Short Questions

1. Distinguish between the formal and the informal communication.

**Ans:** Formal Communication

- The communication in which the flow of information is already defined is termed as Formal Communication.
- The communication follows a hierarchical chain of command which is established by the organization itself.
- In general, this type of communication is used exclusively in the workplace, and the employees are bound to follow it while performing their duties.

Informal Communication

- The communication which does not follow any pre-defined channel for the transmission of information is known as informal communication.
- This type of communication moves freely in all directions, and thus, it is very quick and rapid.
- In any organization, this type of communication is very natural as people interact with each other about their professional life, personal life, and other matter.

2. What is effective communication?

**Ans:** A two way information sharing process which involves one party sending a message that is easily understood by the receiving party. Effective communication by business managers facilitates information sharing between company employees and can substantially contribute to its commercial success.

It has been determined that older generation managers have failed to fully adapt to new technology which has hampered effective communication with younger generations of workers that tend to use texting and emails to share and receive information.

3. Define oral communication.

**Ans:** Oral communication is the process of expressing information or ideas by word of mouth. Learn more about the types and benefits of oral communication, and find out how you can improve your own oral communication abilities.

Oral communication is the process of verbally transmitting information and ideas from one individual or group to another. Oral communication can be either formal or informal. Examples of informal oral communication include:

- Face-to-face conversations
- Telephone conversations
- Discussions that take place at business meetings
More formal types of oral communication include:

- Presentations at business meetings
- Classroom lectures
- Commencement speeches given at a graduation ceremony

4. What do you mean by Business Letter?

Ans: A **business letter** is usually a letter from one company to another, or between such organizations and their customers, clients and other external parties. The overall style of letter depends on the relationship between the parties concerned. Business letters can have many types of contents, for example to request direct information or action from another party, to order supplies from a supplier, to point out a mistake by the letter's recipient, to reply directly to a request, to apologize for a wrong, or to convey goodwill. A business letter is sometimes useful because it produces a permanent written record, and may be taken more seriously by the recipient than other forms of communication.

Business letters conform to generally one of six indentation formats: standard, open, block, semi-block, modified block, and modified semi-block. Put simply, "semi-" means that the first lines of paragraphs are indented; "modified" means that the sender's address, date, and closing are significantly indented.

5. What do you mean by effective listening? Describe in brief the main principles of effective listening.

Ans: **Effective listening** requires both deliberate efforts and a keen mind. Effective listeners appreciate flow of new ideas and information. Organizations that follow the principles of effective listening are always informed timely, updated with the changes and implementations, and are always out of crisis situation. Effective listening promotes organizational relationships, encourages product delivery and innovation, as well as helps organization to deal with the diversity in employees and customers it serves.

To improve your communication skills, you must learn to listen effectively. Effective listening gives you an advantage and makes you more impressive when you speak. It also boosts your performance.

**Effective Listening Skills**

1. Discover your interests’ field.
2. Grasp and understand the matter/content.
4. Be open to accept new ideas and information.
5. Jot down and take a note of important points.
6. Work upon listening. Analyze and evaluate the speech in spare time.
7. Rephrase and summarize the speaker’s ideas.
8. Keep on asking questions. This demonstrates that how well you understand the speaker’s ideas and also that you are listening.
9. Avoid distractions.
10. “Step into the shoes of others”, i.e., put yourself in the position of the speaker and observe things from his viewpoint. This will help creating an atmosphere of mutual understanding and improve the exchange of ideas in communication process.

6. What do you mean by Group-Discussion?

Ans: G D is essentially an interactive oral process. The group members need to listen to each other and use voice and gesture effectively, use clear language and persuasive style.

GD is structured: the exchange of ideas in a GD takes place in a systematic and structured way. Each of the participants gets an opportunity to express his/her views and comments on the views expressed by other members of the group.

GD involves a lot of group dynamics, that is, it involves both person to person as well as group to group interactions. Every group member has to develop a goal oriented or group oriented interaction. A participant needs to be aware of needs of other group members and overall objectives of the discussion.

