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MCM301 PPT Slides **(Lecture) 1 To 45 Complete**

Admin: **Regards :** Zarva Chaudhary

* Zarva Chaudhary *

* Chaudhary Moazzam *

* Laiba Maki *

COMMUNICATION SKILLS

LECTURE 1

Muhammad Nazim

WHAT IS COMMUNICATION?

- Sharing information – ideas, feelings, thoughts, needs, etc. etc.
- Sharing takes place from one person to another in a way that it is understandable.
- It involves systematic and continuous process of speaking, listening and understanding.

2

WHAT IS COMMUNICATION?

- Communication is a process which involves sharing of information between people through a continuous activity of speaking, listening, and understanding.

3

WHY IS COMMUNICATION IMPORTANT?

- Talking is a basic instinct, but communication is a learned activity.
- Improving upon the ability to talk is to speak well and communicate effectively.
- Communication connects people together in the society. Modifies behavior & brings change.

4

WHY IS COMMUNICATION IMPORTANT?

- Communication plays an important role in almost all aspects of life.
- People have to communicate with each other to exchange information, make decisions, talk about new ideas , plans, proposals etc.
- Helps obtaining employment & successful job performance.

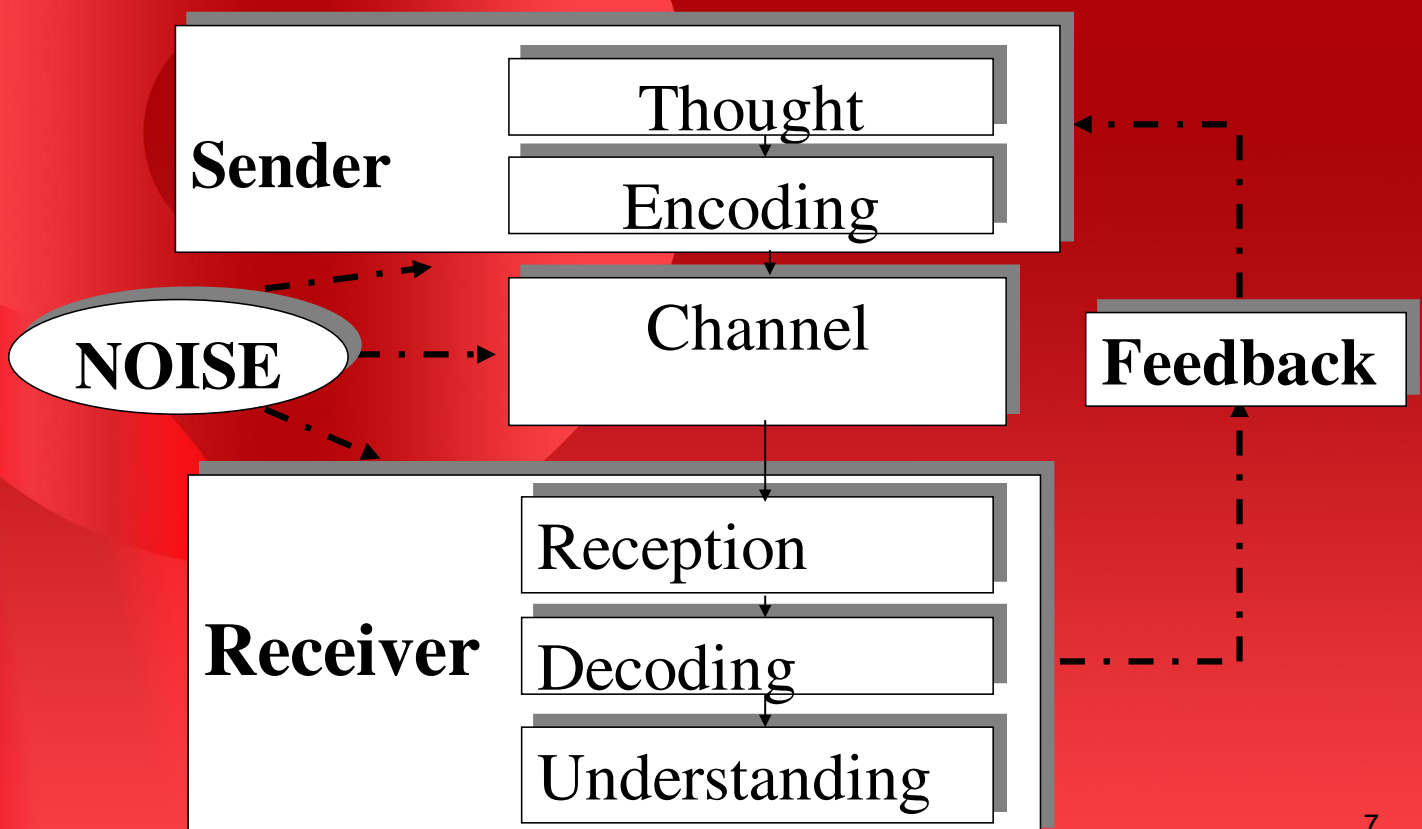
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WHY IS COMMUNICATION IMPORTANT?

- Working Hrs. spent in communication:
 - 69% on speaking and listening.
 - 17% on reading.
 - 14% on writing.
- We live in a communication revolution - in an age of increasing talk. Therefore, need to learn to talk well & talk wise.

6

THE COMMUNICATION PROCESS



7

THE COMMUNICATION PROCESS

- Problems occur in organizations due to failure in Communication Process.
- Coaching, coordinating, counseling, evaluating and supervising requires understanding Communication Process.
- Stages involved are: Idea, Encoding, The Channel, Decoding, Feedback. ⁸

THE COMMUNICATION PROCESS

1. Idea

- Information exists in the mind of the sender (source).

2. Encoding

- Source initiates a message by encoding the idea. (e.g. speak, write, gesture, expressions).

THE COMMUNICATION PROCESS (Contd.)

3. The Channel

- Medium that links the sender with the receiver.
- Oral or a written medium.
- Dependent on effectivity.
- Immediate transmission, feedback, permanent record, degree of negotiation, destination, and nature of the content.
- Communication by more than one channel.

10

THE COMMUNICATION PROCESS (Contd.)

4. Decoding

- Act of understanding messages.
- Conversion of sound waves into ideas.
- Processes of decoding:
 - Content→Language
 - Context→Paralanguage

11

THE COMMUNICATION PROCESS (Contd.)

- Content
 - Spoken and written words.
 - Words have different meanings.
- Context
 - The way the message is delivered.
 - Causes message to be misunderstood.
 - We believe what we see than what we hear.

12

THE COMMUNICATION PROCESS (Contd.)

5. Feedback: Provides two-way communication through:

- i. Evaluation
- ii. Interpretation
- iii. Support
- iv. Probing
- v. Understanding

13

THE COMMUNICATION PROCESS (Contd.)

- Noise
 - Can hinder the development of thought.
 - Encoding may be faulty.
 - Transmission may be interrupted.
 - Inaccurate reception.

14

SUMMARY

15

COMMUNICATION SKILLS

LECTURE 2

Muhammad Nazim

STRUCTURE

Levels of Communication

LEVELS OF COMMUNICATION

Intrapersonal Communication

- **“Intrapersonal”
means “talking
to yourself”**

3

LEVELS OF COMMUNICATION

Intrapersonal Communication

–Self-concept

4

LEVELS OF COMMUNICATION

Intrapersonal Communication

**–Sense of Self
comes from
interaction with
people**

5

LEVELS OF COMMUNICATION

Intrapersonal Communication

**–Components of
Self-concept.**

1. Self image.

2. Self esteem.

6

LEVELS OF COMMUNICATION

**Intrapersonal Communication
– Depends upon:**

7

LEVELS OF COMMUNICATION

**Intrapersonal Communication
1. Frame of reference**

8

LEVELS OF COMMUNICATION

Intrapersonal Communication

2. Creativity

9

LEVELS OF COMMUNICATION

Intrapersonal Communication

3. Self-talk

10

LEVELS OF COMMUNICATION

Intrapersonal Communication

4. Risk-taking behavior

11

SUMMARY

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MCM 301

Lecture No 03

Interpersonal Communication

Interpersonal Communication

Interpersonal communication occurs when two (or a few) people talk face to face. Conversations, dialogues, and small group discussions are interpersonal exchanges. Each person also operates intrapersonally during the exchange. Thus, an exchange with just two people involves at least three communication elements – the unique thinking done by each person and the overriding process created by the interpersonal exchange.

For example, imagine that you accidentally met your friend after a long time. You had a brief chat with him. But you think of meeting him again next evening. Your friend at the same time too thinks of having another meeting with you, in the afternoon, as he is leaving by the evening flight. After some discussion you agree to meet at the breakfast time as you have a busy schedule the whole afternoon.

Behavior and Interpersonal Communication

In its simplest form, interpersonal relations are the interactions between two or more persons. We keep coming in contact with other people for personal, professional, social or business reasons. Whatever the context, there is an interaction between personalities in all these situations. Our perception about each other is based on the displayed behavior. The environment in which personal interaction takes place is largely determined by the behavior of the parties involved.

All behaviors are motivated. The motives however, may be known or unknown, clear or unclear, controlled or uncontrolled. The net result is the variety in behaviors. Behaviors determine the quality of interpersonal relationships by directly influencing every transaction in interaction. In the organizational context, interpersonal relations become extremely important for smooth functioning of the system, greater coherence, and convergence of effort and minimization of conflict.

To communicate well, we need to know our frames of reference and ourselves and to be able to assess other people. Only then can we hope to find the best ways in which to communicate effectively with them, both to pass information and build relationships. Some of the reasons we do not assess other people well are given below:

- We assume that people would behave the same way in every situation.
- We try too hard to put everyone into consistent categories.
- We are too influenced by first impressions.

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- We are positively influenced where we have common characteristics with other people, e.g. same school, same function.
- We are too influenced by apparent negative points, e.g. if someone is not very good at short-term decision making, we might assume that he/she is not going to be good at long-term planning either.
- We make constant errors because of our own limited frames of reference and self-concept.

The Contextual View

Interpersonal communication differs from other forms of communication in that there are few participants involved. The interactants are in close physical proximity to each other, there are many sensory channels used, and feedback is immediate. An important point to note about the contextual definition is that it does not take into account the relationship between the interactants.

Interpersonal communication is contextual

In other words, communication does not happen in isolation. There is:

- **Psychological context**, which is who you are and what you bring to the interaction. Your needs, desires, values, personality, etc., all form the psychological context. ("You" here refers to both participants in the interaction.)
- **Relational context**, which concerns your reactions to the other person--the "mix."
- **Situational context** deals with the psycho-social "where" you are communicating. An interaction that takes place in a classroom will be very different from one that takes place in a restaurant.
- **Environmental context** deals with the physical "where" you are communicating. Furniture, location, noise level, temperature, season, time of day, all are examples of factors in the environmental context.
- **Cultural context** includes all the learned behaviors and rules that affect the interaction. If you come from a culture (foreign or within your own country) where it is considered rude to make long, direct eye contact, you will out of politeness avoid eye contact. If the other person comes from a culture where long, direct eye contact signals trustworthiness, then we have in the cultural context a basis for misunderstanding.

The Developmental View

We have many different relationships with people. Some researchers say that our definition of interpersonal communication must account for these differences. These researchers say that interacting with a sales clerk in a store is different than the relationship we have with our friends and family members. Thus, some researchers have proposed an alternative way of defining interpersonal communication. This is called the developmental view. From this view, interpersonal communication is defined as communication that occurs between people who have known each other for some time.

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Importantly, these people view each other as unique individuals, not as people who are simply acting out social situations.

Interpersonal channels include conversations and dialogues, interviews, and small groups.

Conversations involve unstructured, informal, and slightly purposive communication transactions. They may not relate directly to business, but nonetheless contribute to smooth business functioning. Dialogues introduce purpose in relatively structured and formal transactions. The interview is a special type of dialogue. It involves purposes such as appraising an applicant for a job or disseminating information to the media.

In the directive interview, the interviewer commands the transaction. In the nondirective interview, both parties give direction to the interview. The stress interviewer uses emotion-laden questions to determine how well the stress interviewer handles stress. The depth interview involves a directive probe into the topic.

Small groups include four to ten people, with location, time, topic, purpose, formality, designation, and cohesion having an impact on the transaction. Methods for conducting group meetings include problem-solving, educating, brain storming, and role-playing.

Functions of Interpersonal Communication

Interpersonal communication is important because of the functions it achieves. Whenever we engage in communication with another person, we seek to gain information about them. We also give off information through a wide variety of verbal and nonverbal cues. The various functions of interpersonal communication are:

Gaining Information

One reason we engage in interpersonal communication is that we can gain knowledge about another individual. Social Penetration Theory says that we attempt to gain information about others so that we can interact with them more effectively. We can better predict how they will think, feel, and act if we know who they are. We gain this information passively, by observing them; actively, by having others engage them; or interactively, by engaging them ourselves. Self-disclosure is often used to get information from another person.

Building a Context of Understanding

We also engage in interpersonal communication to help us better understand what someone says in a given context. The words we say can mean very different things depending on how they are said or in what context. Content Messages refer to the surface level meaning of a message. Relationship Messages refer to how a message is said. The two are sent simultaneously, but each affects the meaning assigned to the communication. Interpersonal communication helps us understand each other better.

Establishing Identity

Another reason we engage in interpersonal communication is to establish an identity. The roles we play in our relationships help us establish identity. So too does the face, the

public self-image we present to others. Both roles and face are constructed based on how we interact with others.

Interpersonal Needs

Finally, we engage in interpersonal communication because we need to express and receive interpersonal needs.

The three identified needs are:

1. Inclusion: the need to establish identity with others.
2. Control: the need to exercise leadership and prove one's abilities. Groups provide outlets for this need. Some individuals do not want to be a leader. For them, groups provide the necessary control over aspects of their lives.
3. Affection: the need to develop relationships with people. Groups are an excellent way to make friends and establish relationships.

COMMUNICATION SKILLS

LECTURE 4

Muhammad Nazim

STRUCTURE

- **Levels of Communication**
- **Communication in the Organization**
- **Communication Destination**

Guiding Principles...

