehearse all the equipment you plan on using out loud. Work to control filler words; Practice, pause and breathe. Use a clock to check your timings and allow time for the unexpected.

5. **Know the audience.** Try to speak to one or two people in the audience as they arrive – they will be your allies in the audience – it is easier to talk to friends than strangers.

6. **Know the setup.** Arrive in good time to check out the speaking area and get practice using the microphone and any visual aids.

7. **Relax.** Begin with a well-prepared grabber. A relevant personal story is a great start. It establishes your credibility. It connects you to the audience and creates the right emotional atmosphere (and calms your nerves).

8. **Visualize yourself successfully.** See yourself at the end of the speech surrounded by people asking questions. Visualize the applause.

9. **Pauses.** Include 3-8 second pauses at key moments – just before critical statements or just after a story – this brings the audience into the speech.

10. **Do not apologize**– the audience probably never noticed it.

11. **Smile.** It looks like the content matters to you – if the audience does not feel that it is essential to you, it will be tough for them to think that it should be crucial for them.

12. **Get experience.** Take every opportunity you can get to speak (and listen to other speakers). Prepare well ahead of time. Experience builds confidence, which is the key to effective speaking.

12.3 Develop Confidence and Overcoming Fear:

Most people report that giving a speech is their greatest fear. Nevertheless, the ability to give a speech is one of the most valued business skills today.

Try these ten tips to overcome your nervousness and develop confidence while speaking.

1. **Expect to be nervous:** Even experienced speakers get nervous. Do not try to eliminate your jitters. Turn them into energy you can use to boost your delivery.

2. **Prepare**: Know what you will say – and why you want to say it.

3. **Practice:** Speak to supportive audiences in small forums where less is at stake – at a staff or PTA meeting. Join Toastmasters or take a Dale Carnegie course. Work with a coach.

4. **Breathe:** In the thirty seconds before you begin speaking, take three slow, deep breaths through your nose, filling your belly. As you breathe out, say silently to yourself, "Relax."

5. **Rehearse:** Stand up and walk around as you practice out loud. Do not memorize your speech or practice it word for word. Talk it through, point by point. Imagine you're explaining your main ideas to a friend.

6. **Focus on your audience:** Stage fright is rooted in self-preoccupation. ("How am I doing?" "Am I making any sense?") Stop focusing on yourself. Focus, instead, on your audience. ("How are you?" "Are you getting this?" "Can you hear me?")

7. **Simplify:** Most speakers try to do too much in a speech. Then, they worry about leaving something out or losing their train of thought. Aim, instead, to communicate one basic idea. Keep it short and straightforward.

8. **Visualize success:** Practice relaxation techniques in the days before your presentation. Lie down or sit comfortably in a quiet place. Breathe slowly. Close your eyes. Imagine your upcoming speaking engagement. Picture yourself speaking with confidence.

9. **Connect with your audience:** Make the audience your allies. Talk to individuals before your presentation to get to know them. Look them in the eye as you speak to them, one person at a time. When your audience sides with you, your job as a speaker becomes easier.

10. **Act confident:** People will not see how nervous you are. (They cannot tell if your palms are sweating, your knees are knocking, or your heart is pounding.) So do not tell them. Smile. Stick your chest out. Look confident, even if you do not feel it.

12.4 Essential Qualities of a Good Speaker:

1. Stand erect, distributing your weight on both legs. Do not hold onto the mike or to the podium for support.

2. Have a good posture and appearance. Do not lean on the podium.

3. Be confident, relaxed and energetic. Do not play with your clothes or fingers.

4. Wear clothes that befit the occasion.

5. Convey sincerity, conviction and enthusiasm for the subject.

6. Begin the speech after passing for a few seconds, looking over the audience.

7. Open the speech with a striking, catchy introduction, looking into the eyes of the audience.

8. Have a conversational tone.

9. Establish eye contact with the audience.

10. Use gestures to emphasize and clarify your points.

11. Allow your hands to fall naturally to your sides when not gesturing.

12. Have enough voice projection.

13. Modulate your voice.

14. Speak at moderate speed. Do not rush through.

15. Pause before and after important ideas.

16. Have pleasant mannerisms.

17. Do not read your speech.

18. Manage time.

19. Close the speech with a striking, impressive, concluding remark.

20. Stop while the audience is still eager to hear more.

12.5 Check Your Progress:

- **Discuss the Tips for Effective Public Speaking.**

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- **Discuss the Qualities of a Good Speaker.**

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12.6 Summary:

This unit emphasised the importance of mastering public speaking as a vital life and career skill. It outlined practical tips for organising speeches, improving delivery, and connecting with audiences. Special attention was given to building confidence and overcoming fear through preparation and a positive mindset. The qualities of a good speaker—clarity, confidence, body language, voice modulation, and audience awareness—were discussed in detail. The unit also provided opportunities for self-evaluation through progress checks and assessment questions. Overall, mastering public speaking requires continuous practice, self-reflection, and dedication, enabling individuals to communicate ideas effectively and achieve professional and personal success.

12.7 Glossary:

- **Audience:** Gathering of people to listen to a speaker.
- **Speech:** Whatever a person speaks in front of the audience is known as speech.
- **Speaker:** A person who speaks in front of an audience.
- **Topic:** An issue on which a speaker delivers a message.
- **Interview:** Interaction between the interviewer and interviewee to select the best candidate.

12.8 Self-Assessment Exercise:

- Discuss the salient features of public speaking.
- Discuss the qualities of a good speaker.
- Explain the major factors responsible for poor public speaking.

12.9 References and Suggested Readings:

- Carnegie D. (2019) 'The Art of Public Speaking', published by Samaira Book Publishers.

- Esenwein J.B. & Carnagey (2009) 'The Art of Public Speaking', published by Dono Press.

- Griffin M.A. (2015) 'Public Speaking Basics', published by Rowman & Littlefield.

- Carnegie D. (2006) 'Public Speaking for Success', published by Penguin.

- Thomas T. (2009), 'Face the Fear: Overcoming Pubic Speaking Anxiety', published by Lulu.com.

- Topper S. (2011), 'Public Speaking Basics', published by IMproSolutions™ Publishing.

Unit - 13
Meeting

Structure:

13.0 Introduction:

Meetings are an essential part of any organization, and they involve gathering two or more people to discuss any topic. A meeting is a gathering of a few people and may last from a few minutes to several hours. Usually, the meeting includes members from within the organization. A meeting can be organized within a few hours.

The present unit covers the meaning, features, types, and procedures for organising meetings. In every organization, both are organized regularly, so unit 13 of the present SLM will introduce learners to every aspect of seminars, which will help them manage such events in their own organisations.

13.1 Objectives:

After reading this unit, you will be able to:
- Understand the meaning and features of a meeting.
- How to plan and make arrangements for any meeting.
- Understand the Guidelines for attending a meeting

13.2 Meaning and Features of Meeting:

In a meeting, two or more people discuss one or more topics, often in a formal setting. A meeting is a gathering of two or more people who have been convened to achieve a common goal through verbal interaction, such as sharing information or reaching an agreement. Meetings may occur face-to-face or virtually, as mediated by communications technology, such as a telephone conference call, a Skype conference call or a videoconference.

One can distinguish a meeting from other gatherings, such as a chance encounter (not convened), a sports game or a concert (verbal interaction is incidental), a party or the company of friends (no common goal is to be achieved) and a demonstration (whose common goal is achieved mainly through the number of demonstrators present, not through verbal interaction).

Meeting planners and other meeting professionals may use the term "meeting" to denote an event booked at a hotel, convention centre or any other venue dedicated to such gatherings. In this sense, the term "meeting" covers a lecture (one

presentation), seminar (typically several presentations, a small audience, one day), conference (mid-size, one or more days), congress (significant, several days), exhibition or trade show (with manned stands being visited by passers-by), workshop (more minor, with active participants), training course, team-building session and kick-off event.

Definitions of Meeting:

- **One Merriam-Webster dictionary** defines "a meeting as an act or process of coming together" - for example, an assembly for a common purpose.

Salient Features of Meeting:

- A meeting is a gathering of two or more people.
- A meeting is called to discuss any issue or topic.
- Meetings are completed by fulfilling any specific goal.
- A meeting may be conducted face-to-face or via video conferencing.
- Every meeting has a particular schedule, so it must start and end on time.
- The meeting must be held at the place, date, and time mentioned in the notice inviting the meeting.
- An agenda is prepared before the meeting.
- Everyone has an opportunity to present their point of view.
- Participants listen attentively to each other.
- There are periodic summaries as the meeting progresses.
- Every meeting is held under the leadership of an experienced person.

13.3 Planning and Arrangements for Meeting:

Planning for Meeting:

1. Planning is the most necessary component of any work. Specific guidelines can prove helpful for meetings to run smoothly and efficiently and to drive maximum benefit from them. These include:

2. Always have a clear purpose; otherwise, it is better not to have a meeting.

3. Decide the issues to be included for discussion in the meeting and their relative priority. They are quite different and must be treated differently depending on their importance and urgency.

4. Consider the time required for the various items rather than arbitrarily deciding the meeting length. Allocate a realistic time slot for each item. Keep the timing realistic- usually, things take longer than you think.

5. Decide the date of the meeting well in advance.

6. The key to a successful meeting is keeping control. One can keep control by sticking to the agenda, managing the relationships and personalities and concentrating on outcomes.

7. As a chairman, politely suppress the over-zealous and encourage the nervous.

8. Take notes as you go, recording the salient points and the agreed-upon actions with names, measurable outcomes and deadlines.

9. Do not be late for the meeting.

10. Do not interrupt others when they talk.

    Follow the instructions and requests of the chairperson.

    Take care of your body language. For good body language, you must:

    - Sit straight
    - Face the speaker
    - Look attentive
    - Make adequate eye contact with the speaker
    - Nod at appropriate junctures

    Foul body language is reflected through negative actions such as:

    - Sitting outside the group
    - Avoiding eye contact
    - Folding your arms
    - Clicking pens
    - Shaking legs
    - Holding your head in your hands.

    Arrangements of Meeting:

    Making suitable arrangements for a meeting is a skill. The activities required to plan and organise a meeting must be done sequentially. Excellent time management skills are needed as some things must be done well in advance and others the day before. For example, the booking of a venue and notice of the

meeting will need to be done well in advance, while the setting up of the room need only be done the day before

In addition to preparing for the meeting, arrangements may need to be made, such as booking accommodation and catering. The order of agenda items is essential, and the time necessary for each item should be roughly anticipated. The meeting must be well organised to flow smoothly and have a positive outcome.