Definition: Group discussion may be defined as – a form of systematic and purposeful oral process characterized by the formal and structured exchange of views on a particular topic, issue, problem or situation for developing information and understanding essential for decision making or problem solving.

7. “Grapevine communication provides psychological satisfaction to employees.” Explain this statement and also state its merit and demerits.

Ans: Grapevine is an informal channel of business communication. It is called so because it stretches throughout the organization in all directions irrespective of the authority levels. Man as we know is a social animal. Despite existence of formal channels in an organization, the informal channels tend to develop when he interacts with other people in organization. It exists more at lower levels of organization.

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

**Advantages of Grapevine Communication**

1. Grapevine channels carry information rapidly. As soon as an employee gets to know some confidential information, he becomes inquisitive and passes the details then to his closest friend who in turn passes it to other. Thus, it spreads hastily.
2. The managers get to know the reactions of their subordinates on their policies. Thus, the feedback obtained is quick compared to formal channel of communication.
3. The grapevine creates a sense of unity among the employees who share and discuss their views with each other. Thus, grapevine helps in developing group cohesiveness.
4. The grapevine serves as an emotional supportive value.
5. The grapevine is a supplement in those cases where formal communication does not work.

**Disadvantages of Grapevine Communication**

1. The grapevine carries partial information at times as it is more based on rumours. Thus, it does not clearly depicts the complete state of affairs.
2. The grapevine is not trustworthy always as it does not follows official path of communication and is spread more by gossips and unconfirmed report.
3. The productivity of employees may be hampered as they spend more time talking rather than working.
4. The grapevine leads to making hostility against the executives.
5. The grapevine may hamper the goodwill of the organization as it may carry false negative information about the high level people of the organization.

**Long Questions:**

Q1) What is meant by non-verbal communication? Explain the advantages and limitations of non-verbal Communication.

Ans: There is a proverb “Actions speak louder than words.” In essence, this underscores the importance of non-verbal communication. Non-verbal communication is especially significant in intercultural situations. Researches in communication suggest that many more feelings and intentions are sent and received non-verbally than verbally. Mehrarabian and wiener following suggested that only 7% of message is sent through words, with remaining 93% sent non-verbal expressions (depending on author, verbal part goes up to 35%). It has multiple advantages or functions:
1. **Complementary**: Non-verbal cues complement a verbal message by adding to its meaning. You can pat someone you offended at the back as you say sorry to him or her.

2. **Easy presentation**: Information can be easily presented in non-verbal communication through using visual, audio-visual and silent means of non-verbal communication.

3. **Substituting**: Non-verbal message may substitute for the verbal message especially if it is blocked by noise, interruption, long distance etc. for example: gestures-finger to lips to indicate need for quite, facial expressions- a nod instead of a yes.

4. **Accenting**: Often used to accent a verbal message. Verbal tone indicates the actual meaning of the specific words.

5. **Repeat**: Used to repeat the verbal message (e.g. point in a direction while stating directions.)

6. **Help to illiterate people**: This type of communication use gestures, facial expressions, eye contact, proximity, touching etc. and without using any spoken or written word. So, it is very much helpful for illiterate people.

7. **Help to handicapped people**: Non-verbal cues of communication greatly help in handicapped people especially to deaf people. Deaf people are exchange message through the movements of hands, fingers, eye ball etc.

8. **Attractive presentation**: Non-verbal communication is based on visual, picture, graph, sign etc. that can be seen very much attractive.

9. **Reducing wastage of time**: The message of non-verbal communication reached the receiver very fast. For this reason it reduces the wastage of valuable time of the communicator.

10. **Quick expression of message**: Non-verbal cues of communication like sign and symbol can also communicate some messages very quickly than written or oral messages.

Disadvantages or limitations of non-verbal communication:

Despite of 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 vague and imprecise. Since in this communication there is no use of words or language which expresses clear meaning to the receiver. No dictionary can accurately classify them. Their meaning varies not only by culture and context but by degree of intension.