3

People are not mind readers. They judge you by your behavior & not by your intent

4

A word is like an arrow,
once out of the bow
never returns

5

We don't exchange
ideas, we exchange
symbols that stand for
ideas

6

Mediated communication
is when two or more
people use a mechanical
or electrical channel to
transmit or receive
messages, e.g. telephone,
radio, TV etc. etc.

7

Person-to-Group
Communication:
also known as Public-
Speaking

8

Mass Communication:

Messages sent to
large, dissimilar,
anonymous, distant
audiences using
electronic & print media

9

COMMUNICATION IN THE ORGANIZATION

10

DOWNWARD COMMUNICATION

11

Flows from people at
higher levels to lower
levels

12

**Information flow
defines roles**

13

**Channels used are:
speeches, meetings,
memos, newsletters
etc.**

14

**Increases motivation &
efficiency**

15

**Clear job directions and
safety rules**

16

Provides facts about
organizational strategy,
products, & future goals

17

Helps employees
perceive what is
important, gives them a
sense of direction, &
tells them what
leadership is doing

18

UPWARD COMMUNICATION

19

Travels from
subordinates to
superiors

20

Upper management
needs information
about production
performance,
marketing info, financial
data etc

21

Matters beyond
production that are of
interest to employees
are communicated

22

Reflects what lower
level employees are
thinking

23

Supervisors who
interact periodically
with their juniors collect
useful feedback that is
equally essential for
employees

24

Pay & benefits,
problems, complaints,
rumors etc. are
discussed

25

Channels used are:
reports, memos,
conferences,
suggestion systems,
and grievance
procedures

26

LATERAL COMMUNICATION

27

Horizontal flow of
information among people
on the same level, and
diagonal flow with people
at different levels who
have no direct reporting
relationship

28

Speeds up information
flow to improve
understanding & to
coordinate for
achieving goals

29

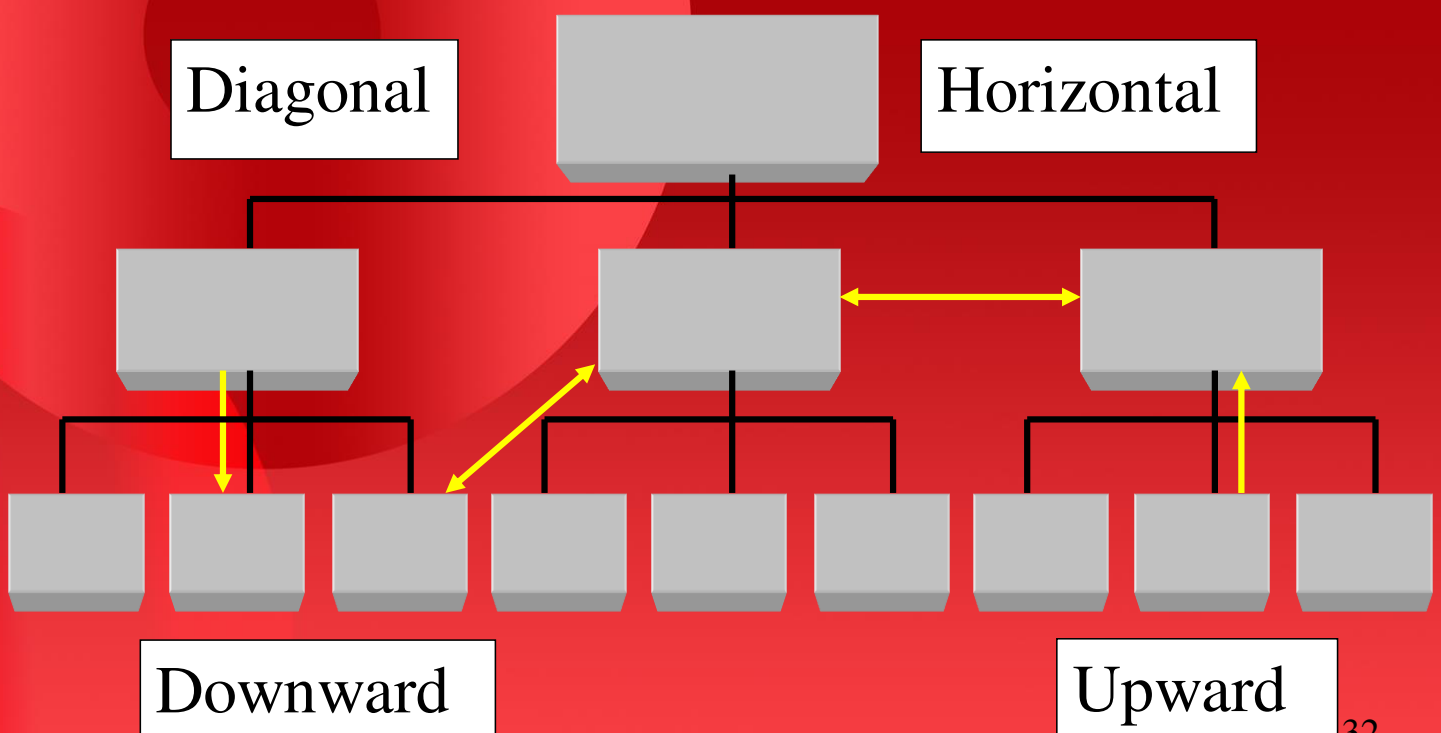
Essential for problem
solving, job
performance, assuring
mutual benefits, safety
and security

30

Mostly oral in nature;
involves conferencing
between the
participants

31

COMMUNICATION IN THE ORGANIZATION



32

SUMMARY

33

COMMUNICATION SKILLS

LECTURE 5

Muhammad Nazim

COMMUNICATION DESTINATION

2

Internal Communication

3

External Communication

4

Required for contacts
with stockholders,
government agencies,
suppliers, customers
etc.

5

Globalization trend
demands establishing
closer links with parent
organizations overseas

6

Report preparations for
financiers,
shareholders, and
board of directors
involves good writing
abilities

7

Oral communication involves meetings, telephone conversations & conferences, while written communication involves letters & reports

8

BENEFITS OF COMMUNICATION: *EMPLOYEES*

9

Conflict Resolution

10

Motivation

11

Problem Solving

12

Public Relations

13

BENEFITS OF COMMUNICATION: *ORGANIZATION*

14

Positive Image

15

Cost Reduction

16

Employees Morale

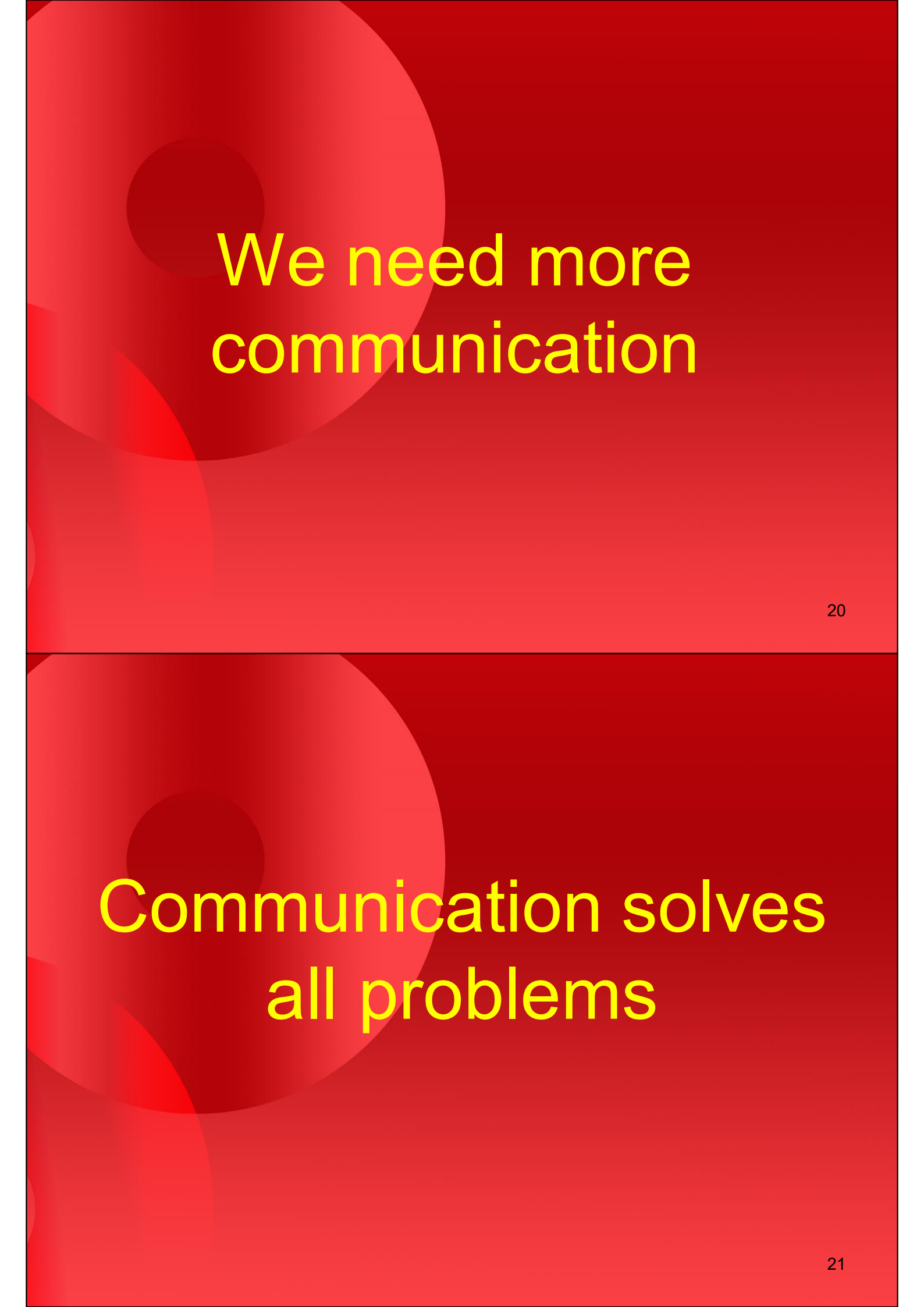
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Employees Productivity

18

MISCONCEPTIONS ABOUT COMMUNICATION

19



**We need more
communication**

20

**Communication solves
all problems**

21

Communication
sometimes breaks
down

22

Meanings are in words

23

SUMMARY

24

COMMUNICATION SKILLS

LECTURE 6

Muhammad Nazim

LISTENING

2

Listening perceives sound from the speaker, attaching meanings to the words, designing appropriate response, & remembering what the speaker has said by interpreting the message

3

THE PROCESS OF LISTENING

4

1. Receiving/Hearing

5

2. Filtering

6

3. Understanding

7

4. Remembering

8

5. Evaluating

9

6. Responding

10

LEVELS OF LISTENING

11

1. Active listening

12

2. Protective listening

13

3. Partial listening

14

4. Preferential listening

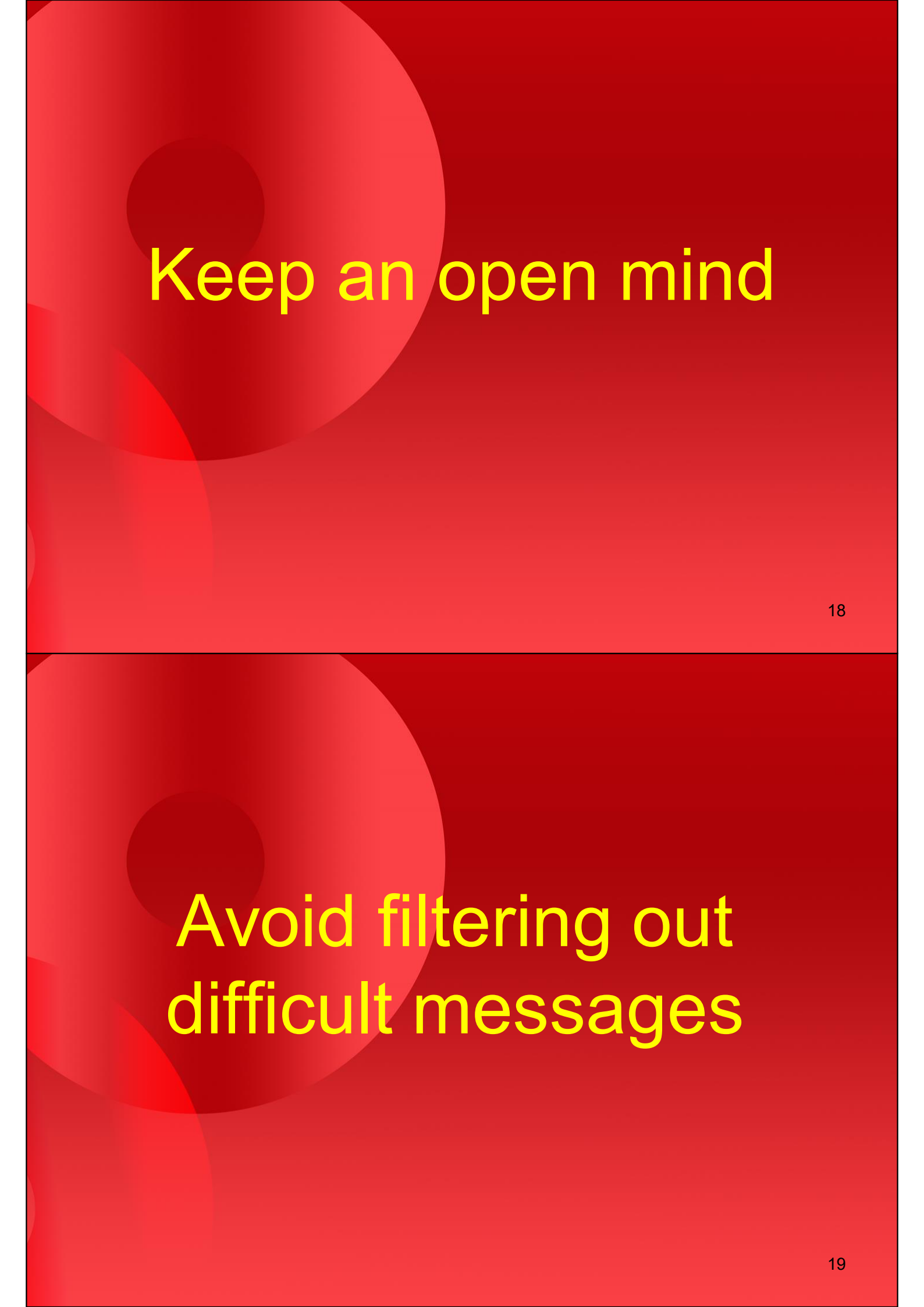
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TYPES OF LISTENING