The cost of a meeting is another crucial aspect to be considered by the person requesting the meeting. Will the participant need a replacement person in the workplace? Will the participant require transport/accommodation? Is the meeting going to justify the cost involved? Is there another way to hold this meeting, such as a teleconference?

The following is a list of tasks that need to be completed by the person organising the meeting.

If you are organising a meeting, you need to:

(i) Use time management skills to:

➢ Develop meeting schedule

➢ Distribute meeting documents

➢ Book venue and catering

(ii) Use good communication skills so you can:

➢ Converse with people orally

➢ Contact people in writing/email

(iii) Identify the relevant participants:

➢ Who will be attending?

➢ How do I contact each participant?

➢ Does anyone have special needs, e.g., wheelchair access, hearing impairment, special diet, etc.?

(iv) Book the venue:

➢ Which will comfortably hold the expected number of participants

➢ Within the budget constraints

(v) Arrange catering:

➢ Remember to find out if any participants have special dietary needs

➢ Organise the time for the refreshments to arrive

(vi) Arrange accommodation and transport if required:

➢ Meeting participants could be coming from another area/state/country

➢ Ensure the participant is given the accommodation and transport details – in writing if possible

(vii) Arrange any resources required:

➢ Check with the presenters to see if they require an electronic whiteboard, video projector, screen and litepro (to attach to a laptop for a presentation), photocopier, etc.

➢ Check with the organisers to see if they require telephone or videoconferencing equipment

(viii) Prepare documentation such as a Notice of Meeting and Agenda

(ix) Notify participants of meeting arrangements

(x) Confirm meeting arrangements

(xi) Prepare the room before the scheduled meeting time:

➢ Have copies of all documentation that has been sent to the participants

➢ Have copies of minutes of previous meetings for distribution

➢ Have copies of reference materials such as relevant files or documents available if they are required

➢ Provide pens and paper

➢ Provide water jugs and glasses if appropriate

➢ Arrange seating and table/s. In a decision-making meeting, participants should face each other to maintain eye contact. In contrast, a speaker is usually at the front of the room so all participants can face them. The usual protocol for formal meetings is that the Chair typically takes the head of the table, with the minute's secretary at their right.

➢ Ensure all equipment/resources required are in the meeting room and working order.

Chairmanship of a Meeting:

The chairperson for a meeting (otherwise known as the chair) is the person who has been appointed as the highest-ranking officer at the event. The chairperson for a meeting presides over the event to ensure that participants are following the conventions of the meeting. They may also represent the organisation or body to the public outside the meeting.

The purpose of a chairperson is to ensure that the participants of a meeting stick to the agenda, respect each other and respect the rules of the meeting. The chairperson of a meeting also has the final say when it comes to setting the agenda of the meeting.

The roles of a chairperson are to set the agenda, lead the meeting, maintain order at the meeting, ensure the conventions of the meeting are being followed, ensure fairness and equality at the meeting, represent the group to the public and approve the formal minutes of the meeting after they have been formatted, to confirm that they are a correct and truthfully representation of the events at the meeting.

The chairperson is responsible for setting the agenda of the meeting and ensuring that the participants stick to this agenda. The chairperson must also ensure that participants obey the meeting conventions. They must ensure that all meeting participants are treated fairly and equally.

The chairperson welcomes everyone to the meeting and then starts the meeting at the appropriate time. They must introduce each section of the agenda as they move through it and ensure that the meeting participants stick to the agenda without getting sidetracked. It is up to the chairperson to formally call the meeting to a close. Once the meeting is over, the chairperson must approve the official recording of the meeting minutes. He or she may also be called upon to represent the opinions of those at the meeting to the public.

13.4 Guidelines for Attending a Meeting:

This is similar to the concept that a chairperson must be well-prepared before leading a group discussion or meeting, and a member should be well-armed. Before

participating in the group decision-making process. Some valuable instructions in this regard are given below:

1) In the first place, the participant must be clear about the purpose of the meeting and thoroughly familiar with the agenda, viz., the items that will be discussed.

2) Having become familiar with the agenda, he must do all possible/permissible homework. In other words, he must carefully and thoughtfully prepare for the meeting. He must make sure how best he can contribute to the decision-making process. If, for example, he has anything meaningful to say about a sales problem in a particular area, he must gather necessary information/facts, arrange them serially, and be ready to put them forward as and when needed.

3) Have patience and listen. This is very important. A participant in a meeting must be a good, active listener. No meaningful contribution can ever be made to a discussion unless the participants first get into a receptive mood. They must wait for the chairperson to call the receptive mood. They must wait for the chairperson to call the meeting to order and ask the secretary to read out the minutes of all previous meetings and the agenda of the meeting that has been convened. This done, the participant best informed or who has something virtually essential to say regarding the first item on the agenda or the minutes of the previous meeting will raise his hand and seek the chairperson's permission to speak.

4) Be precise and relevant. Every meeting is called to fulfil a definite purpose. A participant has, therefore, to see to it that whatever he says is related to the agendas and the point being discussed at the moment.

5) This means there is no scope for impulsive, uncontrolled, or emotional talking. There is all the scope for reason but hardly any scope for emotion.

6) One must be large-hearted enough to give a chance to others to speak. It is a common failure of some speakers to try to dominate the discussion. However, that is the surest way to mar a meeting. Every member is equally important and has an equal right to speak.

7) One must check oneself from interrupting a speaker.

8) In the same way, one must never criticize a speaker. Only the chairperson has the right to cut a member's speech short, and that too without criticizing. Only the relevance or otherwise of a speaker's point can be politely indicated.

9) It is not only the chairperson's but every member's responsibility to ensure that all the items on the agenda are taken up, as well as any other matter, if there is one, within the time limit fixed for the meeting. If the meeting is allowed to drag on, it will adversely affect the organisation's work.

13.5 Check Your Progress

- **What is a Meeting? Discuss its salient features and essential requirements to arrange a meeting.**

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- **Explain the Guidelines for attending a Meeting.**

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13.6 Summary:

After a lengthy discussion on different aspects of meetings, it can be said that a meeting is a formal gathering of two or more people who come together to discuss

a common issue and aim to achieve a shared goal. Meetings are standard practice in organizations, where members address common problems. Routine meetings in any organization do not require extensive arrangements, but large meetings necessitate significant planning.

13.7 Glossary:

• **Meeting:** A meeting is a gathering of at least two people to talk and share their knowledge, opinions, views and suggestions.

• **Agenda:** List of the items which will be discussed in the meeting.

• **Chairperson:** A person who has been appointed as the highest-ranking officer at the event.

13.8 Self-Assessment Questions:

1. Define meeting. Also, discuss its salient features.

2. Differentiate between meetings and conferences.

3. Explain the basic requirements to organize a meeting

4. What is the meeting? Discuss the significance of the meeting

13.9 References and Suggested Readings:

• Seekings D. (1992), 'How to organize Conference and Meetings' published by Kogan Page.

• Shone A. (2009), 'The Business of Conference', published by Routledge.

• Rogers T. (2003), 'Conferences and Conventions: A Global Industry', published by Butterworth Heinemann.

• Chon K.S. & Weber K. (2014), 'Convention Tourism: International Research and Industry Perspectives' published by Routledge.

• Ladkin A. & Spiller J. (2000), 'Meetings, Incentives, Conference and Exhibition Industry, published by travel and tourism intelligence.

• http://www.skillmaker.edu.au/chairperson-for-a-meeting/

Unit - 14
Conference

Structure:

14.0 Introduction:

Conferences are an essential part of any organization, involving the gathering of two or more people to discuss various topics. A conference may affect more than 50 people. It lasts at least a day and up to three or four days. Usually, the conference includes participants from different organizations, and it is carefully planned.

The present unit covers the meaning, features, types, and procedures for organising conferences. In every organization, conferences are held regularly, so this unit 14 of the current SLM will introduce learners to every aspect of conferences, helping them to manage such events in their own organisations.

14.1 Objectives:

After reading this unit, you will be able to:
- Understand the meaning and features of Conferences.
- Explain how to organise any conference.
- Describe the different types of conferences

14.2 Meaning and Features of Conference:

A conference is a large meeting of academicians, researchers or practitioners who gather to share and discuss their work. The conference can be classified as a national or international conference. In a national conference, delegates come from different parts of the organizing country, but an international conference involves the participation of at least one foreign national expert. A conference may be organized for one day to a maximum of four days. A conference includes multiple technical sessions. Conferences usually encompass various presentations. They tend to be short, with a period of about 10 to 30 minutes and all presentations are typically followed by a discussion. All received full-length papers are published in conference proceedings or edited books. Chairpersons and keynote speakers head all technical sessions of a conference. The keynote lecture is often longer, mainly if several keynote speakers are on a pane. In addition to presentations, conferences feature panels, discussions, round tables on various issues, poster sessions, and workshops. Academic conferences typically fall into three categories.

- **Themed Conference:** Small conferences which are based on a particular topic.

- **General Conference:** A conference which is based on a particular theme and subthemes. Such conferences take place every year or after some interval.

- **Professional conference:** Large conference not limited to academics but with academically related issues but with academically related issues.

  Definitions of Conference:

- **According to the Cambridge Dictionary:**

  An event, sometimes lasting a few days, involves a group of talks on a particular subject or a meeting in which especially business matters are discussed formally.

  Features of Conference:

   Characteristics of the Conference are listed below:

- Conferences are large-sized meetings

- A conference may include the participation of a minimum of 50 to 1000 delegates.

- A conference is based on a particular theme and different sub-themes.

- Broadly, a conference can be classified as a national or international conference.

- National conference involves the participation of delegates from different parts of the same country.

- An international conference includes the participation of at least one international expert.

- Conferences include different technical sessions.

- The conference will usually involve several talks by prominent speakers.

- A paper presenter gets 5 to 10 minutes to present his research findings.

- A paper presentation leads to a discussion or question-answer round.

- A conference differs in size and purpose of a meeting, convention, or symposium.

14.3 Different Types of Conferences:

As pointed out in the introductory part, Academic conferences typically fall into three categories.

- **Themed Conference:** Small conferences that are based on a particular topic.

- **General Conference:** A conference based on a particular theme and subthemes. Such conferences take place every year or after some interval.

- **Professional conference:** Large conference not limited to academics but with academically related issues but with academically related issues.