2. **Continuous**: It is possible to stop talking in verbal communication, but it is generally not possible to stop 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 at once and therefore it may be confusing to try to keep up with everything. Most of us simply do not do so, at least not consciously.

4. **Culture-bound**: Non-verbal communication is learnt in childhood, 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 to be 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 not possible:** In non-verbal communication, long conversation and necessary explanations are not possible. No party can discuss the particular issues of the messages.

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

7. **Not everybody prefers:** Everybody not prefers to communicate through non-verbal communication with others. Sometimes it cannot create an impression upon people or listeners. It is less influential and cannot be used everywhere. It is 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. Most of the cases people unconsciously and habitually engaged in non-verbal communication by moving the various parts of the body.

9. **Costly:** In some cases non-verbal communication involves huge cost. For example, neon sign, power point presentation, cinema etc. are very much costly compared to others form 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 a great possibility in distortion of information in non-verbal communication.

Q2) Explain the essential elements of a good report.

**Ans:** All reports need to be clear, concise and well structured. The key to writing an effective report is to allocate time for planning and preparation. With careful planning, the writing of a report will be made much easier. The essential stages of successful report writing are described below. Consider how long each stage is likely to take and divide the time before the deadline between the different stages. Be sure to leave time for final proof reading and checking.

**Stage One: Understanding the report brief**

This first stage is the most important. You need to be confident that you understand the purpose of your report as described in your report brief or instructions. Consider who the report is for and why it is being written. Check that you understand all the instructions or requirements, and ask your tutor if anything is unclear.

**Stage Two: Gathering and selecting information**

Once you are clear about the purpose of your report, you need to begin to gather relevant information. Your information may come from a variety of sources, but how much information you will need will depend on how much detail is required in the report. You
may want to begin by reading relevant literature to widen your understanding of the topic or issue before you go on to look at other forms of information such as questionnaires, surveys etc. As you read and gather information you need to assess its relevance to your report and select accordingly. Keep referring to your report brief to help you decide what is relevant information.

**Stage Three: Organising your material**

Once you have gathered information you need to decide what will be included and in what sequence it should be presented. Begin by grouping together points that are related. These may form sections or chapters. Remember to keep referring to the report brief and be prepared to cut any information that is not directly relevant to the report. Choose an order for your material that is logical and easy to follow.

**Stage Four: Analysing your material**

Before you begin to write your first draft of the report, take time to consider and make notes on the points you will make using the facts and evidence you have gathered. What conclusions can be drawn from the material? What are the limitations or flaws in the evidence? Do certain pieces of evidence conflict with one another? It is not enough to simply present the information you have gathered; you must relate it to the problem or issue described in the report brief.

**Stage Five: Writing the report**

Having organised your material into appropriate sections and headings you can begin to write the first draft of your report. You may find it easier to write the summary and contents page at the end when you know exactly what will be included. Aim for a writing style that is direct and precise. Avoid waffle and make your points clearly and concisely. Chapters, sections and even individual paragraphs should be written with a clear structure. The structure described below can be adapted and applied to chapters, sections and even paragraphs.

- **Introduce** the main idea of the chapter/section/paragraph
- **Explain** and expand the idea, defining any key terms.
- **Present** relevant evidence to support your point(s).
- **Comment** on each piece of evidence showing how it relates to your point(s).
- **Conclude** your chapter/section/paragraph by either showing its significance to the report as a whole or making a link to the next chapter/section/paragraph.

**Stage Six: Reviewing and redrafting**

Ideally, you should leave time to take a break before you review your first draft. Be prepared to rearrange or rewrite sections in the light of your review. Try to read the draft from the perspective of the reader. Is it easy to follow with a clear structure that makes
sense? Are the points concisely but clearly explained and supported by relevant evidence? Writing on a word processor makes it easier to rewrite and rearrange sections or paragraphs in your first draft. If you write your first draft by hand, try writing each section on a separate piece of paper to make redrafting easier.