16

1. Critical listening

17



Keep an open mind

18

Avoid filtering out
difficult messages

19

2. Empathic listening

20

A greater emphasis on
listening, than on
talking

21

Trying to get into the
other person's inner
frame of reference

22

The listener is more apt
to keep talking building
trust & relationship
overtime

23



Listen respectfully

24

Minimize
Misunderstanding

25

**Are you an active
listener?
(Y/N)**

26

**Do you allow your
speaker to express
his/her thoughts without
interruption?
(Y/N)**

27

**Do you look for the
hidden meanings
while talking with
individuals?
(Y/N)**

28

**Do you stop listening
because you feel the
speaker has nothing
to say?
(Y/N)**

29

**Do you stop listening
if the speaker is
difficult to
understand?
(Y/N)**

30

**Do you become
hostile when the
speaker views differ
from your own?
(Y/N)**

31

**Do you fake attention
while your mind
wanders?
(Y/N)**

32

**Do you ignore
distraction when
listening?
(Y/N)**

33

**Do you concentrate
on content rather
than the style of
speech?
(Y/N)**

34

**Do you write down
the important points
of a speech?
(Y/N)**

35

**Do you avoid turning
off the speaker if the
message is boring or
you do not like the
speaker?
(Y/N)**

36

**Do you read essential
details back to the
speaker before the
conversation ends to
ensure correct
understanding?
(Y/N)**

37

SUMMARY

38

COMMUNICATION SKILLS

LECTURE 7

Muhammad Nazim

IMPROVING YOUR LISTENING SKILLS

2

Maintain a positive
attitude: pay full
attention to the speaker

3

Keep an open mind.
Welcome new
viewpoints rather than
resisting them

4

Listen for supportive
ideas without personal
prejudice or bias

5

Listen for speaker's
main ideas &
concentrate on their
meaning. Take
advantage of your brain
power

6

Do not jump to
conclusions. Listen for
facts before forming
your opinion

7

Ask questions. Show
your interest &
attention. Keep them
pertinent to the
speaker's frame, not
yours

8

Paraphrase

9

**Provide feedback to
encourage the person
to continue talking**

10

Remove distractions

11

**Increase your
vocabulary**

12

**Listen with the heart as
well as with the head**

13

BENEFITS OF EFFECTIVE LISTENING

14

**Effective listening
increases:**
your ability to help others
- because you'll hear,
empathize, & understand

Effective listening increases:

**your social acceptance
& popularity - because
people tend to like
those who are attentive
& supportive**

16

Effective listening increases:

**your knowledge of others,
the world, & yourself -
because you'll profit from
the insights, experiences,
& perceptions of others**

17

Effective listening increases:

your ability to avoid
problems & difficulties -
because you'll hear &
respond before problems
develop or escalate

18

Effective listening increases:

your power & influence
- because people
respect & follow those
who listen to them &
understand them

19

**Effective listening
increases:**
your ability to make more
reasoned & more
reasonable decisions -
because you'll acquire
more information relevant
to decisions you'll make

20

BARRIERS TO LISTENING

Listeners tend to see &
hear what they want
to see & hear

22

Listeners tend to reject
any message that
contradicts their beliefs
& assumptions

23

Listeners may have emotional problems that cause their minds to be preoccupied

24

Listeners do not ask questions to clarify when they do not understand a point

25

Listeners may nod their heads in agreement when they actually do not agree or are not sure that they agree

26

SUMMARY

27

COMMUNICATION SKILLS

LECTURE 8

Muhammad Nazim

Non-Verbal Communication

**Non-verbal communication
is interpersonal
communication through
nonlinguistic means**

More than 90 percent of
communication spectrum is

Non-verbal

Verbal (i.e. words)	7%
---------------------	----

Vocal (i.e. tone)	38%
-------------------	-----

Visual (i.e. body language)	55%
-----------------------------	-----

Non-Verbal	93%
------------	-----

3

ELEMENTS OF NON-VERBAL COMMUNICATION

4

Appearance

5

Facial Expressions

6

Eye Contact

7

Gestures

8

Touching: intimate,
professional,
social/polite,
friendly

9

Posture

10

Voice: eight attributes -
loudness, pitch, rate,
quality, regularity,
articulation,
pronunciation, &
silence

11

Silence

12

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Time

13

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Space: intimate, personal, social, & public

14

SUMMARY

15

COMMUNICATION SKILLS

LECTURE 9

Muhammad Nazim

Barriers to Communication

Things people say or
do that are obstacles to
good conversation or
good interpersonal
interaction

2

Barriers trigger our
defensiveness,
resistance, &
resentment

3

CAUSE - EFFECT

4

Over-communication -
groping for the right
message

5

Conflicting information - Mental turbulence

6

Language differences - Misunderstanding

7

Differences in attitudes
- Lack of interest

8

Tendency to evaluate -
Distancing from the
speaker

9

SUMMARY

10

COMMUNICATION SKILLS

LECTURE 10

Muhammad Nazim

**Badly expressed
message - Loss in
impact**

2

**Loss in transmission -
Ineffective grasp of
message**

3

Poor retention - Dichotomy in reception & comprehension

4

Inattentive listening - Partial grasp of topic

5

Differing status - Superior attitude

6

Prejudices - Biased listening

7

**“I-attitude” - Lack of
collaborative effort**

8

**Resistance to change -
Mental block**

9

Refutations &
arguments - Lack of
provision of correct
feedback

10

**OVERCOMING
COMMUNICATION
BARRIERS**

11

R
E
D
U
C
T
I
O
N

Difficult To Reduce

Easy To Reduce



Physical Barriers

Sender Barriers

Listener Barriers

Easy To Identify



Difficult To Identify

I
D
E
N
T
I
F
I
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O
N

12

SUMMARY

13

COMMUNICATION SKILLS

LECTURE 11

Muhammad Nazim

OVERCOMING COMMUNICATION BARRIERS

R
E
D
U
C
T
I
O
N

Difficult To Reduce

Easy To Reduce



Physical Barriers

Sender Barriers

Listener Barriers

Easy To Identify



Difficult To Identify

I
D
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F
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C
A
T
I
O
N

3

Create a climate of
trust & confidence

4

Adopt an audience-centered approach

5

Foster an open communication climate

6

CASE STUDY

7

- “open-door policy” memo sent by Mr. VP

8

- Employees expected the existing GM to the new position

- Feelings of uncertainty & threat from VP

- Interpretation of the “memo” as a political strategy

11

- Mr. VP kept on Mr. S waiting for half-an-hour without giving an explanation or apology

12

- Mr. S felt uncomfortable & intimidated in Mr. VP's office because of space & surroundings

13

- Mr. S kept on standing for several minutes before VP acknowledged his arrival

14

- While they talked, the VP attended to the incoming calls

15

- Mr. S left VP's office humiliated while the VP felt confident he had got his message of openness through

16

BARRIERS THAT STOP YOU FROM COMMUNICATING WITH PEOPLE AROUND YOU

17

Appearing low in the
listener's eyes

18

Exposing your feelings & weaknesses

19

Hurting others or getting hurt

20

**Being rejected, blamed
or condemned**

21

**Not receiving a positive
response**

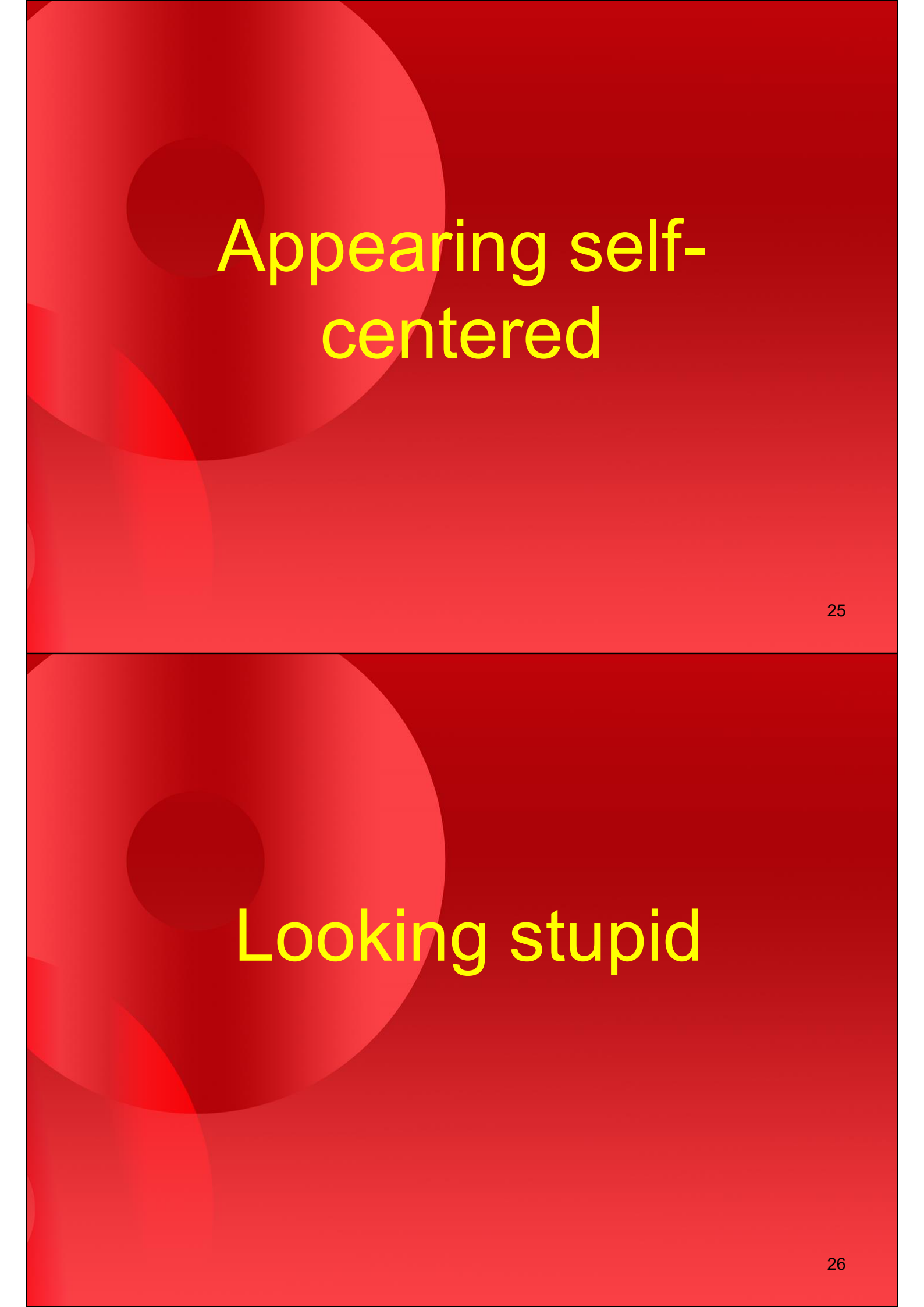
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Fearing a potential
conflict

23

Risking self-disclosure

24

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Appearing self-
centered

25

Looking stupid

26

**Not being taken
seriously**

27

**Not getting the help
you think you need**

28

Ruining a good situation

29

SUMMARY

30

Sender Barriers

Sender uses words which are unfamiliar

31

Sender Barriers

Sender continues talking without realizing that the listener has lost the attention

32

Sender Barriers

Sender may give a message in such a way that the receiver gets antagonized

33

Sender Barriers

Sender is using more words than needed

34

Sender barriers

Sender may not be aware of the barrier's existence

35

Sender Barriers

Sender could be in a supervisory position

36

Sender Barriers

Receiver may realize that the message is unclear

37

Sender Barriers

Sender barriers are by far the most common barriers & contribute to more communication failures than physical & listener barriers

38

Physical Barriers

These barriers normally relate to environmental factors. They are not originated by the sender or by the receiver although the receiver might point out that the physical barriers are there

39

Physical Barriers

The reasons of physical barriers are:

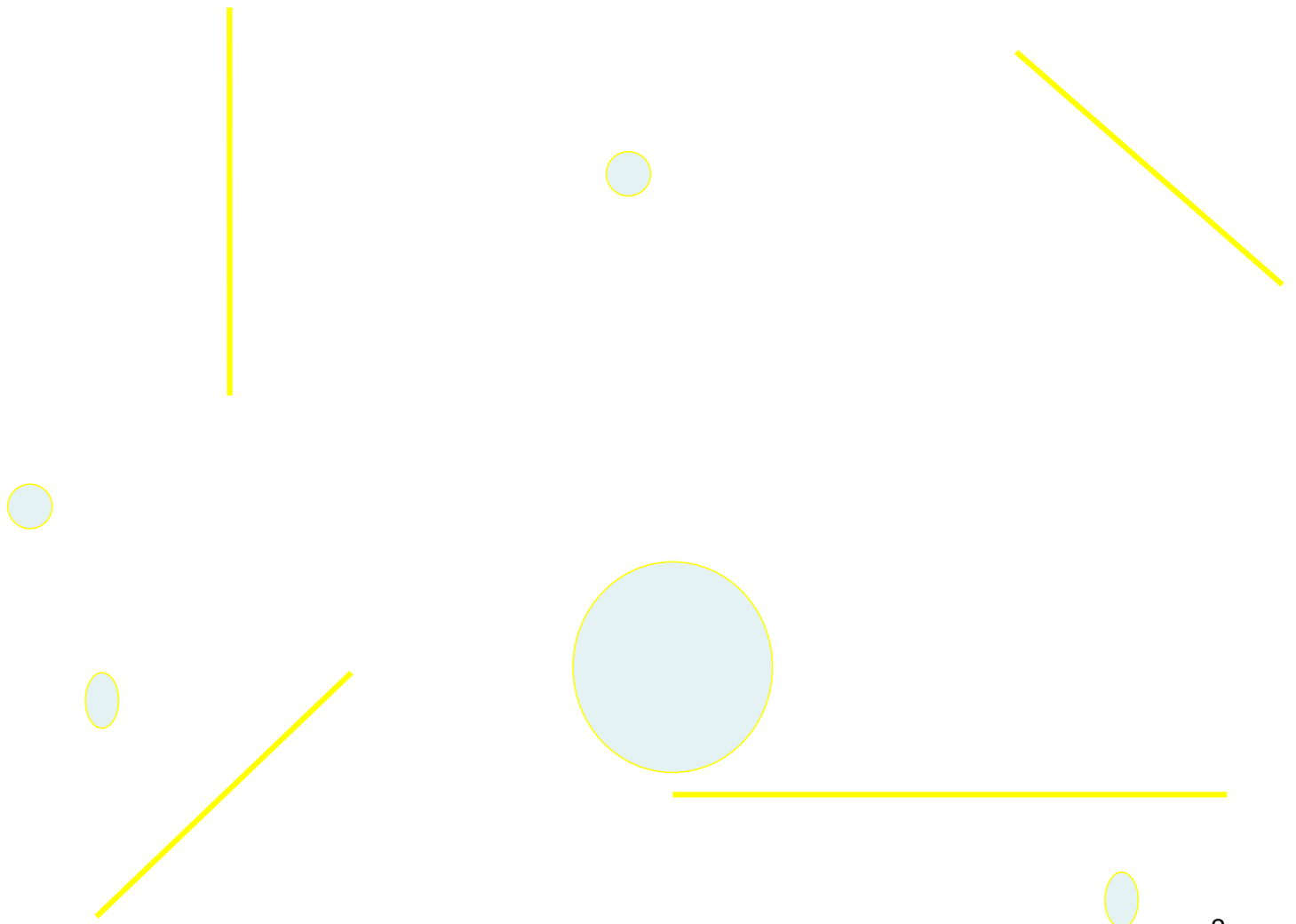
1. Noise may make hearing difficult
2. Listener hearing loss
3. Uncomfortable temperature
4. Communication may be taking place where there is danger
5. Distracting activities may be going on nearby

40

COMMUNICATION SKILLS

LECTURE 12

Muhammad Nazim



SPEECH

3

COMPONENTS OF SPEECH

4

Analyzing the audience

5

A - udience

U - nderstanding

D - emographics

I - nterest

E - nvironment

N - eeds

C - ustomized

E - xpectations

6

A – udience

- Who are the members?
- How many will be at the event?

7

U – nderstanding

- What is their knowledge about the topic?

8

D - emographics

Age

D - emographics

Education level

D - emographics

Occupation

11

D - emographics

Gender

12

D - emographics

Marital status

13

D - emographics

Religion

14

D - emographics

Racial/cultural/ethnic
background

15

D - emographics

Group
membership

16

D - emographics

Hobbies/interests

17

I – nterest

- Who asked them to be there?
- Why will they be at the event?

18

E - nvironment

- Formal/informal setting
- Seating & visibility
- Temperature
- Distraction

19

N – eeds

- Listeners' needs
- Speaker's needs
- Organization's needs

20

C – ustomized

- How can you custom-fit your message to your audience?

21

E - xpectations

- What do the listeners expect to learn from you?
- What does the audience expect of you on the occasion?

22

Selecting a topic

23

SUMMARY

24

COMMUNICATION SKILLS

LECTURE 13

Muhammad Nazim

Selecting a topic

Guidelines...

A topic should be
appealing

3

Guidelines...

A topic should be
intriguing

4

Guidelines...

A topic should
not tell too much
about the speech

5

Guidelines...

A topic should be
an integral part of
the speech

6

Guidelines...

A topic should
not be vague

7

Guidelines...

A topic that you
are interested in

8

RESEARCHING THE TOPIC

9

Sources of material
research:

Books,
Encyclopedias,
Yearbooks

10

- Sources of material research:

- Periodicals: are publications printed in intervals e.g. Journals, newspapers, & magazines

11

Citation: A citation is a reference to a source used in an article, essay, book, etc.

12

• Citation

- Author
- Article title
- Journal or magazine title
- Volume number of the journal or magazine

13

• Citation

- Date of publication
- Page number of the beginning of the article
- Section or column number (for newspaper citations)

14

Researching the topic

Nazim & Ali

Journal of speech writing

2:5 (1889 Apr/Jan) 105

Article title

Authors

Journal title

Volume & issue
number, date, &
page number

2:5 = volume 2, issue 5

1889 = year of publication

Apr/Jun = months of publication

(This journal was published 6 times per
year)

105 = first page of article

15

• Sources of material research:

- Computerized databases
e.g. research engines
- Verify source credentials

16

- Sources of material research:
 - Evaluate internet resources
 - Commercial/Educational/Organizational source?

17

- Sources of material research:
 - Evaluate internet resources
 - Is the author identified?

18

- Sources of material research:
 - Evaluate internet resources
 - Evaluating article content

19

- Sources of material research:
 - Are primary sources of information identified?
 - Is the information recent?

20

- Sources of material research:
 - When was it last updated?

21

Reference
librarians

22

Plan your time for
the research

23

Stay organized &
build your note
files

24

Narrowing/refining
your research topic
(Time period,
geographic region or
country, particular
aspect)

25

SUMMARY

26

COMMUNICATION SKILLS

LECTURE 14

Muhammad Nazim

THESIS STATEMENT

Thesis Statement

—Is simply your point of view on the subject you have chosen

3

Thesis Statement

—A declarative statement in sentence form

4

Thesis Statement

–A simple sentence that expresses an attitude, opinion, condition, position, or feeling about the subject

5

Topic: Fast foods

Thesis: Fast foods are a serious problem for heart patients

6

Purpose of the thesis

—A thesis is expected by the audience. It tells them where you are going to take them ⁷

Purpose of the thesis

—A thesis helps the audience follow your ideas

Purpose of the thesis

–A thesis statement helps you to stick to your topic. It stops you to wander from your main topic

9

Appropriateness of the thesis

–Formulate a thesis:

- You are interested in & well informed about
- That will interest & inform the audience
- That is appropriate for the occasion & place

10

Scope of the thesis

–Have you limited the thesis adequately?

11

Scope of the thesis

–Do you have the necessary information & time to discuss the thesis you have designed?

12

Scope of the thesis

- Is your thesis too general & too broad to be of interest or to be informative to the audience?

13

Scope of the thesis

- Example
- Thesis: Fast food industry in Pakistan
- Is this thesis well designed?

14

Concreteness of the thesis

—A thesis must be concrete in its wording

15

Concreteness of the thesis

- Compare the two below:
- “Fast food restaurants provide good food”
 - “Fast food restaurants provide hygienic food”

16

Development of the thesis

17

Development of the thesis

- Thesis: Improving communication skills are essential for every business student

18

Focus on main points ...

- Good communication skills help make good presentations
- Improved communication ensures future success

19

Your main points should always be:

- Clear, logical, equal in value, distinct, central to the issue

20

1. Clarity

- Are your main points clearly worded?
- Have you used simple terms?
- Are the words concrete & precise?
- Are you constructing simple sentences?

21

Clarity (Compare the two main points)

- Business students need not only theatrical courses, but also other courses that are practical & have direct correlation with their lives.
- Business students need learning communication skills because of their immediate requirement in the classes. They would be required to give oral & written presentations.

22

2.Logic

- Are your reasons logical?
- Will they make sense to the audience?
- Will they seem reasonable to them?

23

Logic (Example)

- Business students need taking courses on VU for developing communication skills
- VU wants you all to take up classes on communication skills

24

3. Equal in value

- Are your reasons of equal value, or is one statement more important than the other?

25

Equal in value

Thesis: Every one should go for a morning walk

26

Equal in value (Reasons):

- Walking is a good exercise
- Walking is good for health
- Walking is a good exercise because I like it

27

4. Distinct

- Are your main points distinct from each other or do some main points overlap other statements?

28

Distinct

- Thesis: Crimes against women is a serious issue in this country.
- Teenage gangs are terrorizing women.
- Women living in big cities are the victim.

29

Distinct

Main points that relate to the same thesis & are not distinct:

- Women are the victim of terrorism in big cities.
- Women are seldom hurt in small cities.

30

5. Central to the issue

– Will the main point answer the central question to the audience?

31

SUMMARY

32

COMMUNICATION SKILLS

LECTURE 15

Muhammad Nazim

ORGANIZING THE MESSAGE

Organizing the message

–Every speech has three general parts:

- Introduction
- Body
- Conclusion

3

INTRODUCTION

4

Introduction

- Getting the audience's attention
- Introducing your thesis
- Adapting the audience
- Establishing your rapport or credibility with the audience⁵

Introduction

Getting the
audience's
attention

Getting the audience's attention

- Startling statement
- Stories
- Rhetorical questions
- Quotations
- Style of delivery
- Humorous anecdotes
- Reference to the subject or occasion
- Personal reference

7

Getting the audience's attention

Startling statement

8

Getting the audience's
attention

Stories

9

Getting the audience's
attention

Rhetorical questions

10

Getting the audience's
attention

Quotations

11

Getting the audience's
attention

Style of delivery

12

Getting the audience's
attention

Humorous anecdotes

13

Getting the audience's
attention

Reference to the
subject or occasion

14

Getting the audience's attention

Personal reference

15

Introduction

Introducing your thesis

16

Introduction

Adapting the
audience

17

Introduction

Establishing your
rapport or credibility
with the audience

18

SUMMARY

19

COMMUNICATION SKILLS

LECTURE 16

Muhammad Nazim

BODY

2

BODY

Patterns of organizing the
body:

- 1.Spatial order
- 2.Chronological order
- 3.Topical order
- 4.Logical order

3

BODY

1. Spatial order

– Follows a directional pattern

4

Topic: Accents

Thesis: Accents vary throughout the country

- Accents in the North have certain characteristics
- Accents in the South have certain characteristics
- Accents in the East have certain characteristics
- Accents in the West have certain characteristics

5

Topic: Safe Deposit Schemes (SDS)

Thesis: SDS are offered throughout the country

- 1st main point discusses the Peshawar branch
- 2nd main point discusses the Islamabad branch
- 3rd main point discusses the Lahore branch
- 4th main point discusses the Karachi branch

6

BODY

2. Chronological order

—Follows a time pattern

7

Topic: History of Lahore

Thesis: Our city has changed a lot in the last ten years

- 10 years ago all the major roads were reconstructed
- Five years ago they were connected to the motorway
- Today it is considered to be one of the best cities of the country

8

Topic: Earth quake victims

Thesis: The Band-Aid Benefit Concert helped a lot towards their rehabilitation

- 1st main point focuses on the creation of the event
- 2nd main point focuses on the planning
- 3rd main point focuses on the actual performance/concert
- 4th main point focuses on donation & assistance that resulted from the entire process

9

BODY

3. Topical order

– Divides the main topic into sub-topics

10

Topic: Earth quake victims

Thesis: The Band-Aid Benefit Concert helped a lot towards the rehabilitation

- 1st main point discusses Band-Aid administration
- 2nd main point discusses performers
- 3rd main point discusses sponsors
- 4th main point discusses audience

11

BODY

4. Logical order

– Types of logical order

- Problem/solution order
- Cause/effect order
- Deductive order
- Inductive order

12

Logical order

Problem/solution order

13

Problem/solution order

Following steps are involved in the problem/solution organization

- Define the problem
- Show the possible solutions
- Propose the best solution to the problem

14

Topic: Band-Aid Benefit Concert

Thesis: Raising 10 million rupees for the rehabilitation of earth quake victims

- 1st main point describes the current situation of the victims, indicating that it's a serious problem
- 2nd main point describes the need for monetary assistance
- 3rd main point describes three or four possible solutions
- 4th main point proposes that the fourth option is the best

15

Logical order

Cause/effect order

16

Topic: Assertion

Thesis: People are taught to be non-assertive

Cause

- People are punished for assertive behavior by supervisors
- People often have role models who are non-assertive

Effect

- People learn to be passive
- People learn to be aggressive

17

Logical order

Deductive order

18

Topic: Communication skills

Thesis: Improving communication skills
is essential for business
students

- They will have to make presentations & interact with people for business transactions
- They should take some courses for presentations & interactions
- They should find some media for presentations & interactions
- Every college student needs to take a communication course on VU channel

19

Logical order

Inductive order

20

Topic: Pets

Thesis: Every child needs a pet

- My daughter has a pet
- Many children in my neighbourhood have pets
- Children are required to engage themselves by playing with them, taking care of them
- It is not only fun, but also builds confidence, responsibility in children
- Finally, every child needs a pet

21

Conclusion

22

Conclusion

- Summary of your main points
- Quotation, story, or example
- Statement of personal intention
- Call to action
- Time for Questions & Answers, if appropriate

23

Guidelines

- Conclusion should be worded strongly
- Conclusion should be phrased in a way that it shows your conviction
- Present a plan, proposal, or solution
- Ask the audience to do something tangible
- Your audience must be able to relate to your conclusion
- Your conclusion should be practical

24

Modes of Delivery

25

SUMMARY

26

COMMUNICATION SKILLS

LECTURE 17

Muhammad Nazim

Modes of Delivery

2

Modes of Delivery

There are four modes of speech delivery:

1. The Manuscript Speech
2. The Memorized Speech
3. The Extemporaneous Speech
4. The Impromptu Speech

3

The Manuscript Speech

4

READING FROM A MANUSCRIPT

Helps in:

- controlling the wordings of the speech
- speaking on a highly sensitive topic
- presenting an embellished speech with stylistic elements

5

READING FROM A MANUSCRIPT

Inhibits in:

- adopting to the audience
- spontaneity & conversational dynamism
- exhibiting your natural style
- maintaining eye contact
- observing & evaluating feedback⁶

READING FROM A MANUSCRIPT

Useful tips:

- Type script in double or triple-spaced form
- Read sentence by sentence making adjustments to convert a readable piece into a speakable piece
- Practice before a camera, friends, or a mirror to improve delivery, eye contact etc.
- Mark the points of pauses, emphases, & other non-verbal cues

The Memorized Speech

8

READING FROM MEMORY

The poorest of all deliveries because:

- it is the hardest to pull off
- it adds anxiety of forgetting what one wants to say
- the speaker concentrates on recalling memorized material
- the speaker loses the conversational tone

9

The Extemporaneous Speech

10

SPEAKING EXTEMPORANEOUSLY

It has the advantage of:

- preparation
- naturalness
- flexibility
- spontaneity, and full interaction with the audience

11

SPEAKING EXTEMPORANEOUSLY

Useful tips:

- Use 3 by 5-inch cards as notes
- Develop the speech by first writing & revising an outline
- Place the outline or key words & phrases on the cards
- Using note cards practice aloud several times
- Practice before a mirror
- Avoid practicing to the point that you memorize a fixed pattern of words

12

The Impromptu Speech

13

IMPROMPTU SPEECH

- Involves speaking with little or no time for preparation
- Requires fast-thinking speaker
- Reduces chances for analyzing the audience, organizing, and encoding

14

IMROMPTU SPEECH

Useful tips:

- Begin to apply the guidelines while walking or turning to face the audience
- Move directly to the topic, objective, & key points
- Write them on paper if you have seconds to do so
- Watch for feedback to know what to repeat or clarify

15

SUMMARY

16

COMMUNICATION SKILLS

LECTURE 18

Muhammad Nazim

STRATEGIES FOR EFFECTIVE ORAL DELIVERY

2

Vocal Qualities

3

Vocal Qualities

Quality of a voice is determined by four characteristics:

- Pitch
- Volume
- Rate
- Tone

4

Pitch

The degree of highness or lowness of a voice

- High-pitched voice is associated with immaturity
- Excessively high-pitched voice is shrill & unpleasant to listen to
- Excessively low-pitched voice is inaudible & sounds grumbly
- Effective presenter uses pitch variation to heighten the effect of meaning

5

Volume

Refers to the loudness or softness of a voice

- Speaking too loudly is perceived as bombastic, aggressive or insensitive to listeners
- Speaking too softly conveys the impression of being passive or insecure
- An audience is more attentive to a point stated at a volume that is audible

6

Rate

Delivery of words per minute

- An average rate of speed is 140 words per minute
- Slow rate of speech conveys fatigue or disinterest
- Halting speech can suggest that the speaker has difficulty formulating thoughts
- Rapid rate may be perceived as nervousness, impatience or hurry

7

Tone

It is a combination of pitch, strength, & character

- A faltering tone of voice is perceived as timid or indecisive
- A harsh tone is perceived as aggressive
- A nasal tone lacks the depth that adds authority to a voice
- A monotone or flat tone suggests a lack of interest or energy

8

Speech Patterns

Refers to any vocal trait that is habitual

- Speech patterns are a reflection of psychological or emotional condition. For example, phrases like “you know”, “I mean to say” signal that the person is nervous
- Speech patterns can contribute to or detract from a presenter’s effectiveness

9

Inflection

The practice of altering the tone & pitch of voice to express or magnify meanings more clearly

- It conveys the essence of the information, the way the speaker feels, & the way speaker wants the audience to feel.

Example: We do not need your money. We do not need your money. We do not need your money.

10

Articulation

The skill of speaking distinctly & pronouncing words clearly

- Listen to articulate speakers & emulate their speech patterns
- Check a dictionary when in doubt about the pronunciation of a word
- Practice enunciation exercises i.e. movement of the mouth, relaxation of the lips, tongue, & jaw muscles that are used to form words

11

Fillers

Unnecessary words or phrases that are repeatedly injected into a message

Example: “uh”, “um”, “you know”, “it’s sort of”, “it’s kind of”

- Fillers interrupt the continuity of communication
- Fillers signal uncertainty or nervousness on the part of the speaker who unconsciously tries to fill up silence with sound

12

Fillers

Overcoming fillers:

- Speak in short sentences
- Avoid excessive use of conjunctions
- Concentrate on bringing each sentence to an end
- Pause to breathe
- Prepare. Know the message so well that the material comes to mind quickly & easily
- Practice alternate words e.g. “in addition”, “on that point”, “however”

13

Pauses

- A moment of silence gives listeners opportunity to digest what they have earned
- Intentional pauses can add value to a message
- A pause allows the audience a moment to reflect
- Pauses help a speaker avoid the use of fillers

14

Accented Speech

- Accents are pleasing to listen to
- Accents add a distinctive flavour to a presentation & enhance how the presenter is perceived
- Accented speech could be difficult for an audience to understand
- How pronounced an accent sounds depends upon how much the presenter's speech varies from that of the listener

15

Visual Cues

16

Facial Expressions

- A presenter looks at the expressions on audience's faces & ascertains audience reaction. Likewise, the audience observes the presenter
- Facial muscles are capable of creating almost 20,000 different expressions, hence the chances of making serious mistakes about a person's emotional state are very high

17

Eye Contact

- Focused eye contact enhances the message & perceptions of the presenter
- Making eye contact with people connects the speaker with the audience
- Shifting one's eyes creates an impression of being either nervous or devious

18

Gestures

- Gestures convey feelings & attitudes
- Gestures give physical expressions to the spoken words
- Gestures are influenced by one's culture

Refrain from gestures below that trigger negative responses:

- pointing the index finger
- gripping the podium
- hands on hips
- hands in the pockets

19

Movement

- Remaining stationary tires people
- Locked in one place wanes the interest of audience
 - **Head movement**
 - A speaker should move his head in a manner that reinforces the meaning he wants to convey
 - **Body movement**
 - Adds more than expressiveness to a presentation
 - Suggests that the speaker is at ease, comfortable & confident

20

Movement

–Posture

- Standing posture is better than sitting
- A person thinks faster when standing & easily maintains a posture that appears alert
- Pacing repetitively is distracting
- Standing behind a podium creates a barrier between presenter & people

21

Attire

- First and most visible thing an audience sees
- Attire enhances perception of the presenter
- It conveys that the speaker is credible, competent, & professional
- Attire should be neat & clean
- Attire, accessories, & grooming should not distract from the presentation of the message

22

Attire

Guidelines:

- Refrain from overdressing or underdressing
- Accessories like flashy jewelry, watches etc. should not be worn
- Hair should be clean & neatly styled
- Finger nails should be clean, well manicured, trimmed to moderate length
- Clothing of very bold or bright colors should be avoided

23

Avoid Distracting Habits

- Never chew gum in a business presentation
- Never smoke in a business presentation
- Refrain from fiddling with clothing, jewelry, hair, fingernails etc.

24

SUMMARY

25

COMMUNICATION SKILLS

LECTURE 19

Muhammad Nazim

MAKING A GOOD SPEECH

Keep your
audience in mind

3

Practice ahead of
time, but don't
memorize

4

Dress
appropriately for
the occasion

5

If using podium,
make sure it is
the right height
for you

6

Check out the room
for size,
temperature,
cleanliness, proper
lighting

7

Sweep the entire
audience with your
eyes

8

Avoid locking eyes
with individual
members

9

Maintain a
conversational
style; talk with the
audience, not at
them

10

Maintain
appropriate facial
expressions while
speaking

11

Use natural
gestures

12

Maintain a relaxed
yet erect posture

13

Avoid a monotone

14

Be sure you can be
heard by all
listeners

15

Try stepping away
from the podium

16

Be sure you stay
within the time limit

17

Get as many
knowledgeable
evaluations as you
can

18

If someone asks a question, fix most of the response on that person

19

Overcoming Stage Freight

20

Overcoming Stage Freight

- Know your subject
- Rehearse your speech
- Know the room
- Know the audience
- Request a lectern
- Pre-check the equipment you will use
- Relax

21

Overcoming Stage Freight

- Visualize yourself giving your speech
- Realize that people want you to succeed
- Don't apologize
- Concentrate on the message & your audience
- Move during the speech
- Approach the lectern with assurance & enthusiasm

22

TYPES OF SPEECHES

23

TYPES OF SPEECHES

1. Informative speech
2. Persuasive speech
3. Ceremonial speeches

1. INFORMATIVE SPEECH

25

Types of Informative Speeches

**Informative Speeches
about Objects - *focus
on things, people,
places, animals, or
products***

26

Types of Informative Speeches

Informative Speeches about Processes -
*teach people “how-to”
perform a process*

27

Types of Informative Speeches

Informative Speeches about Events - *focus on
things that happened,
are happening, or will
happen*

28

Types of Informative Speeches

Informative Speeches about Concepts - *focus on beliefs, ideas, & theories*

29

2. PERSUASIVE SPEECH

30

Kinds of Persuasive Speeches

- **Question of Fact** - *A question about the truth or falsity of an assertion*
- **Question of Value** - *A question about the worth, rightness, morality, & so forth of an idea or action*
- **Question of Policy** - *A question about whether a specific course of action should or should not be taken*

31

Organizing Persuasive Speeches

- **Problem-Solution** - first, show the existence of a problem, then present a solution
- **Problem-Cause-Solution** - identify the problem; analyze the causes of the problem; present a solution
- **Comparative Advantages** - explain why the proposed solution is preferable
- **Motivated Sequence** - propose immediate action

32

Principles of Persuasion

People are more likely to change their behavior if:

- asked for a small change rather than a large change
- change will benefit them more than it will cost them
- change meets their needs
- change is approached gradually

Three basic strategies used in persuasion are *appeal to reason*, *appeal to emotion*, & *appeal to needs*

33

3. CEREMONIAL SPEECHES

- Tributes
- Acceptance
- Inspiration
- After dinner
- Master of ceremonies

34

SUMMARY

35

COMMUNICATION SKILLS

LECTURE 20

Muhammad Nazim

HANDLING QUESTIONS & ANSWERS

2

HANDLING QUESTIONS & ANSWERS

**Prepare effective responses
by:**

- 1. Anticipating**
- 2. Answering**
- 3. Revising**
- 4. Rehearsing**

3

1. Anticipating

Anticipate probable questions by considering:

- Previous experience
- Common concerns
- Planning
- Input from associates

4

Anticipate probable questions by considering:

Previous experience

5

**Anticipate probable
questions by
considering:**

Common concerns

6

**Anticipate probable
questions by
considering:**

Planning

7

Anticipate probable questions by considering:

Input from associates

8

2. Answering

Prepare two options:

- i. A summary answer**
- ii. An expanded explanation**

9

3. Revising

Revise content by
incorporating questions

10

4. Rehearsing

Practice to maintain
confidence by rehearsing
a Q & A session

11

INVITING QUESTIONS & COMMENTS

12

Inviting audience feedback
before a presentation

Advantages:

- Is relational
- Gives opportunity to participate
- Recognizes people
- Reduces resistance

13

Inviting audience feedback during a presentation

Disadvantages:

- Interrupts the orderly progression
- Consumes time
- Disrupts speaker's agenda
- Chances of losing control

14

Inviting audience feedback at the end of a presentation

- Q & A session should never end a presentation
- End the presentation to a powerful close by your personal comments

15

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Merged File date 2021

MCM301 PPT Slides **(Lecture) 1 To 45 Complete**

Admin: **Regards :** Zarva Chaudhary

* Zarva Chaudhary *

* Chaudhary Moazzam *

* Laiba Maki *

COMMUNICATION SKILLS

LECTURE 21

Muhammad Nazim

HANDLING QUESTIONS & ANSWERS

2

Inviting audience feedback
during a presentation

Disadvantages:

- Interrupts the orderly progression
- Consumes time
- Disrupts speaker's agenda
- Chances of losing control

3

RESPONDING TO VERBAL FEEDBACK

4

**Effective response to
verbal feedback
involves four steps**

- Listening**
- Discerning**
- Affirming**
- Answering**

5

Effective response to verbal feedback

Listen attentively

- Concentrate on keywords
- Determine whether the question is concrete or conceptual
- Paraphrase

6

Effective response to verbal feedback

Discern the *nature & intent* of feedback

- Observe visual cues
- Listen vocal cues

7

Effective response to verbal feedback

Affirm the person

- For example, “You make a good point, Aslam.”
- Refrain from overdoing it

8

Effective response to verbal feedback

Answer the question by being:

- Clear
- Correct
- Concise
- Well considered

9

NATURE OF QUESTIONS

10

Nature of Questions

Factors that determine the nature are:

- Type - simple, composite, or answer unknown
- Content - factual or feelings

11

TYPES OF COMMENTS

12

Types of Comments from an Audience

- Agreement
- Addition
- Objections

Three appropriate responses to an objection are:

- Agree
- Re-approach
- Arbitrate

13

RESPONSE TO DISRUPTIONS

14

Response to Disruptions

Demonstrate leadership by:

- Remaining calm
- Taking action
- Being flexible

15

DISRUPTIVE INCIDENTS

16

Disruptive Incidents

Three tactics can be employed for dealing with disruptive incidents:

- Detour
- Delay
- Dismiss

17

Disruptive Behavior

Common reasons for disruptive behavior are:

- Resistance to change**
- Resentment**
- Repeating successful behavior**

18

Dealing with Disruptive Behavior

- Be courteous**
- Exercise control**
- Confront**

19

SUMMARY

20

COMMUNICATION SKILLS

LECTURE 22

Muhammad Nazim

SIGNIFICANCE OF THE SETTING

2

SEATING CONSIDERATIONS & ROOM ARRANGEMENTS

3

AUDIENCE SIZE

4

AUDIENCE SIZE

- How many will be attending?
- Would additional show up unexpectedly?

5

AUDIENCE COMPOSITION

6

AUDIENCE COMPOSITION

- Who will be attending?
- What is the status of those who will attend?
- How seating will be arranged?

7

WORKSPACE

8

WORKSPACE

- Will attendees need a workspace?
- If yes, whether for notes, handouts, spreading materials, for review etc.

9

INTERACTION

10

INTERACTION

- Will members interact with one another?
- Will the members break-out in groups for activities?

11

DURATION

12

DURATION

- How long will people be seated?

13

TABLES

14

TABLES

- How many tables needed for seating, registration, refreshments, display etc.
- A head-table placed perpendicular to the audience allows greater freedom of movement.