14.4 Planning and Arrangements for the Conference:

A conference is a large meeting that requires advanced arrangements because it includes the participation of delegates from different parts of the world. Proper planning and suitable arrangements help attract a large number of participants. Advance arrangements also decrease hurry and panic situations. A conference is a platform where academicians, professionals, and research scholars sit together to discuss the findings of their study. It is a great platform to interact with experts in the same field and learn new findings in their disciplines. Some necessary things which should be kept in mind before organizing a conference are mentioned below:

Planning a Conference:

Planning is the key and the primary step to organising an event. It is also known as the blueprint, which discusses the time, cost, location, and steps needed to organize a conference. If planning is soundproof, it guarantees the success of an event. The following things are included in the planning:

- Purpose of the conference
- Timing of the conference
- Size of the conference
- Budget of the conference
- Location of the conference
- Nature of the conference
- Hospitality for the participants
- Visual Aids

14.5 Check Your Progress

- **What is a Conference? Discuss its salient features and essential requirements to arrange a Conference.**

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- **What is a Conference? Also, discuss the different types of conferences.**

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14.6 Summary:

After a lengthy discussion on various aspects of conferences, it can be said that a conference is a formal meeting of two or more people who come together to discuss a common issue and aim to achieve a shared goal. Conferences are standard practice in organizations, where members discuss common problems.

In another part of this unit, we studied conferences and found that they are a prominent form for academicians, practitioners, and research scholars. Conferences include a theme and several sub-themes. A conference may be organized internationally or nationally and can span multiple days. A national conference involves participants from the same country, while an international one includes participants from different nations. Organising a conference requires at least 4 to 6 months' prior notice and requires advance arrangements.

14.7 Glossary:

- **Conference:** A meeting organised on a large platform involving people from the same background but different destinations.

- **Agenda:** List of the items which will be discussed in the meeting.

- **Chairperson:** A person who has been appointed as the highest-ranking officer at the event.

14.8 Self-Assessment Questions:

- Define Conference. Also, discuss its salient features.
- Differentiate between meetings and conferences.
- Explain the basic requirements to organize a Conference
- What is the conference? Discuss the significance of the Conference

14.9 References and Suggested Readings:

- Seekings D. (1992), 'How to organize Conference and Meetings' published by Kogan Page.
- Shone A. (2009), 'The Business of Conference', published by Routledge.
- Rogers T. (2003), 'Conferences and Conventions: A Global Industry', published by Butterworth Heinemann.
- Chon K.S. & Weber K. (2014), 'Convention Tourism: International Research and Industry Perspectives' published by Routledge.
- Ladkin A. & Spiller J. (2000), 'Meetings, Incentives, Conference and Exhibition Industry, published by travel and tourism intelligence.
- http://www.skillmaker.edu.au/chairperson-for-a-meeting/

Unit-15
Group Discussion

Structure:

15.0 Introduction:

Group discussion is an essential part of an organization. By using this method, members of an organization can discuss different ideas, information, and problems with others. This single platform provides information to every participant of the member. The same technique is also used to select the best candidates. The group discussion technique is used in interviews of almost all kinds. Using this technique, interviews can understand participants' leadership, communication skills and hidden potential. Group discussion is the best method to select the best candidates among all participants. In Chapter 15, candidates will learn the meaning, features and different types of group discussions. The present chapter will help candidates understand the basic skills required to qualify for the group discussion round.

15.1 Objectives:

After reading the present Unit, Learners will be able to:

- Understand the meaning and salient features of group discussion.
- Explain the different kinds of group discussions

15.2 Meaning and Characteristics of Group Discussion:

"Group" is a collection of two or more individuals who have regular contact and frequent interaction and work together to achieve a standard set of goals. "Discussion" is when two or more people exchange information or ideas face-to-face to accomplish a specific goal. The goal or end product may be increased knowledge, agreement leading to action, disagreement leading to competition or resolution or perhaps only a clearing of the air or a continuation of the status quo. "Group Discussion", popularly labelled as GD, is a methodology used by an organization (company, institute, business school, etc.) to gauge whether the candidate has certain personality traits. GDs form an essential part of the short-listing process for recruitment or admission in a company or institution. In this methodology, the group of candidates is given a topic or a situation, typically given some time to think about the same, and then asked to discuss it among themselves for a specific duration (which may vary from one organization to

another). As in a football game, where you play like a team, passing the ball to each team member and aiming for a common goal, GD is also based on teamwork, incorporating the views of different team members to reach a common goal.

So, a group discussion refers to a communicative situation allowing participants to share their views and opinions with other participants. It is a systematic exchange of information, views and opinions about a topic, problem, issue or situation among the members of a group who share some common objectives.

Characteristics of Group Discussion:

1. Group Discussion, as the name indicates, is a group activity by participating individuals. It is an exchange of ideas among the individuals of a group on a specific topic.

2 It is used as a reliable testing device - mainly as a tool to assess all the candidates in a group at one go -to select the best from a comparative perspective.

3. Group Discussion is an informal discussion in which participants of the same educational standard discuss a topic of current interest.

4. It is also known as leaderless discussion. This means that the aim is to determine the natural leadership level of the candidates. Strictly speaking, no one from the group or outside will be officially designated as leader, president, chairman or anything of the sort. The examiner or supervisor who launches the discussion will retire to the background. No one will participate or intervene in the deliberations of the group.

15.3 Types of Group Discussion:

We can classify the group discussions based on the following:

- **Method of conduct**
- **Nature of topic**
- **Based on the Method of Conduct**

Based on the method of conduct, group discussions can be further classified into the following:

(i) **Structured Group Discussion:** In this type of group discussion, the selectors give the participants the topic and a time frame is allotted for the completion of the debate. This is the most commonly followed technique for a group discussion.

(ii) Unstructured Group Discussion: In unstructured group discussions, unlike in structured group discussions, the candidates decide on the topic with mutual consent. This formal method of group discussions is rarely used.

(iii) Role Play: In this type of group discussion, the candidates are given specific roles to play in a given situation. Within the framework of their role, the participants have to solve the problems inherent in the situation given to them.

(iv) Group Discussion with a Nominated Leader: Generally, no one is nominated as a group discussion leader, and all participants are treated as equals. However, in this type of group discussion, a person is nominated as a facilitator or a group leader. He may summarize the discussion or solutions discussed at the end of the group discussion. Sometimes, the leader is nominated by the group members themselves.

- **Based on the Nature of the Topic**

   Group discussions can also be categorized based on the topic allotted to the debate to the participants. There are three topics: controversial, abstract, and case study.

   (i) Controversial Topics: These are controversial topics that have the potential to generate an argument. Such issues make the discussion lively as arguments and counterarguments are presented. This gives the evaluators more opportunities to evaluate the candidates.

   Examples of such topics include 'Should the examination system be scrapped?' or 'How ethical is cloning?'.

(ii) Abstract Topics: There is a growing trend of assigning abstract topics, that is, vague or unclear topics. These topics enable the evaluators to evaluate the creative ability of the candidates. Every candidate can have their interpretation of the topic. Some such topics are 'Zero' and 'One and one make eleven'.

(iii) Case Study Topics: Here, a situation is provided to the participants which may depict a problem faced by the organization or the managers. Participants need to analyze the situation and think of various alternatives to solve the problem. This kind of group discussion tests the ability of the candidate to think of solutions while keeping situational factors and constraints in mind.

15.4 Check Your Progress:

• **What is Group Discussion? Also, discuss its salient features.**

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• **Discuss the significance of Group Discussion in improving communication skills.**

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15.5 Summary:

After having a lengthy discussion on the group discussion now, it can be concluded that group discussion is the interaction of two or more individuals on everyday issues, problems or situations. This method is essential to identifying the best candidates. The same technique is also used to discuss the issues in an organization where top-to-bottom members are talking about with each other.

15.6 Glossary

- **Group:** Collection of two or more people who have regular communication and interaction with each other and work together to achieve a standard set of goals.
- **Group Discussion:** The sharing of ideas, information or knowledge by two or more people is known as Group discussion.
- **Discussion:** The exchange of ideas and information between two or more people is known as discussion.

15.7 Self-Assessment Questions:

- What is Group discussion? Explain the different characteristics of group discussion.
- What are the different types of group discussion?
- Discussion of the significance of group discussion.
- What are the objectives of group discussion?

15.8 References and Further Readings:

- Ganguly A. (2002), "Group Discussion", published by Pustak Mahal.
- Joshi, P.N. (2007) "Group Discussion on current Topics", published by Upkar Prakashan.
- Prasoon S. (2012), "Complete Guide to Group Discussion", published by V & amp, S.
- Brilhart J.K. (1967), "Effective Group Discussion", published by W.C. Brown.
- Bulatao J. (1965), "The Technique of Group Discussion", Published by Ateneo University Press.

Unit-16
Group Discussion Dynamics

Structure:

16.0 Introduction:

Group discussion is an essential part of an organization. By using this method, members of an organization can discuss different ideas, information, and problems with others. This single platform provides information to every participant of the member. The same technique is also used to select the best candidates. The group discussion technique is used in interviews of almost all kinds. Using this technique, interviews can understand participants' leadership, communication skills and hidden potential. Group discussion is the best method to select the best candidates among all participants. In Chapter 07, candidates will learn the meaning, features, different types and significance of group discussion. The present chapter will help candidates understand the basic skills required to qualify for the group discussion round.

16.1 Objectives:

After reading the present Unit, Learners will be able to:
- Understand how to prepare for a group discussion.
- Explain the Guidelines to Improve Performance.

16.2 Preparation for Group Discussion:

Preparation for a Group Discussion (GD) in the tourism and hospitality industry requires subject-specific knowledge along with strong communication skills. Students should regularly update themselves about tourism trends, sustainable tourism, digital marketing in hospitality, customer service excellence, destination management, government tourism policies, and global travel developments.

Reading reports of organizations like UN World Tourism Organization and Ministry of Tourism (India) can enhance awareness. Candidates should also understand current issues such as eco-tourism, medical tourism, heritage tourism, and crisis management in tourism.

Practicing mock GDs on tourism-related topics helps improve confidence, professional vocabulary, industry knowledge, and presentation style.

16.3 Process of Group Discussion:

The process of GD in tourism and hospitality recruitment or academic settings generally follows these stages:

1. **Topic Announcement** – Topics may relate to tourism development, hotel management, customer satisfaction, or emerging travel trends.

2. **Preparation Time** – Participants note key points, examples, and relevant data.

3. **Initiation** – A participant may begin with a brief introduction defining the concept.

4. **Discussion & Interaction** – Members exchange ideas, provide industry examples, and support arguments with case studies.

5. **Conclusion** – A participant summarizes the major viewpoints and suggests practical solutions.

   The focus remains on teamwork, service orientation, leadership, and industry awareness—essential qualities in tourism and hospitality professions.