**Stage Seven: Presentation**

Once you are satisfied with the content and structure of your redrafted report, you can turn your attention to the presentation. Check that the wording of each chapter/section/subheading is clear and accurate. Check that you have adhered to the instructions in your report brief regarding format and presentation. Check for consistency in numbering of chapters, sections and appendices. Make sure that all your sources are acknowledged and correctly referenced. You will need to proofread your report for errors of spelling or grammar. If time allows, proofread more than once. Errors in presentation or expression create a poor impression and can make the report difficult to read.

Q3) What is meant by an interview? What are the objectives of interview? Explain various steps involved in conducting an interview.

Ans: An interview is a conversation where questions are asked and answers are given. In common parlance, the word "interview" refers to a one-on-one conversation with one person acting in the role of the interviewer and the other in the role of the interviewee. The interviewer asks questions, the interviewee responds, with participants taking turns talking. Interviews usually involve a transfer of information from interviewee to interviewer, which is usually the primary purpose of the interview, although information transfers can happen in both directions simultaneously. One can contrast an interview which involves bi-directional communication with a one-way flow of information, such as a speech or oration.

Interviews usually take place face to face and in person, although modern communications technologies such as the Internet have enabled conversations to happen in which parties are separated geographically, such as with videoconferencing software, and of course telephone interviews can happen without visual contact. Interviews almost always involve spoken conversation between two or more parties, although in some instances a "conversation" can happen between two persons who type questions and answers back and forth. Interviews can range from unstructured or free-wheeling and open-ended conversations in which there is no predetermined plan with prearranged questions, to highly structured conversations in which specific questions occur in a specified order. They can follow diverse formats; for example, in a ladder interview, a respondent's answers typically guide subsequent interviews, with the object being to explore a respondent's subconscious motives.

**The 5 Steps of an Interview**
As I see it, the “anatomy of an interview” consists of five steps:

1. Interview Preparation
2. Starting the Interview
3. Asking the Questions
4. Closing the Interview
5. Assessing the Candidate

Before scheduling candidates for interviews, you should make sure to have a list of interview questions to ask each candidate. The list should be made up of both rapport-building questions and behavioral interview questions.

I will discuss when to use each type of question in an interview, but first, let’s look at the five steps that make up the anatomy of an interview:

![Interviewing Roadmap]

**Step 1: Interview Preparation**

- Review job description and other job information
- Create an interview guide
- Review résumé

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Note: The diagram above provides a visual roadmap of the interview process.
The first step of an interview is “preparation.” This may seem obvious to say, but the fact is that preparation is the most overlooked part of the entire interview process.

It is important to spend time preparing for the interview no matter what your role is in the hiring process. A lack of preparation is immediately visible to the candidate. Lack of preparation sends a strong message that you are not truly interested and that filling this position is not important. After all you have done to get the hiring requisition approved, this is certainly not the message you want to communicate.

When preparing for an interview, the first thing to do is find a location where you can conduct the interview without interruptions. Start off on the right foot by creating a schedule for the candidate’s day that includes the names and titles of the people who will be interviewing them and the location of each interview.

Next, review the job description and any other relevant documentation. You need to understand the role and how it fits into the organization. When there is a hiring team involved, it is important that each member of the team understands their role in the interviewing process. Each team member needs a clear description of the position being filled, including responsibilities and expectations, as well as a list of any questions they are to ask.

Now, select a few competency-based interview questions that focus on the responsibilities of the job. Wherever possible, you will want these to be behavioral interview questions. These questions will form your “interview guide.”

Practice how you will begin the interview, including your opening questions designed to build rapport. These opening questions will often be more general and not as focused on the responsibilities of the job.

Finally, review the candidate’s profile or resume. As you review the candidate’s background, note areas you want to discuss in the interview. Identify any concerns or red flags that should be explored in more detail during the interview.

**Step 2: Starting the Interview**

Arrive three minutes early for the interview, and be sure to start on time. If you are late, that sends an unintended message that this interview is not important to you. If you find you are going to be late, send someone to communicate with the candidate in person. Do not leave a candidate waiting.
Start with introductions and a discussion of the goals of the interview. Let the candidate know you will allow time at the end of the discussion for any questions they may have.