15

AISLES

16

AISLES

- Aisles need to be created to provide safe & smooth flow of traffic in & out of room
- Access for persons with disabilities must be considered as well

17

VISIBILITY

18

VISIBILITY

- Seating should provide a clear view of the presenter to everyone
- People seated in the back of a narrow & deep room may have to raise up & crane their necks
- In a shallow room that is very wide people at the far sides will be viewing visual aids from a distorting angle

19

OPEN SPACE

20

OPEN SPACE

- For break periods consideration should be given to the area where people will gather
- Open space for breaks should be near the meeting room to save time
- The space should be sufficient for the audience to mingle comfortably, with freedom of movement

21

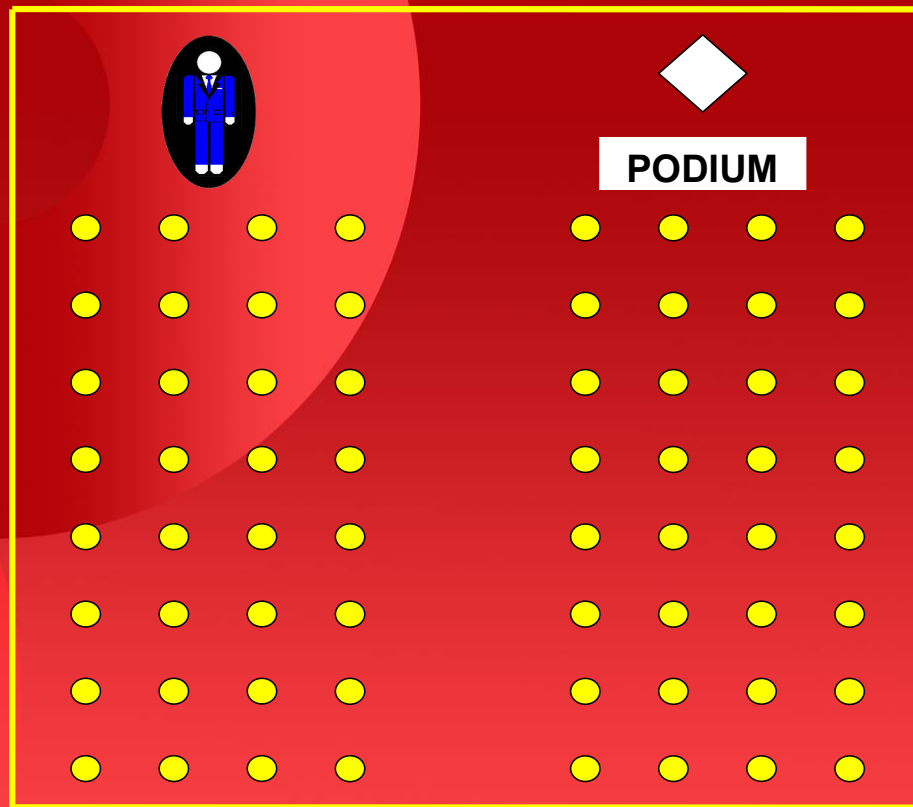
TYPES OF SEATING ARRANGEMENTS

22

THEATRE STYLE

23

THEATRE STYLE



24

THEATRE STYLE

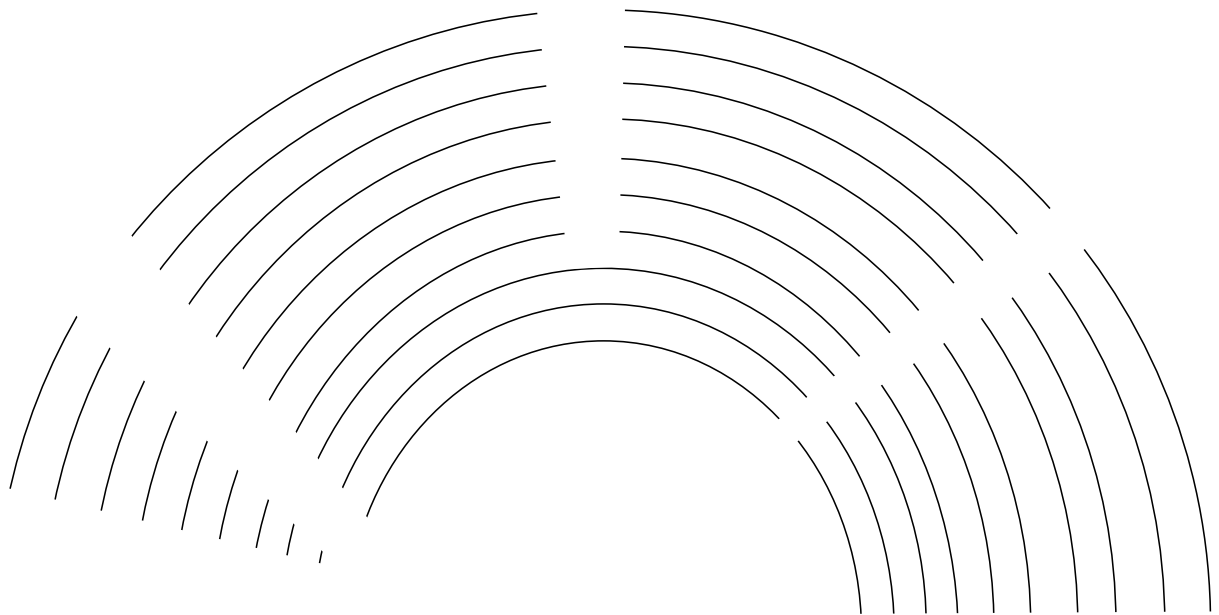
- Common for proactive presentations delivered to large audiences
- Least comfortable for an audience, especially for presentations that last longer than an hour
- Sitting together allows laughter, elbowing, slapping etc. to the neighbour
- People in the back rows may feel removed from the lecture

25

SEMI-CIRCLE

26

SEMI-CIRCLE



PODIUM

27

SEMI-CIRCLE

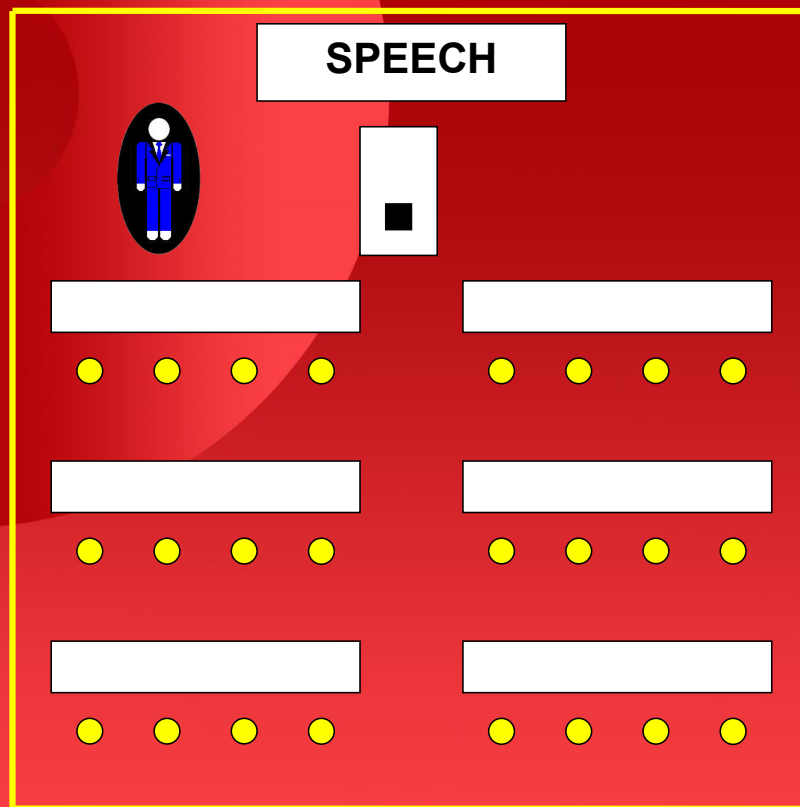
- Each audience member can see everyone's face in the row
- Audience is more comfortable to see the presenter standing
- Many people will laugh just because they see others laughing

28

CLASSROOM STYLE

29

CLASSROOM STYLE



30

CLASSROOM STYLE

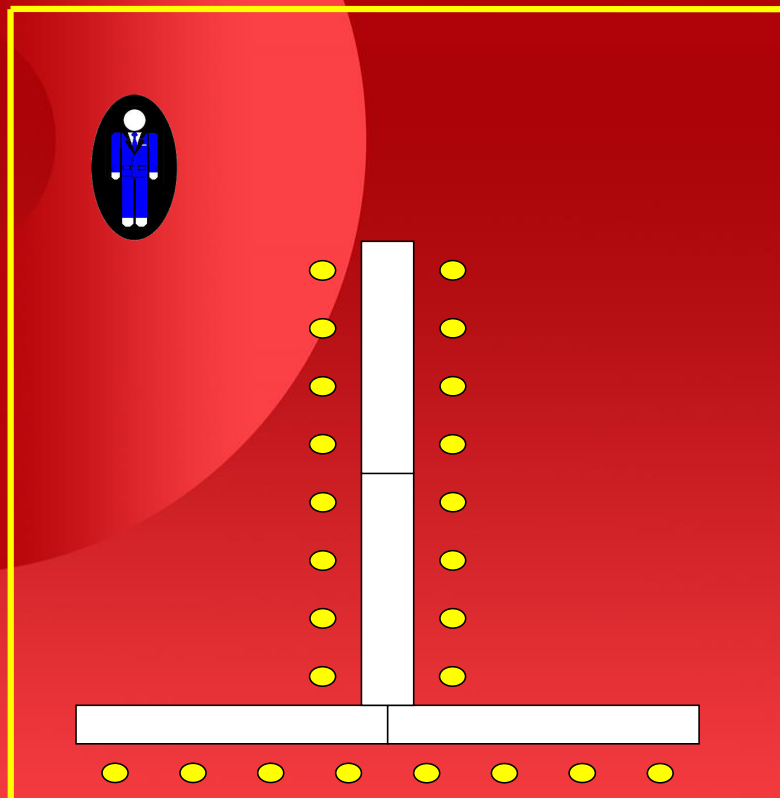
- An instructional setting where the primary intent is learning
- Good for both, proactive & interactive modes
- Ideal for presentation to small groups where interaction is between instructor & the group
- Collaboration among participants is not encouraged
- Not the best choice for entertaining speech
- Front row participants are more focused

31

T-FORMATION

32

T-formation



33

T-formation

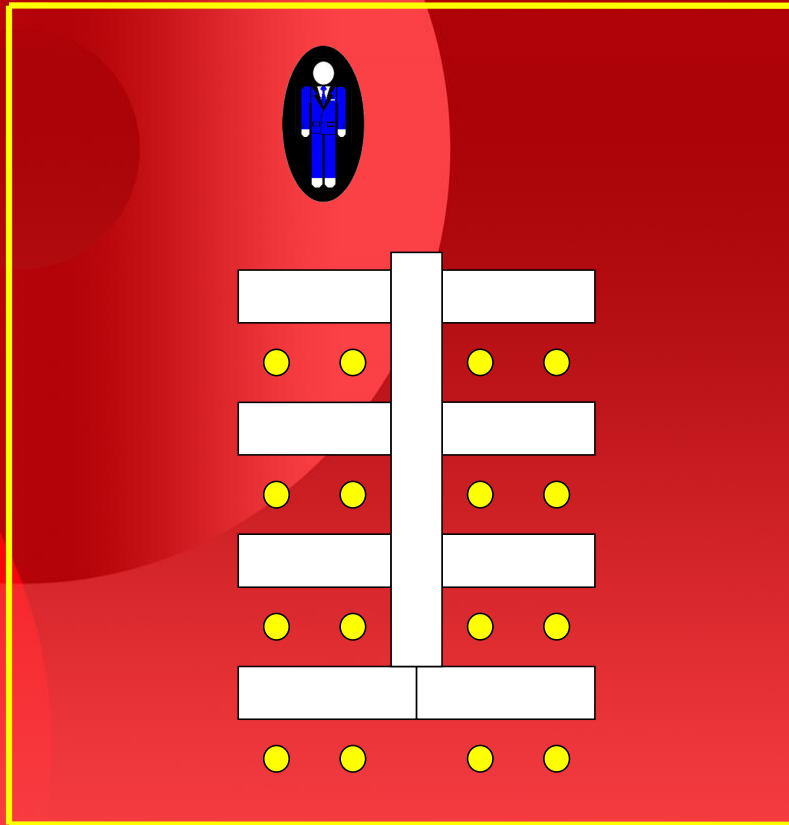
- Suitable for presentation to smaller groups
- Participants can talk directly amongst themselves as also can turn towards the presenter
- More interactive style