16.4 Category of Topics to Discuss:

In tourism and hospitality, GD topics are generally categorized as:

1. **Current Industry Issues:**
   o Impact of digital platforms like Airbnb on the hotel industry
   o Sustainable tourism and responsible travel
   o Role of government in promoting domestic tourism

2. **Management and Service Topics:**
   o Importance of customer satisfaction in hotels
   o Crisis management in tourism
   o Leadership in hospitality organizations

3. **Policy and Development Topics:**
   o Role of Incredible India campaign in branding India
   o Public-private partnerships in tourism

4. **Abstract Topics (Industry-Oriented):**
   o "Hospitality is an Attitude"
   o "Experience Economy"

5. **Case Study-Based Topics:**
   o Handling tourist complaints in a destination
   o Reviving tourism after a natural disaster

16.5 What Is Observed in Group Discussion:

Evaluators in tourism and hospitality GDs observe:

- Knowledge of tourism concepts and trends
- Customer-oriented thinking
- Communication and interpersonal skills
- Leadership and teamwork ability
- Problem-solving and crisis-handling approach
- Professional attitude and grooming
- Ability to present destination or service ideas creatively
- Respectful and polite behavior (hospitality etiquette)

Since tourism is a service industry, behavior, empathy, and positive attitude are highly valued.

16.6 Guidelines to Improve Performance in Group Discussion

To perform effectively in tourism-related GDs:

- Stay updated with tourism policies, trends, and statistics.
- Use practical examples from hotels, travel agencies, airlines, or destinations.
- Demonstrate service mindset and customer empathy.
- Speak confidently but politely.
- Avoid aggressive arguments; maintain professional etiquette.
- Show leadership by summarizing or connecting ideas.
- Maintain proper body language and eye contact.
- Think from the perspective of tourists, stakeholders, and industry professionals.
  Continuous practice, industry exposure, internships, and active participation in academic discussions will significantly enhance GD performance in the tourism and hospitality sector.

16.7 Overcoming Mistakes in Group Discussion:

Group Discussions have become a mandatory part of the admission screening process, especially for MBA admissions. To ace the GD round during the admission screening process, you must avoid following mistakes to mark a difference in the minds of your peers and the examiner. So, let us check out the most common GD mistakes candidates commit during Group Discussions.

- **Do not take the lead if you do not know the topic:**

  Many students join coaching centres to prepare for MBA entrance. At these centres, they are also given tips and advice about the interview and GD sessions that follow the written exams. Armed with advice gained here, many candidates try to initiate the topic even if they have no clue about it. Ignorance is one of the biggest problems in the GD round. If you know the topic well and are confident about it, it makes sense to initiate the discussion. If not, it is wiser to wait for the others to start. There is no harm in being the second or the third speaker as it will give you a chance to reflect and understand the topic and provide valuable input, earning yourself better points.

- **Don't hesitate to take the lead if you know it:**

  On the other hand, if you are well-versed in the topic and reasonably confident about initiating the discussion, you must not hesitate. It is pretty accurate. The candidate who initiates the discussion gets noticed and is awarded bonus points if he gives invaluable input. Speaking without proper topic knowledge right at the start leaves a negative impression. However, hesitating to say even if you know the subject is mainly because of a lack of practice. So, make sure to participate in as many mock GDs as you can.

- **Do not copy or follow someone else's ideas or comments:**

  It is essential to remember that if you repeat what others are saying in a GD, you are making no valuable additions. It leaves a wrong impression of yours on the evaluator. Also, your elimination is imminent. Suppose you have no knowledge of the topic and are entirely in the dark about it. It is best to play smart. Listen to others speak, analyze their answers, and add some points if you can, or think about what else can be said along those lines. Any idea that you put forward must not be something that has been previously stated.

- **Don't contradict your points:**

  Most students make This prevalent mistake during a GD round. Most of the time, the topics given in a GD are debatable. You may stand either in favour of the argument or against it. But what happens here is that you contradict your points and often fail to realize that. When this happens, the evaluator sees you as someone with no actual stand and a lack of confidence in your thoughts. Which, of course, is not a desirable quality for the managers of tomorrow.

- **Do not avoid eye contact with fellow participants:**

  When participating in a GD, it is essential to remember that this discussion includes multiple people. This means that you are not just simply a speaker addressing multiple people but having something like a debate with them. Avoiding eye contact in such a situation is then seen as a sign of disrespect or lack of confidence in his thoughts on the speaker's part. Many candidates focus on the evaluator or prefer to look at it in a blank space. However, he is not someone you are conversing with; your fellow candidates are part of the discussion. So, the best strategy in such a scenario is to maintain eye contact with everyone in the group. It gives the impression that you are keen enough to clarify your point to everyone present.

- **Avoid interrupting others:**

  Group discussions are meant not just to evaluate your speaking skills but also your listening skills. Interrupting someone often leads to negative points. Remember that the topic might seem like a debate, but a GD is a discussion. So, do not interrupt others while they are speaking; listen to their points and then put forth your views, whether they favour it or against it. It will help you earn more points and express yourself more effectively.

- **Do not just speak once. Contribute during the entire discussion:**

  This mistake can be easily avoided with a little presence of mind. Students usually try to speak all their points in a single go, in a single chance. The problem is that they fear they may not get another opportunity to talk. However, that is not the wise move to make. Break all your points into 2-3 different parts, and then try to focus on one keyword at a time. Do not spill all you have to say in a single go, but rather present your opinion over 2-3 times. Also, make sure whatever you speak is valuable and not repeating what you or someone else has previously said.

- **Do not lose confidence:**

  Getting nervous jitters or experiencing a lack of confidence is not uncommon during a GD. Most of your performance in the GD depends on the topic given by the evaluator. So, if something goes wrong, like stating a point wrong, many aspirants get nervous and lose confidence. However, the point here is that crying over spilt milk is no use. Everyone makes mistakes, but how quickly and how well you recover from them counts. Please take it as a challenge and try to bounce back and correct your mistake. While at the same time add some valuable points to the discussion. Not everything you say might be acceptable to the group, but how you say it and how much value is added to it counts for the evaluator.

- **Do not mumble, be Audible:**

  Remember that all the candidates around you are looking to impress the evaluator, and each is striving to put forth their points. The scene at a GD often resembles a fish market because everyone speaks, but nothing is audible. Speaking in such a din is a waste of both your effort and time. Also, you stand no chance if you have a weak, low or timid voice. You could either wait for the commotion to settle down, or if you have a strong voice, you could try to lead the discussion, put forth your point, and settle the commotion by speaking at a slightly higher volume. It will help convey your message, and your ability to lead the group in this situation would leave a good impression on the evaluator.

16.8 Check Your Progress:

- **What is the process of Group Discussion.**

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• **Explain How to Overcome Mistakes in Group Discussions.**

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16.9 Summary:

After having a lengthy discussion on the group discussion now, it can be concluded that group discussion is the interaction of two or more individuals on everyday issues, problems or situations. This method is essential to identifying the best candidates. The same technique is also used to discuss the issues in an organization where top-to-bottom members are talking about with each other.

16.10 Glossary

• **Group:** Collection of two or more people who have regular communication and interaction with each other and work together to achieve a standard set of goals.

• **Group Discussion:** The sharing of ideas, information or knowledge by two or more people is known as Group discussion.

• **Discussion:** The exchange of ideas and information between two or more people is known as discussion.

16.11 Self-Assessment Questions:

• What is Group discussion? Explain the different characteristics of group discussion.

• What are the different types of group discussion?

• Discussion of the significance of group discussion.

- What are the objectives of group discussion?
- Discuss the significant challenges faced by a candidate in group discussion.
- Highlight the different skills required to qualify for a group discussion.

16.12 References and Further Readings:

- Ganguly A. (2002), "Group Discussion", published by Pustak Mahal.
- Joshi, P.N. (2007) "Group Discussion on current Topics", published by Upkar Prakashan.
- Prasoon S. (2012), "Complete Guide to Group Discussion", published by V & amp, S.
- Brilhart J.K. (1967), "Effective Group Discussion", published by W.C. Brown.
- Bulatao J. (1965), "The Technique of Group Discussion", Published by Ateneo University Press.

Unit-17
Interview

Structure:

17.0 Introduction:

The interview is a part of the selection process of an organization, where at least two people are conversing with each other. One may be an interviewer, and the other is an interviewee. The interview is structured or unstructured and face-to-face or telephonic. In structured interviews, a predetermined set of questions are asked of the interviewee. On the other hand, in unstructured interviews, questions are not fixed, and the interviewer can ask questions as per his interest and situation. In the interview, the interviewer observes the candidates' knowledge, communication skills and body language. In telephonic interviews, questions are asked on the telephone while the interviewer and interviewee sit together in a face-to-face interview. The interview method is the best method to understand whether someone is suitable for a particular position.

17.1 Objectives:

After completing this unit, you will be able to:
- Understand the meaning of an interview
- Describe the various types of interview
- Explain the required skills to qualify for an interview

17.2 Meaning and Essential Features of Interview:

The word interview is derived from the Latin and middle French words, which means to "see between" or "see each other". Usually, an interview is a private meeting between an interviewer and interviewee where continuous questions are asked and answered. A person who gives answers is known as the interviewee. The person who asks the questions is called an interviewer. It suggests a meeting between two people to get a view of or know each other. When we usually think of an interview, we think of a setting in which an employer tries to size up an applicant for a job:

Definitions of Interview:
- **Gary Dessler states,** "An interview is a procedure designed to obtain information from a person's oral response to oral inquiries."
- **According to Thill and Bovee:** "An interview is any planned conversation with a specific purpose involving two or more people".

- **According to Dr. S. M. Amunuzzaman:** "Interview is a very systematic method by which a person enters deeply into the life of even a stranger and can bring out needed information and data for the research purpose."

So, an interview is a formal meeting between two people (the interviewer and the interviewee) where the interviewer asks questions to obtain information, qualities, attitudes, wishes, etc., From the interviewee.

The Essential Features of an Interview:

As we have seen above, there are different purposes for which we have interviews. However, all of them have the following features in common:

(a) There is a definite purpose, which is known to the interviewer and interviewee.

(b) Both parties need to prepare for the communication event.

(c) All interviews are pre-arranged. The only possible exception is the dismissal interview.

(d) There are at least two participants in the event interview and an interviewer. However, in everyday practice, one interviewee faces more than one interviewer.

(e) There is a transparent exchange of information. The information exchanged may or may not be kept secret.

17.3 Different Purposes of Interview:

Interviews are held for various purposes, for example, the ones stated below:

(a) A job or employment interview selects suitable persons based on their qualifications and experience.

(b) Some companies hold interviews to evaluate workers periodically.

(c) The exit interview is held to determine a person's reasons for leaving the organisation.

(d) Interviews were conducted by company personnel to gather information on matters like workers' attitudes, working conditions, managerial effectiveness, etc.

(e) A meeting or conversation between a journalist, radio, or television presenter and a person whose views are sought for broadcasting.