The importance of and time devoted to starting the interview will vary from culture to culture. For example, welcoming and rapport-building is much more important in the Middle East than in the United States, and so the pacing of the interview will change as a result.

Regardless of the pacing, you should always know where you are within the three major parts of the interview: the beginning of the interview, the asking questions phase, and the closing of the interview. The goal of the beginning of the interview is to establish rapport and engage the candidate. Open-ended questions work best here.

Some examples of rapport-building questions are:

- “What accomplishments are you most proud of from the last few years?”

- “Give me a couple examples of how your background makes you a good fit for this role.”

- “In researching our company, what have you learned?”

- “What was your greatest contribution in your last job?”

Typically, you only need to use one of these rapport-building questions. Use the question as a positive platform upon which candidates can begin to speak about themselves. Encourage the candidate and let them know this is their time to brag! (Some candidates will be better at this than others!)

**Step 3: Asking the Questions**

Once you’ve established rapport, it’s time to start asking questions.

This is the part of the interview that most of us are concerned about. The goal of asking interview questions is to elicit information from the candidate. This information should address your concerns about moving forward with the candidate.

The primary tool for this part of the interview is the behavioral interview question. In some cases, the hiring manager or recruiter will distribute a basic list of questions for
interviews to use. If this is not done for you, make sure you come up with your own list of questions before the interview.

After asking a behavioral question, allow time for the candidate to think about and compose a complete answer to your question. A complete answer to a behavioral question should address the following three questions:

- What was the problem you faced?
- What were the actions you took to solve the problem?
- What were the results you achieved?

We call this the P.A.R. model: problem, action, results.

Rarely will you get an answer to all three without digging a little deeper through follow-up questions. Ask for specific examples from the candidate. Don’t be afraid to ask for negative examples of their work, in addition to the positive examples the candidate will likely want to focus on. For example, you may want to ask the candidate to tell you about a project that did not go well and what they learned from the experience.

As the candidate answers your behavioral questions, pay close attention to any indication that the candidate may be lying to you or fabricating their experiences. Following up behavioral questions with the P.A.R. technique can usually uncover the truth about a candidate’s work history.

Take notes about the candidate’s answers: even the best of minds cannot remember all of the details of an interview when it comes to the assessment phase.

Ideally, the question phase of the interview should feel much more like an interesting conversation with the candidate than an inquisition.

**Step 4: Closing the Interview**

After the candidate has thoroughly answered all of your questions, open up the floor for the candidate to ask questions of their own. At this point the “closing of the interview” stage begins. Allow enough time for the candidate to ask questions and address any concerns they may have. Keep your answers brief and to the point.
Usually, candidates will ask, “What is the next step in the process?” Make sure you are ready to answer that question.

If the candidate doesn’t have any questions for you and you still have time left in the interview, be ready with an additional question or two to ask.

Here are a couple examples of closing questions:

- “What are you proud of that we did not talk about?”

- “When you consider all of the things we talked about, what did we not discuss that you think we should have?”

Make sure you thank the candidate for their time once all the questions have been asked.

The closing of the interview, when done well, allows for a smooth transition to either the next interviewer or the next step in the hiring process.

**Step 5: Assessing the Candidate**

Remain as objective as possible when assessing candidates. Don’t totally ignore your gut instincts, as they can be strong tools when reading other people, but don’t rely on them alone. Trust your gut instincts, but verify them with candidates’ answers to behavioral questions. Use an interview evaluation form to score candidates according to an objective rubric.

Integrating the scores of several members of a hiring team can be challenging. Often, the easiest way to do this is to meet with the entire interview team. While this is not always possible, it is the best way to decide whether or not to move forward with a candidate. You can always use technology as a backup to gather timely information and feedback.

**Conclusion**

Interviewing is an art form, one that requires careful practice. Follow this road map, and you’ll have an easier time finding and hiring the right candidates. As an added bonus, following these five steps should help you conduct that kind of interviews that create great candidate experiences, so even candidates who aren’t hired will walk out of your door smiling.
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