34

MODIFIED T-FORMATION

35

MODIFIED T-FORMATION



36

MODIFIED T-FORMATION

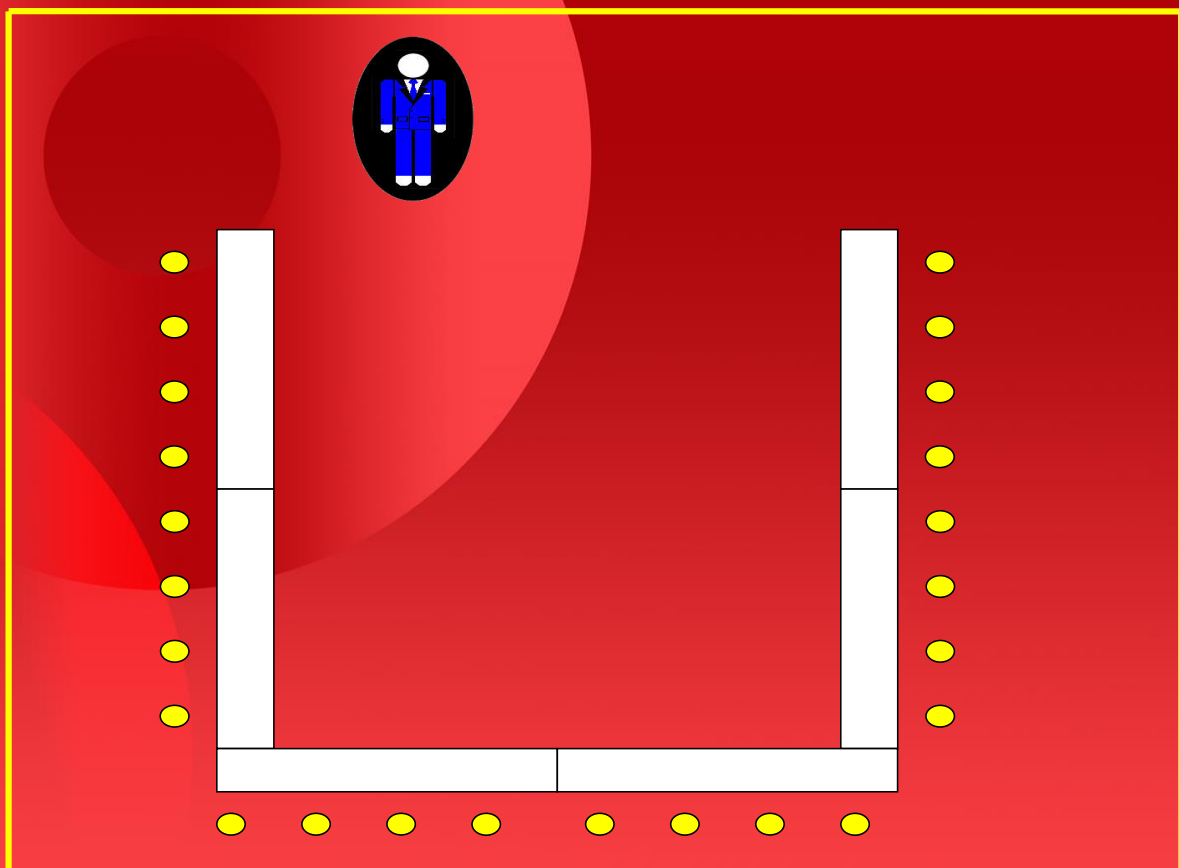
- An adaptation of the conventional classroom style
- Useful for interactive presentations to smaller groups, especially that involves breaking out into pairs or groups of four for activities

37

U-FORMATION

38

U-FORMATION



39

U-FORMATION

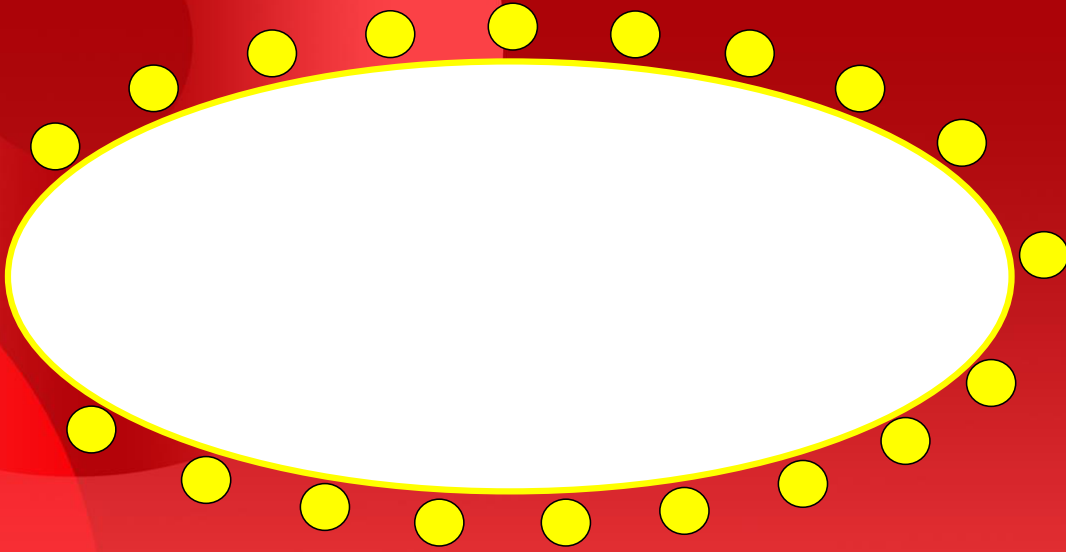
- Suitable for both promotional & informational presentations
- Good for proactive & interactive modes
- Allows every person in the audience to view each other & the presenter
- Generates livelier group dynamics
- The open area of the “U” gives the presenter access to everyone

40

BOARDROOM

41

BOARDROOM



42

BOARDROOM

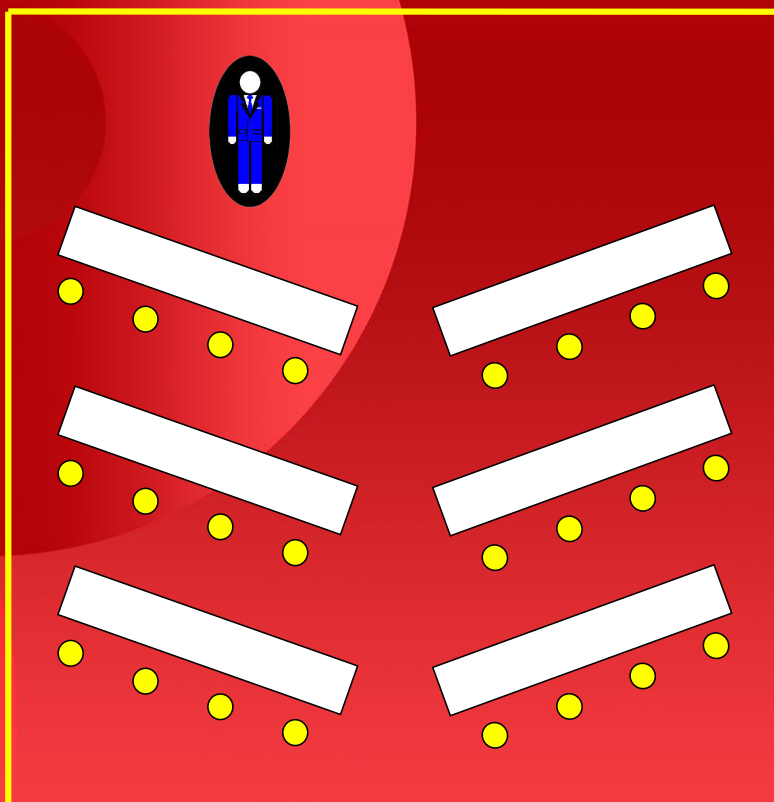
- Ideal for group discussion between 10-25 participants
- Good interaction between decision-makers
- Everyone can see everyone
- Easy sharing of images & text
- Papers may be spread across the table

43

V-FORMATION

44

V-FORMATION



45

V-FORMATION

- Is a modification of conventional classroom seating
- Angular seating improves audience viewing of the presenter, of visual aids, & of other persons in the group

46

ENVIRONMENTAL FACTORS

47

ENVIRONMENTAL FACTORS

- Lighting
- Temperature
- Air quality
- Sound

48

SUMMARY

49

COMMUNICATION SKILLS

LECTURE 23

Muhammad Nazim

VISUAL AIDS

WHY VISUAL AIDS?

Help improve your presentation by:

- Centering the attentions of your listeners
- Making your ideas easier to understand
- Emphasizing your information & ideas
- Helping your listeners remember your talk

3

SELECTING VISUAL AIDS

Which visual aid will serve you best, is based on:

- Your personality
- Your style
- The environment – room size, lighting etc.
- Your budget

4

SELECTING VISUAL AIDS

Guiding rules:

- Your material – equipment & supply limitations
- The audience – size & participation
- Your goals
- Time constraint

5

TYPES OF VISUAL AIDS

1. Computer based presentation
2. Video
3. 35mm slides
4. Overhead transparencies
5. Flip charts
6. Whiteboard
7. Handouts

6

1. Computer based presentation

- Writing content:
 - Limit each slide to one thought
 - Limit the content to about 40 words
 - Write short bulleted phrases
 - Use active voice

7

Inappropriate content format

Example:

Why use visual aids?

- Including visual aids support presentation to clarify concepts that may be difficult to grasp through verbal communication alone & increase audience attention by highlighting significant points of a message

8

Appropriate content format

Example:

Why use visual aids?

- Clarifying concepts
- Reinforcing verbal communication
- Increasing audience attention
- Highlighting main points

9

Selecting Design Elements

- Color
- Background design
- Fonts & type styles
- Adding animation & special effects

10

Computer based presentation

Benefits:

- No audience limit
- Integration with graphics, animation, video, & sound is possible
- Transmission to remote location is possible
- Data can be presented in real time
- Production costs are low
- Last minute changes are possible

11

Computer based presentation

Limitations:

- Projection equipment is expensive
- Computer & graphics skills are required
- Depends more upon equipment
- A darkened room is required

12

Computer based presentation

Useful hints:

- Check equipment
- Use high quality overhead projector
- Use a remote control device
- Keep a backup

13

2. Video

14

Video

Benefits

- No audience limit
- Highly professional production
- Motion picture with sound effects is possible
- Entertaining presentations
- Presentation without presenter
- Small cassettes are easy to store
- Accessible to remote audience

15

Video

Limitations:

- Professional production is required
- Production is expensive & time consuming
- Little presenter involvement
- Discourages audience participation

16

Video

Useful hints:

- Be familiar with & test all equipment
- Make sure the room is properly darkened
- Be sure there are enough monitors for adequate viewing
- Keep video presentations short

17

3. 35mm slides



35mm
Full-Frame film
in a standard
slide mount

18

35mm slides

Limitations:

- Darkened room is required
- Discourages audience participation
- Presenter is more impersonal
- More preparation time is necessary
- Previewing & editing is difficult

19

35mm slides

Useful hints:

- Arrange slides in the tray in the proper order
- Keep enough light in the room to maintain eye contact
- Make sure the slides are in focus before you start
- Use a black slide if you want to discuss a topic without any visuals

20

SUMMARY

21

COMMUNICATION SKILLS

LECTURE 24

Muhammad Nazim

VISUAL AIDS

2

4. Overhead transparencies

3

Overhead transparencies

Benefits:

- Presenter has complete control
- Presenter faces the audience in a fully-lit room
- Material can be created or added during a presentation
- An overhead projector is comfortable and simple to use

4

Overhead transparencies

Limitations:

- Used for up to 100 people
- Presenter must rely on equipment
- Older projectors tend to be dim and noisy
- Presenter is forced to remain near the projector
- Audience may perceive it as outdated

5

Overhead transparencies

Useful hints:

- Be sure that the visual is in focus
- Be sure you have spare lamp, & know how to change it
- Look at the transparency or maintain eye contact
- Use a pencil, pointer, or color highlighter when pointing to a transparency
- Tape the power chord to the floor
- Write your names on mounting frames & number them

6

5. Flip Charts

7

Flip Charts

Benefits:

- Do not need electricity
- Are economical
- Are used in fully-lit rooms.
- Ideal for brainstorming sessions
- Suitable for outdoors, small rooms, & on-site locations

8

Flip Charts

Limitations:

- Used for up to 35 people
- Presenter must have high energy
- Require good penmanship

9

Flip Charts

Useful hints:

- Lightly write your text in pencil before using marker
- Use upper & lower case letters
- Use 7 X 7 or 6 X 6 rule
- Avoid using too many colors especially yellow, pink, or orange

10

6. Whiteboard

11

Whiteboard

Benefits:

- are ideal for recording spontaneous information
- are inexpensive
- easy to use
- good for brainstorming in small groups

12

Whiteboard

Limitations:

- Used for up to 30 people
- Handwritten material may be difficult to read
- Audience attention is lost when presenter turns his back
- Difficult to transport

13

Whiteboard

Useful hints:

- Write large enough
- Use only when group planning or brainstorming is needed
- Plan an activity to prevent boredom

14

7. Handouts

15

Handouts

Benefits:

- Eliminate the need for note taking
- Provide an accurate record of the information presented
- Information is available for those absent or late-comers
- Can be used with all types of presentation media

16

Handouts

Limitations:

- Handouts delivered in advance cause attendees to prejudge
- Noise from page turning is distracting
- Poorly designed handouts create an adverse effect

17

Handouts

Useful hints

- Prepare sufficient handouts
- Determine the best time to distribute the handouts

18

SUMMARY

- Use Visual Aids for reference i.e. to clarify or emphasize
- Don't overload your visuals
- Visual Aids should add to the presentation, not distract from it
- Visual Aids can only add to a good speech, can't rescue a poorly developed speech
- Visual Aids must be clearly visible & understandable by the entire audience
- Speak to your audience, not your Visual Aids
- Refrain from walking in front of a screen when a Visual Aid is displayed on it
- Avoid distributing objects while you are speaking
- Be prepared for disaster

19

COMMUNICATION SKILLS

LECTURE 25

Muhammad Nazim

Group Communication

Group Meeting

Definition

- Informal group
- Formal group

Formation of groups

- Forming
- Storming
- Norming
- Performing

3

Purpose of Group Meeting

- Informational meeting
- Suggested solution meeting
- Problem-solving meeting

4

Group Decision-Making

Standard agenda

- Problem identification
- Problem analysis
- Criteria selection
- Solution generation
- Solution evaluation & selection
- Final decision
- Solution implementation

Alternate option

- Brainstorming
- Final decision

5

Styles of Group Leadership

- Authoritarian
- Activity plans are made by the leader
- All policy decisions are made by the leader
- Frustration may increase, from high standards set by the leader
- Discontent may develop when the leader seeks dominance
- Status difference exist between the leader & the members
- Aggressive status seeking activities develop among the members.
- Members listen carefully to the leader's instructions ..
- Leader believes that constant direction is necessary for goal achievement
- Limited responsibility is placed on all members; members are chosen for special tasks
- Status comes from praise from the leader which is usually personal & subjective

6

Styles of Group Leadership

- Democratic
- Policy decisions are made by the group encouraged & assisted by the leader
- Activity plans are made by the group. Technical advice is sought or given by the leader when needed
- Members' satisfaction is gained in making their own decisions
- Members grow in self-confidence & self-acceptance
- Leader & members function as peers
- Emphasis on status decreases, respect for others increase
- Listening improves, greater acceptance of other's ideas
- Little stress on discipline. Leader is friendly, helping & tolerant
- Leader has fundamental belief that members can attain their own ends
- Responsibilities are placed on all members
- Status in group is earned by the contribution made to goals; praise from the leader is objective & factual based.