(f) Admission interview of a candidate for admission to a higher education/professional training course.

(g) Interrogation of a person by the police about something happening and

(h) An interview given by a celebrity in a question-answer session to a selected audience.

17.4 How to Perform in an Interview?

(i) Do not 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 when entering.

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

(ii) Do not sit down until you have been asked to. Even the posture in which you sit is important. Do not sit stiffly. Do not be lax. Sit in a natural, composed manner.

(iii) When the interviewer starts the conversation, please consider what he says. Do not interrupt him. Respond to him only at the appropriate time.

(iv) 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.

(v) Do not try to make an exhibition of your knowledge. Do not 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.

(vi) If there is something you do not know, admit it straightaway. It is useless to pretend to know when you are ignorant. Many candidates spoil their interview by lying and landing in an embarrassing situation.

(vii) If you are being interviewed by someone who does not possess 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 prepare a reaction report. Furthermore, if you try to look superior, the reaction report is bound to be unfavourable.

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

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

(x) 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. Nervousness is your biggest enemy during an interview.

(xi) When 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, and you should mention only the positive, pleasant, and constructive aspects of your earlier employment.

(xii) If your interviewer has not discussed the job, do not hesitate to ask questions yourself. Complete knowledge of the job will help you to decide whether you ought to accept it or not.

(xiii) After the end of the interview, do not forget to thank the interviewers.

(xiv) If the job is offered to you, you may accept it immediately or ask for time to consider it, depending on your circumstances.

17.5 Types of Interviews:

An organisation can arrange many types of interviews. It depends on the objectives of taking the interview. Some essential types of interviews are stated below:

1. **Personal interviews**: Personal interviews include:
   - Employees selection
   - Employees Promotion
   - Employees' retirement and resignation

   Of course, this type of interview is designed to obtain information through discussion and observation about how well the interviewer will perform on the job.

2. **Evaluation interviews**: The interviews that take place annually to review the progress of the interviewees are called evaluation interviews. Naturally, it is occurring between superiors and subordinates. The main objective of this interview is to find out the strengths and weaknesses of the employees.

3. **Persuasive interviews**: This type of interview is designed to sell someone a product or an idea. When a sales representative talks with a target buyer, persuasion convinces the target that the product or idea meets a need.

4. **Structured interviews**: Such kind of interviewer follows a predetermined question.

5. **Unstructured interviews**: When the interview does not follow the formal rules or procedures. It is called an unstructured *interview*. The discussion will probably be free-flowing and may shift rapidly from one subject to another, depending on the interests of the interviewee and the interviewer.

6. **Counselling interviews**: This may be held to determine what has been troubling the workers and why someone has not been working.

7. **Disciplinary interviews:** Such interviews occur when an employee has been accused of breaking the organization's rules and regulations

8. **Stress interviews:** These are designed to place the interviewee in a stressful situation and observe the interviewee's reaction.

9. **Public interviews**: These include political parties' radio-television and newspaper.

10. **Informal or conversational interview**: In the conversational interview, no predetermined questions are asked to remain as open and adaptable as possible to the interviewee's nature and priorities; during the interview, the interviewer "goes with the flow".

11. **General interview guide approach**: The guide approach is intended to ensure that the same general areas of information are collected from each interviewee. This provides more focus than the conversational approach but still allows a degree of freedom and adaptability in getting the information from the interviewee.

12. **Standardized or open-ended interview**: Here, the same open-ended questions are asked to all interviewees; this approach facilitates faster interviews that can be more easily analyzed and compared.

13. **Closed or fixed-response interview**: It is an interview where all interviewers ask the same questions and are asked to choose answers from among the same set of alternatives. This form is helpful for those who have not practised in interviewing.

17.6 Role of Appearance and Dress in Interview:

- **Appearance:**

Smiling face is significant for all human beings because everybody likes to smile and see the smile on each face. If your face slightly smiles, it will impress the interviewer. If you were standing outside a room seconds after being invited in for an interview and I happened to be passing by and you grabbed me with a desperate look in your eye asking me for one piece of advice, I would say, do not forget to smile. Smiling is a highly effective communicator and sends all the right signals to the interviewer, especially for building rapport. A smile can often achieve what the best of us cannot: soft in the interviewer. Very importantly, smiling at people usually makes them feel better, which draws out their nature, which is exactly what you want to do at the interview. It also signals to the interviewer that you have well-developed social skills, are friendly, and do not suffer from antisocial tendencies. Be genuine; avoid grinning and putting on a forced smile. Nothing is worse than someone trying to smile but only succeeding in demonstrating the art of teeth clenching. Please do not overdo it, or doing it may run you the risk of appearing disingenuous. Avoid mimicking the grim-faced interviewer. It is expected to mimic others' facial expressions and body language, even though we often do not realize we are doing it. If you encounter the grim-faced interviewer, try not to fall into the trap of being grim-faced herself to stop this is not as easy as it may sound because human beings, beings what we are, usually require positive feedback to continue behaving in specific ways to stop in other words, if you smile. If the other person refuses to smile back, that is a chance you will stop smiling. So, do not allow your interviewer to put you off. Stick to your guns and produce your warmest smiles, no matter what. Nodding your head, nodding off the head, represents another compelling communicator. When you nod at something, people say you are telling them that you agree with them and do so without interrupting, which is an ideal rapport-building technique when the interviewer decides to expound on the topic. But be careful, as in smiling. The danger with nodding your head is overdoing it.

- **Dress:**

Dressing style is one of the most powerful equipment for the interview battle. It provides half of the expression to the interviewer. You can face the interview confidently; it is best to press well and informally. Some people persist in thinking that they are. This has very little to do with their everyday job performance, and so give little consideration to how they dress for an interview. The logic in this sinking may be accessible, but it is dangerous because it fails to consider that interviews are mainly about damaging perceptions. Interviews have certain expectations about dress codes. Falling to meet those asked for patience is dangerous. The rule of thumb for dress and appearance is to be on the side of caution. Overall, interviewers tend to be more cautious and conservative than hiring someone. The last thing an employer wants to do is to hire the wrong person. Reliability, loyalty, consistency, trustworthiness and dependability are qualities that all employers seek in employees, regardless of the type of job. Your task at the interview is to signal to the interviewer that you have all those qualities, and addressing them appropriately represents a good start. All the qualities include always making a point of creating clean clothes and shoes, jeans or anything else with holes in them that may make a positive impression on the dance floor but are unlikely to inspire an interviewer, avoiding excessive jewellery and makeup, a designer stubble may make you look manly and represent the latest word of the fashion gurus out of our, it is likely to make the interviewer thing that you did not think the job was important enough for you to bother shaving. Avoid extreme hairstyles, and avoid displaying too much skin. There is a sensible school of thought that advocates dressing according to the nature of the job you are applying for. So, if you are applying for an accountant position, you wear a business suit.

In contrast, a business suit is inappropriate if you apply for a labourer position on a building site. All this is true; however, dress and appearance remain essential. The guidelines given here are commonly accepted as appropriate for interviewing. Every company has a different dress code; how you dress at the job may have little to do with how you dress for an interview.

Men:

Dress in a manner that is professionally appropriate to the position for which you are applying. In almost all cases, this means wearing a suit. It is rarely suitable to "dress down" for an interview, regardless of company dress code policy. When in doubt, go conservative.

- You should wear a suit to interviews. "Suit" means the works: a matching jacket and pants, dress shirt, tie, coordinating socks and dress shoes. A dark-coloured suit with a coloured shirt is your best option.
- Your suit should be comfortable and fit you well so that you look and act your best. There is a difference between not yet feeling at ease in a suit and trying to fit into the same suit you wore to your sister's wedding when you were 15. (In the latter case, it's time to invest in a new suit!)
- Avoid loud colours and flashy ties.
- Clothing should be neat, clean, and pressed. If you do not have an iron, either buy one or be prepared to visit the dry cleaner often. Shower or bathe the morning of the interview. Wear deodorant. Do not wear cologne or aftershave. You do not want to smell overpowering or cause an allergic reaction.
- Make sure you have fresh breath. Brush your teeth before you leave for the interview, and do not eat before the interview. Do not smoke right before an interview.
- Your hair should be neat, clean, and conservative.

While it may be appropriate to dress more casually for a second interview, you must still dress professionally. It is much better to be too dressed up than too casual. A good rule of thumb is to dress like your boss. Shoes should be well-polished and in good condition, not scuffed or run-down at the heels. They should also match your belt. You will get a great deal of use out of a good-quality pair of dress shoes in a traditional style. Ask the salesperson at the shoe store for advice. Be sure to shave the morning of the interview, even if you do not ordinarily shave daily. If you have a full beard or moustache, it should be trimmed and neat-looking. This may sound like many rules, but these are the generally acceptable guidelines you should follow when deciding what to wear to an interview. Dressing professionally shows respect for yourself, the interviewer, and the company. You may not have to

dress like this every day, but you are more likely to be taken seriously when you professionally present yourself and take the time to attend to details.

Women:

- Generally, you should wear a suit with a skirt or pants. When in doubt, be more conservative.

- Your suit should be comfortable and fit you well; if your waistband cuts you in half or your jacket is too tight, you will not look or act your best. Some stores offer free alterations when you purchase a suit, or you may want to find a tailor to adjust a suit you already own.

- Interview suits should be simple and dark in colour. Anything tight, bright, short, or sheer should be avoided. (Interviewers have been known to complain about the length of interviewees' skirts; if you have any doubts, it is probably too short.) Knee-length skirts are suggested. Very long skirts, while modest, are also considered too trendy for an interview.

- Wear a conservative blouse with your suit. Do not wear bright colours, animal prints, or anything lacy, sheer, or low-cut.

- Make-up and nail polish should be understated and flattering; shades that are neutral to your skin tone are generally advisable. Avoid bright or unusual colours or very long nails.

- Keep your jewellery and hair accessories to a minimum, and stick to those that are not flashy, distracting, or shiny. One ring per hand is best.

- Shoes should be conservative and fairly low-heeled. They should be in reasonably good condition, not scuffed or run-down at the heels. Don't wear shoes with an open toe or back; any shoes you would wear on a date or to a club are probably inappropriate. An essential pump is flattering, versatile, and will stay in style forever (once you own pumps, you can spend the rest of your money on fun shoes). The salesperson in the shoe store can steer you in the right direction.

- Your hose should be neutral (matched to your skin tone). Ensure the heels are not dyed black from your shoes, and there are no snags or runs. Only use the nail polish trick in an emergency; you may want to carry an extra pair of hoses instead.

- Dress in a manner that is professionally appropriate to the position for which you are applying. In almost all cases, this means wearing a suit. It is rarely suitable to

"dress down" for an interview, regardless of company dress code policy. When in doubt, go conservative (is this starting to sound familiar?).

- Your clothing should be neat and clean. Your clothes should be ironed, and If you do not have an iron, either buy one or visit the dry cleaner and iron shop.

- Shower or bathe the morning of the interview. Wear deodorant. Do not wear perfume: you do not want to smell overpowering or cause an allergic reaction.

- Make sure you have fresh breath. Before leaving for the interview, brush your teeth and not eat or smoke.

- Your hair should be neat, clean, and conservatively styled. Banana clips, brightly coloured scrunchies or elastics, and cheerleader-type ponytails look out of place with a suit. You may want to wear your hair in an updo, pull it back into a low ponytail, or wear a barrette (this suggestion does not include the tiny little barrettes that only hold the front of your bangs back). The idea is to look polished and professional, not to advertise what a creative genius your hairdresser is.

While it may be appropriate to dress more casually for a second interview, you must still dress professionally. It is much better to be too dressed up than too casual. This may sound like many rules, but these are the generally acceptable guidelines you should follow when deciding what to wear to an interview. Dressing professionally shows respect for yourself, the interviewer, and the company. You may not have to dress like this every day, but you are more likely to be taken seriously when you professionally present yourself and take the time to attend to details.

17.7 Check Your Progress:

- **Define Interview. Also, discuss its different characteristics.**

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- **Differentiate between Interviewer and Interviewee**

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17.8 Summary:

So, after detailed information on interviews, it can be said that the interview is an essential part of any selection process, which helps select the best candidate. An interview is the interaction between at least two people: one interviewer and the interviewee. Interviews have many types, and an organization can use any method as required to select the best candidates. A person who understands the interviewers' expectations can easily qualify for the interview process.

17.9 Glossary:

- **Structured Interview:** An interview that follows a predetermined set of questions.
- **Interview:** A meeting of at least two people, in which one person asks questions while the other answers.
- **Telephonic Interview:** In such an interview, the whole interview takes place on the telephone. It does not require eye contact between the interviewer and the interviewee.
- **Group Interview:** A kind of interview that includes a group of interviewees rather than a single candidate.
- **Interviewer:** A person who asks questions from an interviewee is known as an interviewer.
- **Interviewee:** Candidates who give answers to questions asked by the interviewer.

17.10 Self-Assessment Exercise:

- What do you understand by the term interview? Also, discuss its significance.

- What are the different purposes of the interview?

- What are the different types of interviews?

- Write an essay on the role of appearance and dress in the interview.

- Throw a light on the essential qualities to qualify for an interview.

17.11 References and Suggested Readings:

- Innes J. (2016) The Interview Book: How to prepare and perform at your best in any interview, publisher by Pearson, UK

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Unit – 18
Written Communication

Structure:

18.0 Introduction:

Witten communication is a kind of Verbal communication that uses written words to communicate with others. Written communication is used when communication is not possible through oral communication or when a receiver is inaccessible. Written communication is also used when the content might be used for the future or as legal evidence. In organizations, written communication is used by employees to perform their regular work so that they can keep records of written communication for future uses. A person who wishes to communicate in writing should have good command over language and writing skills. In the present unit, the learners will understand written communication's meaning and salient features.

Further, they will also learn the advantages and disadvantages of written communication. A tourism professional working in the industry should have good writing skills to complete his daily tasks. Every day, a travel agent emails his clients, colleagues, senior managers, and other organizations (hotels, airlines, transport companies). If his writing skills are poor, he will always fail to communicate his ideas or information to others. Most of the work in every travel agency is done in writing, so the present unit will help the learners understand the significance of written communication and the basic skills required.

18.1 Objectives:

After reading this unit, you will learn:
- The significance of written communication in our day-to-day lives.
- The Advantages and disadvantages of Written Communication
- How to Write an Effective Email?

18.2 Meaning and Features of Written Communication:

Meaning of Communication:

A 'Written Communication' means sending messages, orders or instructions in writing through letters, circulars, manuals, reports, telegrams, office memos, bulletins, etc. It is a formal method of communication and is less flexible. A written document preserved properly becomes a permanent record for future reference. It can also be used as legal evidence. It is time-consuming, costly and unsuitable for

confidential and emergent communication. To be effective, Tould be clear, written communication.

Features of Written Communication:

(i) Written communication is a creative activity that requires a lot of imagination and effort to arrive at the finished product. While oral communication is spontaneous, written communication is based on conscious effort. Let us take the example of a report that we want to present.

We first have to collect all the necessary information, arrange it logically and then write it out very carefully. We have to be careful at every step. That is not always the case with spoken messages or other forms of oral communication. The nicely produced Letters and reports reflect the organisation's image — the more creative and imaginative the writers are, the brighter the image of the company becomes.

(ii) The time factor involved is Another essential characteristic of written communication. Oral messages, in a face-to-face situation or through telephone, reach the receiver immediately, and the feedback almost always comes immediately. This is not the case with written communication.

The sender has to carefully plan out his message, a letter or report, and encode it with great care. Then, he sends it to the person for whom it is meant. The receiver takes his own time to decode it. Then, he gives it careful thought, filters it through his mind, and plans out his reaction. Sending back the reply or his comments on it will take some time. So, it is worth remembering that written communication is a time-consuming activity.

(iii) Thirdly, it is to be noted that written communication has fewer cycles than oral or face-to-face communication. Oral communication is a multiple-cycle event. Oral messages get an immediate response that often leads to further word exchange. This is not possible in written communication. Mostly, it is a one-cycle event.

18.3 Advantages of Written Communication:

The advantages of Written Communication are mentioned below:

1. It is suitable for long-distance communication and repetitive standing orders.
2. It creates a permanent record of evidence. It can be used for future reference.
3. It gives the receiver sufficient time to think, act and react.

4. It can be used as a legal document.

5. It can be sent to many persons at a time.

6. It is suitable for sending statistical data, charts, diagrams, pictures, etc.

7. In written form, order, work allocation, job distribution, etc., reduce ambiguity and help fix responsibility.

8. Uniformity in work procedures can be maintained through written communication.

9. It is easy to send unpleasant or bad news through written communication.

10. Good written communication can create goodwill and promote business.

18.4 Disadvantages of Written Communication:

The following are the disadvantages of Written Communication:

- It is time-consuming. Composing a message in writing takes much time. Writing letters, typing orders, notices, etc. and sending them to the appropriate destination requires time. The feedback process is also not instant.

- It is expensive, not so much due to postal charges, but because so many people spend so much of their time.

- It cannot maintain strict secrecy, which would have been possible in oral communication.

- Written communication has no scope for immediate clarification if not understood properly.

- Written in nature, it is less flexible and cannot be changed easily.

- It is not practical in the case of an emergency.

18.5 How to Write an Effective E-Mail:

The average office worker receives around 80 emails each day. With that volume of mail, individual messages can easily get overlooked. Follow these simple rules to get your emails noticed and acted upon.

1. **Do not over-communicate by email**

2. **Make good use of subject lines**

3. **Keep messages clear and brief**

4. **Be polite**

5. **Check your tone**

6. **Proofread**

1. **Don't over-communicate by Email:**

One of the most significant causes of strain at work is the sheer volume of emails people receive. So, before writing an email, ask yourself: "Is this essential?"

As part of this, you should use the phone or IM to deal with questions likely to need some back-and-forth discussion. Use our Communications Planning Tool to identify the channels that best fit different message types.

Also, email is not as secure as you might want it to be, particularly as people may forward emails without thinking about deleting the conversation history. So avoid sharing sensitive or personal information in an email, and do not write about anything you, or the subject of your email, wouldn't like to see plastered on a billboard by your office.

Whenever possible, deliver bad news in person. This helps you to communicate with empathy, compassion, and understanding and to make amends if your message has been taken the wrong way.

2. **Make Good Use of Subject Lines:**

A newspaper headline has two functions: it grabs your attention and summarizes the article so you can decide whether to read it. The subject line of your email message should do the same thing.

A blank subject line is more likely to be overlooked or rejected as "spam," so always use a few well-chosen words to tell the recipient what the email is about.

You may want to include the date in the subject line if your message is one of a regular series of emails, such as a weekly project report. You might also want to include a call to action for a message that needs a response, such as "Please reply by November 7."

A well-written subject line like the one below delivers the most essential information without the recipient even having to open the email. This serves as a prompt that reminds recipients about your meeting every time they glance at their inbox.

If you have a concise message and can fit the whole thing into the subject line, use "EOM" (End of Message) to let recipients know they do not need to open the email to get all the necessary information.

3. Keep Messages Clear and Brief:

Emails, like traditional business letters, need to be clear and concise. Keep your sentences short and to the point. The body of the email should be direct and informative, and it should contain all pertinent information. See our article on writing skills for guidance on communicating clearly in writing.

Unlike traditional letters, however, it costs no more to send several emails than it does to send just one. So, if you need to communicate with someone about several different topics, consider writing a separate email for each one. This makes your message more transparent, allowing your correspondent to reply to one topic at a time.

It is essential to find balance here. You do not want to bombard someone with emails; combining several related points into one email makes sense. When this happens, keep things simple with numbered paragraphs or bullet points, and consider "chunking" information into small, well-organized units to make it easier to digest.

4. Be Polite:

People often think that emails can be less formal than traditional letters. However, your messages reflect your professionalism, values, and attention to detail, so a certain level of formality is needed.

Unless you are on good terms with somebody, emoticons can help clarify your intent, but using them only with people you know well is best.

Close your message with "Regards," "Yours sincerely," or "All the best," depending on the situation.

5. Check the Tone

When we meet people face-to-face, we use the other person's body language, vocal tone, and facial expressions to assess their feelings. Email robs us of this information, meaning we cannot tell when people have misunderstood our messages.

Your choice of words, sentence length, punctuation, and capitalization can easily be misinterpreted without visual and auditory cues. In the first example below, Emma might think that Harry is frustrated or angry, but, in reality, he feels fine.

Think about how your email "feels" emotionally. If your intentions or emotions could be misunderstood, find a less ambiguous way to phrase your words.

6. Proofreading:

Finally, before you hit "send," take a moment to review your email for spelling, grammar, and punctuation mistakes. Your email messages are as much a part of your professional image as the clothes you wear, so sending out a message with typos looks terrible.

As you proofread, pay careful attention to the length of your email. People are likelier to read short, concise emails than long, rambling ones, so make sure your emails are as brief as possible without excluding necessary information.

Our article on writing skills has tips and strategies that you can use when proofreading your emails.

18.6 Rules for Good Writing:

Everyone has their idea of what it means to be a "good" writer. Opinions on quality vary, depending on who you ask, but effective writing is hard to argue. It gets the job done — plain and simple.

So, how do you write in a way that effectively communicates your message? Or are you merely trying to be good? Since this often confuses people, here are seven tips for more effective writing which you can apply today:

1. Practice your craft:

You cannot do something well unless you do it poorly first, which begins with practice. I recommend setting aside time (even if it is only 10 minutes) to write each day. You cannot get better if you do not show up. Commit to the process, and you will be amazed at the results.

I do this with my blog and other pieces I am working on by writing at least 500 words daily. The more I write, the more I learn about writing — and the more I realize I need to practice.

Talking about writing is not writing. Planning to write is not how you get better. The only way to get better is to do it.

2. Challenge yourself:

Write about interesting topics, but do not forget to dabble in new stuff. The more you stretch yourself, the more you grow. You could challenge yourself and join me for a free webinar to learn the three keys to effective writing. Alternatively, maybe take up a daily writing challenge.

The point is never to underestimate the importance of learning. I try to learn something new daily by reading books and blogs and listening to podcasts and audiobooks.

3. Be yourself:

Do not model your writing after another writer. If you do, do it only to learn someone else's technique to make it your own.

Ultimately, what you want is to discover your original writing voice. Moreover, frankly, that is what your audience wants, too. If we wanted to read Hemingway, we would read Hemingway.

4. Do not write like an idiot:

Learn the basics of grammar. Buy an MLA, APA, or another style book (I recommend the AP Stylebook to many copywriters and journalists). Chicago Manual is suitable for writing a book. Become a student of your craft and dedicate the rest of your life to honing it.

As Hemingway once wrote, we are all apprentices in a craft nobody masters. The point is not to arrive but to attempt. We aspire to write the best we know how in the only way we can. So, let us honour the craft and start writing like a pro.

Learning the rules, after all, makes it easier to break them later.

5. Start small:

Most would-be writers begin in the wrong place. They start by wanting to write a book. Do not do that. That is too big. Too audacious. Too easy to fail at.

Start small, maybe with a blog or a journal (you know, Doogie Howser style). Then, I will write a few articles for some magazines, and after that, I will consider a book. As you take one step after another towards getting published, you will find that your confidence builds. So does your competence. You get better faster the more you practice in public.

That has been my experience, anyway. After four years of writing for websites and magazines, I was finally ready to write a book. Without all that small work, I would never have been prepared for something bigger.

6. Do not give up:

If writing is your dream, treat it seriously. Stick with it, even after the passion fades, which it likely will. Write every day. Perseverance pays off.

I do not want to write most days, but I show up anyway. Moreover, something mystical happens; the Muse meets me, and inspiration happens when I least expect it. I enjoy something I dreaded because I fulfilled my one commitment as a professional writer: never quit.

After all, that is the only difference between an amateur and a pro.

7. Learn to pitch your pieces:

Many writers expect to write something phenomenal and get published immediately — by osmosis and stuff. However, before you write a piece, you should learn to pitch prospective publishers (book, magazine, or website).

Learn the art of asking. You will be doing it your whole career. You better get used to it now.

A good pitch is short, compelling, and promising. Even the best writers can be overlooked without learning to market their writing effectively. You are only one "yes" away from your next big break.

18.7 Check Your Progress:

- **Discuss the significance of written communication in the travel and tourism industry.**

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- **Differentiate between oral and written communication.**

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18.8 Summary:

Thus, written communication is one of the types of verbal communication. It is mainly used in organizations or offices or in situations when records of the documents may be required for future use or as legal evidence. This communication method is considered one of the best verbal communication methods because no repetition is necessary. It can be sent to a person sitting anywhere around the world. Written communication gives sufficient time to think and react. After writing a letter, you can edit it and send the file to the other person. Some drawbacks are also associated with written communication. For example, reaching the receiver takes more time than oral communication. Secondly, sending the electronic file or hard copy of the letter or file may involve some cost. In the travel and hospitality industry, office work is done in writing only, so a person willing to work in the service industry should have a good command of written communication.

18.9 Glossary:

- **Receiver:** A receiver is a person who receives some oral or written message from the sender.

- **Message:** A message is any instruction order or information transferred by a sender to a receiver.

- **Feedback:** Feedback confirms that the receiver has received the same thing the sender sent.

18.10 Self-Assessment Exercise:

- Define written communication. Also, discuss its salient features.
- Differentiate between written and oral communication.
- Explain the advantages of written communication.
- What are the drawbacks of written communication?

18.11 References and Suggested Reading:

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Unit-19
Types of Written Communication

Structure:

19.0 Introduction

19.1 Objectives

19.2 Types of Written Communication

     19.2.1 Formal Written Communication

     19.2.2 Informal Written Communication

     19.2.3 Academic Written Communication

     19.2.4 Business Written Communication

     19.2.5 Digital Written Communication

     19.2.6 Creative Written Communication

19.3 Summary

19.4 Glossary

19.5 Self-Assessment Exercise

19.6 References and Suggested Readings

19.0 Introduction:

Written communication is the process of sharing information, ideas, or messages through written words. It plays a very important role in academic, professional, and business life. Unlike oral communication, written communication creates a permanent record and can be referred to in the future.

In modern organizations, written communication is used in the form of letters, emails, reports, notices, circulars, and digital content. It helps in maintaining clarity, accountability, and proper documentation. Understanding different types of written communication is essential for students, teachers, managers, and professionals.

19.1 Objectives:

After studying this unit, learners will be able to:

- Understand the meaning and importance of written communication.
- Identify different types of written communication.

19.2 Types of Written Communication:

19.2.1 Formal Written Communication:

Formal communication is used in offices, universities, and professional work. The language is polite, clear, and structured.

(a) Letters:

- A letter is a written message sent from one person to another for official or personal purposes.
- In offices, letters are used for requests, permissions, complaints, or invitations.
- They follow a proper format with date, subject, and signature.

Example: A letter sent to the Director requesting approval for organizing a seminar.

(b) Emails:

- Email is a fast and modern way of sending written messages.
- It is commonly used in offices, colleges, and businesses.
- Emails can include attachments like files or documents.

Example: Sending an email to faculty members about a meeting schedule.

(c) Reports:

- A report gives detailed information about an event, research, or activity.

- It is written in a clear and organised way.

- Reports help authorities understand what happened and what results were achieved.

Example: A field visit report submitted after visiting a tourism site.

(d) Memorandum (Memo):

- A memo is a short written message used inside an organisation.

- It is used to share information or instructions among staff members.

- Memos are brief and to the point.

Example: A memo informing staff about a change in office timing.

(e) Notices:

- A notice is a short written announcement for a group of people.

- It gives important information like date, time, and place.

- Notices are usually displayed on notice boards or websites.

Example: Notice about examination dates for students.

(f) Circulars:

- A circular is a message sent to many people at the same time.

- It provides the same information to everyone.

- It is commonly used in schools, colleges, and offices.

Example: A circular informing all departments about a holiday.

(g) Minutes of Meeting (MoM):

- Minutes of Meeting are written records of what was discussed in a meeting.

- They include decisions taken and responsibilities assigned.

- They help avoid confusion in future.

Example: Writing the main points discussed in a Board of Studies meeting.

19.2.2 Informal Written Communication:

- Informal communication is used in daily life. The language is simple and friendly.

- Personal letters are written to friends or family members.

- Text messages are short messages sent through mobile phones.

- Notes are small written reminders.

Example: Sending a WhatsApp message to a colleague saying, "Please send the file."

19.2.3 Academic Written Communication:

- This type is used in education and research.

- It requires clear thinking and proper structure.

- It is more detailed and factual.

- It is important for students and teachers.

Example: Writing a research paper on "Tourism Development in Uttarakhand."

19.2.4 Business Written Communication:

- Business communication is used in companies and organisations.

- It focuses on profit, planning, and professional relations.

- It must be clear and formal.

- It helps in decision-making and growth.

Example: Preparing a business proposal for a new travel agency.

19.2.5 Digital Written Communication:

- This type is used through the internet and digital platforms.

- It is fast and reaches a large number of people.

- It can include text, links, and multimedia.

- It is common in modern communication.

Example: Posting tourism promotion content on a website or social media.

19.2.6 Creative Written Communication:

- Creative writing is used to express ideas, feelings, and imagination.

- It is not always formal.

- It focuses on creativity and storytelling.

- It entertains or inspires readers.

  Example: Writing a travel story about a visit to Kedarnath.

19.3 Summary

Written communication is an essential tool for exchanging information in personal, academic, and professional life. It provides a clear and permanent record of communication.

There are different types of written communication such as formal (letters, reports, memos, notices), informal (personal letters, messages), academic (research papers, assignments), business (proposals, contracts), digital (blogs, social media), and creative writing (stories, essays).

Each type has its own purpose, structure, and style. Formal writing follows a proper format and professional tone, while informal writing is more casual. Academic and business writing require clarity and accuracy. In the digital age, written communication has become faster and more widespread through online platforms.

Effective written communication requires clarity, correct grammar, proper structure, and understanding of the audience.

19.4 Glossary:

- **Written Communication** – Exchange of information through written words.
- **Formal Communication** – Official communication used in organizations and institutions.
- **Informal Communication** – Casual or personal written communication.
- **Memo (Memorandum)** – A short written message used within an organization.
- **Circular** – A message sent to many people at the same time.
- **Minutes of Meeting (MoM)** – Written record of discussions and decisions taken in a meeting.
- **Academic Writing** – Writing used in educational and research work.
- **Business Writing** – Written communication used in business and corporate settings.
- **Digital Communication** – Written communication through electronic platforms such as email, websites, and social media.

19.5 Self-Assessment Exercise

A. Short Answer Questions:
- Define written communication.
- What is the difference between formal and informal written communication?
- What is a memorandum?

- Why are minutes of a meeting important?

- Give two examples of academic written communication.

B. Long Answer Questions:

- Explain the types of written communication with suitable examples.

- Discuss the importance of written communication in professional life.

- Describe the features of effective written communication.

19.6 References and Suggested Readings:

- https://mesadeestudo.com/difference-between-oral-and-written-communication-with-examples.

- Lesikar, R. V., & Flatley, M. E. (2011). *Business Communication: Connecting in a Digital World*. McGraw-Hill Education.

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Unit-20
Digital Communication

Structure:

20.0 Introduction

Digital communication refers to the exchange of information through digital platforms such as email, social media, websites, video conferencing tools, and online messaging applications. In today's world, businesses, educational institutions, and professionals rely heavily on digital communication for fast and effective interaction.

With the growth of the internet and smartphones, digital communication has become an essential part of business communication. It helps organisations reach a global audience, conduct virtual meetings, promote services, and maintain their online image. However, proper etiquette and reputation management are very important in the digital environment.

This unit discusses the use of social media for business communication, virtual meeting etiquette, and managing online reputation and digital presence.

20.1 Objectives:

After studying this unit, learners will be able to:
- Understand the concept and importance of digital communication.
- Explain the use of social media in business communication.
- Learn proper virtual meeting etiquette.
- Understand the importance of managing online reputation.
- Develop strategies for maintaining a positive digital presence.

20.2 Digital Communication in Business:

Digital communication allows organisations to communicate quickly and efficiently. It reduces cost, saves time, and connects people across different locations.

Businesses use digital tools such as:
- Email for formal communication
- Social media for marketing and branding
- Video conferencing for meetings
- Websites for information sharing
- Messaging apps for quick coordination

For example, a tourism company may use Instagram and Facebook to promote tour packages, Zoom for client meetings, and email for sending booking confirmations.

Digital communication improves customer engagement and helps businesses grow in a competitive market.

20.3 Important Social Media Platforms for Business Communication:

Below is ready-to-use content in simple academic language:
Important Social Media Platforms

1. **Facebook:**

Facebook is widely used for business promotion and customer engagement. Companies create business pages to share updates, offers, and advertisements. It helps in building brand awareness.

2. **Instagram:**

Instagram is a visual platform used for sharing photos and short videos. It is very popular in tourism, hospitality, fashion, and lifestyle industries. Businesses use reels, stories, and posts to attract customers.

3. **LinkedIn:**

LinkedIn is a professional networking platform. It is used for corporate communication, recuitment and professional branding. Organizations share company updates and job vacancies.

4. **Twitter (X):**

Twitter is used for short updates and announcements. It is useful for real-time communication and public interaction. Businesses use it for quick customer responses.

5. **YouTube:**

YouTube is a video-sharing platform. Businesses upload promotional videos, tutorials, and advertisements. Tourism companies often share destination videos.

6. **WhatsApp Business:**

WhatsApp Business is used for direct customer communication. It allows automated replies and catalogue sharing. Many small businesses use it for bookings and inquiries.

20.4 Using Social Media for Business Communication:

Social media platforms such as Facebook, Instagram, LinkedIn, Twitter (X), and YouTube are powerful tools for business communication.

Importance:

- Helps in brand promotion
- Reaches a large audience
- Builds customer relationships
- Increases visibility and trust
- How Businesses Use Social Media:
- Posting product or service updates
- Sharing customer testimonials
- Running advertisements
- Responding to customer queries
- Conducting live sessions or webinars
  For example, a travel agency may post photos of tourist destinations, customer reviews, and special offers on Instagram to attract clients.

Guidelines:

- Maintain professional language
- Post accurate information
- Respond politely to comments
- Update content regularly
- Social media communication must be responsible, ethical, and aligned with the organisation's values.

20.5 Virtual Meeting Etiquette:

Virtual meetings are conducted through platforms such as Zoom, Google Meet, Microsoft Teams, etc. They are commonly used for business meetings, academic discussions, and online classes.
Important Rules of Virtual Meeting Etiquette:

- Be Punctual – Join the meeting on time.
- Dress Professionally – Maintain formal appearance.
- Mute Microphone When Not Speaking – Avoid background noise.
- Maintain Eye Contact – Look at the camera while speaking.
- Use Clear and Polite Language – Communicate respectfully.
- Avoid Multitasking – Stay focused during the meeting.

For example, during an online faculty meeting, participants should keep cameras on (if required), listen carefully, and speak only when given a chance.

Following proper etiquette ensures professionalism and effective communication.

20.6 Managing Online Reputation and Digital Presence

Online reputation refers to how individuals or organizations are perceived on the internet. Digital presence includes websites, social media profiles, online reviews, and search engine results.

Importance:

- Builds trust and credibility
- Influences customer decisions
- Affects professional image
- Ways to Manage Online Reputation:
- Share authentic and positive content
- Monitor reviews and feedback
- Respond professionally to negative comments
- Maintain updated and accurate information
- Avoid posting controversial or misleading content

For example, if a hotel receives a negative review online, it should respond politely, apologize if necessary, and offer a solution.

A strong digital presence helps businesses and professionals build long-term success.

20.7 Summary:

Digital communication plays a vital role in modern business and professional life. It includes the use of emails, social media, virtual meetings, and websites for communication.

Social media is an effective tool for marketing and customer engagement. However, it must be used responsibly and professionally. Virtual meetings require proper etiquette such as punctuality, professionalism, and respectful behavior.

Managing online reputation and digital presence is essential for maintaining trust and credibility. Organizations and individuals must carefully monitor their online activities to build a positive image.

Effective digital communication ensures growth, better customer relationships, and global connectivity.

20.8 Glossary:

- **Digital Communication –** Communication through electronic devices and internet platforms.
- **Social Media –** Online platforms used for sharing information and interaction.
- **Virtual Meeting –** Online meeting conducted through video conferencing tools.
- **Online Reputation –** Public perception of a person or organization on the internet.
- **Digital Presence –** Online visibility through websites and social media platforms.
- **Brand Image –** Public impression of a business or organization.

20.9 Self-Assessment Exercise:

A. Short Answer Questions:

- Define digital communication.
- Mention two advantages of social media for business.
- What is virtual meeting etiquette?
- Why is online reputation important?

B. Long Answer Questions:

- Explain the role of social media in business communication.
- Discuss the rules of virtual meeting etiquette.
- Describe strategies to manage online reputation and digital presence.

20.10 References and Suggested Readings:

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Unit–21

Tourism Business Communication Ethics

Structure:
21.0 Introduction
21.1 Objectives
21.2 Ethical Considerations in Communication

21.0 Introduction:

Ethical communication is the foundation of trust and credibility in the tourism and hospitality industry. Since tourism is a service-oriented and people-centric industry, professionals constantly interact with tourists, clients, suppliers, government bodies, and colleagues. Ethical behavior in communication ensures transparency, fairness, and professionalism. Misleading advertisements, misuse of customer data, or false commitments can damage an organization's reputation and long-term sustainability.

This unit focuses on ethical considerations in communication, handling confidential information responsibly, and maintaining integrity in professional communication within tourism businesses.

21.1 Objectives:

After studying this unit, learners will be able to:

- Understand the importance of ethics in tourism communication.
- Identify ethical issues in tourism business interactions.
- Recognize the importance of confidentiality and data protection.

21.2 Ethical Considerations in Communication:

Ethical communication in tourism refers to honesty, transparency, respect, and responsibility in sharing information.

1. Truthfulness and Accuracy

Tourism businesses must provide accurate information about destinations, hotel facilities, pricing, tour packages, and services. Exaggerated claims or hidden charges harm customer trust.

Example:

- A hotel must not falsely advertise "sea-facing rooms" if only partial views are available.
- A travel agency should clearly mention cancellation policies and additional taxes.

2. Transparency

All terms and conditions, refund policies, and service limitations should be clearly communicated to customers. Transparency avoids misunderstandings and legal disputes.

3. Respect and Cultural Sensitivity:

Tourism involves interaction with people from diverse cultural backgrounds. Communication should be respectful, inclusive, and free from discrimination based on nationality, religion, gender, or ethnicity.

4. Responsible Marketing:

Promotional campaigns should not mislead customers. Ethical marketing aligns with responsible tourism principles promoted by organizations such as the UN World Tourism Organization.

5. Avoiding Conflict of Interest

Tourism professionals should avoid biased recommendations that benefit them personally at the expense of customer satisfaction.

21.3 Handling Confidential Information

Confidentiality is a critical aspect of business communication in tourism and hospitality.

1. Customer Data Protection

Tourism organizations collect personal information such as:

- Passport details
- Contact numbers
- Payment information

- Travel preferences

Such information must be securely stored and not shared without consent. Data misuse can result in legal action and loss of reputation.

2. Financial Information:

Payment details, billing records, and contractual agreements must remain confidential. Employees must avoid sharing sensitive financial information with unauthorized persons.

3. Internal Business Information:

Confidential matters such as business strategies, marketing plans, partnerships, and pricing policies should not be disclosed to competitors.

4. Digital Communication Security

Emails, booking systems, and online platforms must be protected with secure passwords and data encryption. Staff should be trained to avoid phishing scams and data breaches.

Maintaining confidentiality strengthens customer trust and ensures long-term professional relationships.

21.4 Maintaining Integrity in Professional Communication:

Integrity means being honest, consistent, and morally upright in all professional interactions.

1. Honesty in Commitments

Tourism professionals must fulfill promises made to clients. If a service cannot be delivered, customers should be informed immediately with alternative solutions.

2. Accountability

Taking responsibility for mistakes reflects professionalism. In case of service failure, sincere apologies and corrective actions improve brand image.

3. Professional Language and Behavior

Communication—whether verbal, written, or digital—should be polite, clear, and professional. Rude or careless communication damages the organization's reputation.

4. Ethical Decision-Making

Employees should follow organizational policies and industry standards while making decisions. Integrity builds long-term goodwill and positive brand identity.

5. Fair Dealing with Stakeholders

Tour operators, hoteliers, transport providers, and local communities should be treated fairly and respectfully.

21.5 Importance of Ethics in Tourism Business Communication

Ethical communication:

- Builds customer trust and loyalty
- Enhances brand reputation
- Prevents legal complications
- Promotes sustainable tourism practices
- Strengthens long-term business relationships

In the tourism and hospitality industry, reputation is a valuable asset. Ethical communication ensures sustainable growth and competitive advantage.

21.6 Summary

Tourism business communication ethics play a crucial role in maintaining professionalism and trust in the hospitality sector. Ethical considerations include honesty, transparency, cultural sensitivity, and responsible marketing. Handling confidential information carefully — such as customer data and financial records — is essential for legal compliance and customer confidence. Maintaining integrity through accountability, truthful commitments, and respectful communication strengthens professional relationships and enhances organizational reputation. In a service-driven industry like tourism, ethical communication is not only a moral responsibility but also a strategic necessity for long-term success and sustainability.

21.7 Self-Assessment Questions

1. Define ethical communication in tourism business.

2. Explain the importance of transparency in tourism marketing.

3. Why is confidentiality important in hospitality operations?

4. Discuss the role of integrity in professional communication.

5. How does ethical communication contribute to sustainable tourism development?

21.8 References and Suggested Readings

- UN World Tourism Organization (UNWTO) reports on Global Code of Ethics for Tourism.

- Ministry of Tourism, Government of India publications.

- Kotler, P., Bowen, J., & Makens, J. (Marketing for Hospitality and Tourism).

- Business Communication textbooks related to hospitality management.