7

Styles of Group Leadership

- Laissez-faire
- Members given help by the leader in activity when requested
- Group has complete freedom to make policy decisions
- Members don't know what expected. Disunity & disappointment is the ultimate result
- Members have little sense of accomplishment
- Few contacts exists between the leader & members, hence little friendship with the leader
- Status-mindedness develop. Result-competitive hostility emerges.
- Members focus on their own concerns and tend not to listen to others.
- There is little concern for goal achievement
- No concern for discipline. Members develop self-assertiveness
- Lack of development of feelings of unity, self-confidence or friendliness

8

Planning the Meeting

- Defining the purpose
- Deciding who to participate
- Arranging for meeting date, time, & place
- Creating an agenda
- Announcing the meeting
- Checking on physical arrangements

9

Procedures during the Meeting

- Opening statement
- Participants' engagement in discussion
- Recognition of different roles i.e.
 - Group task roles- information giver, initiator, opinion seeker, elaborator, coordinator, evaluator, energizer, recorder
 - Group building & maintenance roles- encourager, harmonizer, compromiser, follower, standard setter
 - "Individual" roles- Reticent, Know-it-all, long-winded speaker, erroneous member, showing personal animosity
- Solution evaluation
- Conclusion & plan of action

10

Participant roles in meeting

- Organizer - discussion without direction
- Clarifier - “I feel we are wandering from the topic”
- Questioner- pointing misunderstanding and clearing foggy ideas.
- Factual contributor- when in doubt, ask questions, others afraid
- Energizer- gloom & frustration? Show light
- Idea creator- wait! There may be 3rd option
- Critical tester- r facts, source of info clear?
- Conciliator-
- Helper of others-I’d like to hear the point of view of Sohail.

11

SUMMARY

12

COMMUNICATION SKILLS

LECTURE 26

Muhammad Nazim

Elements of Effective Written Communication

The elements are:

1. Courtesy
2. Correctness
3. Conciseness
4. Clarity
5. Concreteness
6. Completeness

3

1. Courtesy

- Have an audience-centered approach
- Visualize reader before starting to write
- Consider reader's desires, problems, circumstances, emotions
- Courtesy enhances relationship between you & the reader
- Courtesy increases reader's self-esteem
- Courtesy enhances company's quality & prestige

4

You-Attitude

- Talk in a language they understand.
- Make them see the benefits for doing what we want.

To do that understand some basic truths about human nature.

- People are self centered
- People are defensive
- People are not perfect
- People expect courtesy
- People do the best they can

5

People are self centered

Effective writers tell their readers how they will benefit from doing whatever they are asked to do.

Readers are more likely to comply with your request if the benefit appears to be theirs.

6

Examples:

1. “Please send your cheque for the amount you owe.”

After incorporating You-Attitude

“By sending your cheque for Rs. 5,000, you will be able to maintain your good credit reputation.”

2. “You will be glad to know that we are now open until 9:00 PM seven days a week.”

After incorporating You-Attitude

“For your shopping convenience, we are now open until 9:00 PM seven days a week.”

7

People are defensive

It's human nature to be suspicious of promises & resist criticism

We need to be careful with the things we say and the we say them.

8

People are not perfect

Error is a part of life, but no one likes having mistakes pointed out

Effective writers focus on solving the problem not pointing out mistakes.

9

Example:

“You forgot to sign the cheque. Would you please come & sign it today before we close the store.”

After incorporating You-Attitude

“We noticed that your signatures were missing. Could you please come in sometimes today to sign?”

10

People expect courtesy

Effective writers are courteous

11

People do the best they can

You have to trust people – even if you are cheated sometimes. You have to forgive the ugly things that people say or do because one day we are going to need to be forgiven too.

Effective writers assume their readers are acting honestly, fairly, and intelligently.

12

Guidelines for Courteous Writing

1. Exclude irritating expression:

Many words & phrases that are used effectively in oral & interpersonal communication are inappropriate in written communication

Examples:

“We find it difficult to understand”

“Your lack of communication”

“As we have explained to you many times”

“Why can’t you understand our position?”

Avoid using words & expressions that evoke negative reaction

13

Guidelines for Courteous Writing

2. Include meaningful apologies:

When you receive a discourteous letter that incorrectly accuses you, the wisest approach is to reply in a courteous manner.

14

Guidelines for Courteous Writing

3. Include courteous wording:

Omitting discourteous wording does not necessarily guarantee courteous messages. They still can be harsh or blunt.

Examples:

Blunt, harsh wording

“You did not read my recent letter.”

Courteous writing

“Please refer to my Aug. 15 letter.”

15

Guidelines for Courteous Writing

4. Respond in a timely manner:

When an answer to a complaint is not possible within a reasonable time, notify the delay as follows:

“We will examine your photocopier to determine the copying problem and have it back to you within two weeks. If repairs are needed, I will have your approval by phone on ...”

16

Guidelines for Courteous Writing

4. Respond in a timely manner:

When the person to whom a business letter is addressed is out of town, notify the delay as follows:

“Mr. X is out of country until next Friday ... I am sure he will be able to provide you with all the information you requested when he returns.”

17

Guidelines for Courteous Writing

5. Positive Wording

- Build goodwill
- Provide a pleasing & comfortable link with the reader

Negative writing results in asking questions that produce negative responses

Readers react to the words rather than to the intention of the writer

18

Examples:

Negative wording

“You do not qualify for the free gift because you did not respond within ten days.”

Positive wording

“You probably did not notice that your order was mailed after our special gift order had expired.”

Negative wording

“We are very sorry that we cannot send you our Communication Skills booklet by Dec. 5...”

Positive wording

“The publication department has assured me that you will have the Communication Skills booklet by Jan. 20..”

19

Guidelines for Courteous Writing

5. Bias-free language

Avoid unethical, embarrassing blunders in language related to gender, race, ethnicity, age, and disability.

a. Gender bias

Avoid sexist language.

Use the same label for every one (don't call a woman “chairperson” & then call a man “chairman”)

20

a. Gender bias – Examples:

“Please share this report with your supervisor. He will find it interesting.” (**Gender-bias**)

“Please share this report with your supervisor, who will find it interesting.” (**reader-friendly**)

“The attitude of an employee is important if he expects to be promoted.” (**Gender-bias**)

“The attitudes of employees are important if they expect to be promoted.” (**reader-friendly**)

Replace Businessman with Businessperson

Chairman with Chairperson

Man-made with Artificial

Spokesman with Spokesperson

Mankind with Humankind

21

b. Racial & ethnic bias

Avoid language suggesting that members of a racial or an ethnic group have stereotypical characteristics.

Examples:

“His black assistant speaks more clearly than he does.” (**Racial-bias**)

“His assistant speaks more clearly than he does.” (**reader-friendly**)

“Mr. X is an unusually tall Asian.” (**Racial-bias**)

“Mr. X is tall.” (**reader-friendly**)

22

c. Age bias

Mention the age of a person only when it is relevant. When referring to older people, avoid adjectives like frail, old etc.

Example:

“Mr. X, aged 55, has just joined our Technical Department.” (**Age-bias**)

“Mr. X has just joined our Technical Department.” (**reader-friendly**)

23

d. Disability bias

Avoid mentioning a disability (physical, mental, emotional impairment etc.) unless it is pertinent.

If you must refer to someone's disability, avoid terms as “handicapped”, “crippled”, or “retarded”.

Example:

“Crippled workers face many barriers on the job.” (**Disability-bias**)

“Workers with physical disabilities face many barriers on the job.” (**reader-friendly**)

24

SUMMARY

25

COMMUNICATION SKILLS

LECTURE 27

Muhammad Nazim



Elements of Effective Written Communication



The elements are:

1. Courtesy
2. Correctness
3. Conciseness
4. Clarity
5. Concreteness
6. Completeness



2. Correctness

You can improve the correctness of the material you write by:

- a. Writing at a level that will be understood by the reader
- b. Assuring the accuracy of words, information & data
- c. Applying principles of grammar & punctuation
- d. Spelling words correctly



a. Use the right level of language

- words you use & the way you use to form sentences affect comprehension

Informal English is the language of business correspondence written for a general readership



Example:

Formal

“Pl. inform me of the manner in which you intend to liquidate the balance.”

Informal

“Pl. let me know when you plan to pay the outstanding balance of your account.”

Formal

ascertain

endeavor

procure

utilize

Informal

find out

try

get

use



b. Check accuracy of words, information & data

- Avoid using words with an idea to impress the reader.
- The key is to communicate clearly. If the goal is to get a result you desire, make sure the reader understands you.
- Goodwill that requires years to build can be destroyed with a minor error.
- One error in a letter, a figure, or a digit can make a big difference.



c. Use correct grammar & punctuation

- Grammatical errors reflect lack of professionalism & leave a negative impact



d. Check spelling

- While the first draft of a written message is the responsibility of the typist, the final product is the responsibility of the person signing the document.



3. Conciseness

Conciseness is saying what you want to say in the fewest possible words without sacrificing the quality

Conciseness saves time & expense for receiver & sender

Eliminating unnecessary words let important ideas stand out

To be concise follow three rules:

1. Eliminate wordy expressions



Example

Wordy: We would like to ask you to return the form enclosed herein at your earliest possible convenience. In accordance with your request, we have a consensus of opinion that the washing machine that you purchased when you were in our store is at this time still under warranty.”

Concise: “The warranty on your machine is still in effect. As soon as you return the enclosed form, we will send our repair technician to your home.”



wordy

**in accordance with
your request**

concise

as you requested

consensus of opinion we agree

held a meeting met

at this time now

a long period of time a long time



2. Include only relevant material

To be sure you include only relevant facts:

- a. Stick to the purpose of the message
- b. Delete irrelevant words & rambling sentences
- c. Omit information obvious to the receiver. Do not repeat at length what that person has already told you
- d. Avoid long introductions, unnecessary explanations, excessive adjectives & propositions.

Example:

Wordy: “We, hereby, wish to let you know that our company is pleased with the confidence you have reposed in us.”

Concise: “We appreciate your confidence.”



3. Avoid unnecessary repetition

Three ways to eliminate unnecessary repetition are:

- a. Use a shorter name after you have mentioned the long one once.
- b. Use initials rather than repeat long name.
- c. Cut out needless repetition of phrases & sentences

Wordy: “Continue to utilize the old form until such time as the new form is available.”

Concise: “Start using the new form from Feb. 1. ...”



4. Clarity

Getting meaning from your head into the reader's head accurately.

Clarity can be achieved by:

1. Choosing precise, concrete & familiar words
2. Constructing effective sentences & paragraphs

Clarity is achieved through a balance between precise language & familiar language.

Familiar words are conversational.



Examples:

Long words: “During the preceding year, the company was able to accelerate the productive operations.”

Precise words: “Last year the company was able to speed up operations.”

Long words: “The president acceded to the proposition to nullify the contractual relationship.”

Precise words: The president agreed to break the contract.



Concrete words

Abstract words are vague

Abstract

sizeable loss
near future

Concrete

54% loss
on Friday

Familiar words

Unfamiliar

ascertain
peruse
subsequent
remuneration

Familiar

find out, learn
study, learn
after
pay



Choose familiar words

- Example:

Unfamiliar: After our perusal of pertinent data the conclusion ids that a lucrative market exists for the subject property.

Familiar: The data we studied show that your property is profitable and in high demand



2. Constructing effective sentences & paragraphs

At the core of the clarity is the sentence. Important characteristics to consider are: length, unity, coherence, & emphasis.

Example

Length

“This memorandum is being distributed with the blueprints that show the final version of the new offices at our new Lahore headquarter and are to be used later for discussion at the next board meeting, which is to be held on Sept, 14.” (**Long sentence**)

“This memo is being distributed with the blueprint. The blueprint show the final version of the Lahore headquarter offices. Later they will be used at the Sept. 14 board meeting.” (**improved sentence**)



Unity

Example: “We have safe deposit lockers, and we have the maximum employees in Pakistan.”

Coherence

Examples: 1. “The car is in the garage that he wrecked”
2. “The car he wrecked is in the garage”

Emphasis

Example: “Candidates should be motivated & have interest in public speaking, and have prerequisites & others.” (**little emphasis**)

“Candidates should have prerequisites and be motivated for public speaking” (**Better Emphasis**)



SUMMARY



COMMUNICATION SKILLS

LECTURE 28

Muhammad Nazim



The elements are:

1. Courtesy
2. Correctness
3. Conciseness
4. Clarity
5. Concreteness
6. Completeness

5. Concreteness

Concreteness means making specific references to persons, places, objects, & actions while abstract means making general references.

To make your writing concrete you should:

- a. Include as much specific information as possible
- b. Use active rather than passive verbs
- c. Use vivid, image-building words



a. Include as much specific info. as possible

Example

1. “She is a fast typist.”

Change to: “She types @ of 80 words/min.”

2. “He got a good score in his MBA Program”.

Change to: His GPA in 2000 was 3.9 on a four point scale.

Some of the vague opinion words are:

high, low, small, about, a few, several, majority, old, young



It is permissible to **use general expressions, only when:**

1. it's not possible to be specific when you may not have the precise figures & facts.
2. you wish to be diplomatic, like “You have missed three invitations to my office” – is harsh, rude. You may be tactful by saying, “I have sent you several reminders to see me in my office.”
3. exact figures are unimportant, like “more than half the committee was present”. 

b .Use active rather than passive verbs

Active verbs help make your sentences more:

1. **Specific:** “The Dean decided” is more explicit than “A decision has been made”.
2. **Personal:** “You will note” is more personal & specific. “It will be noted” is impersonal.
3. **Concise:** Passive requires more words. Compare “Figure shows” with “It’s shown by the figure”
4. **Emphatic:** Passive words dull action. Compare “The students held a contest” with “A contest was held by the students”. 

You may prefer the passive voice, instead of the active, only in such situations:

1. when you want to avoid personal, blunt accusations or comments. “The October cheque was not included”. Instead of “You failed to include the October cheque”. “Attendance at the meeting is required” instead of “You must attend”.

2. When you want to stress the object of the action. “Your saving account is insured up to 1,00,000”. You have intentionally stressed “your account” not the firm that does the insuring.

“You are invited” is better than “we invite you.”

3. when the doer isn't important in the sentence.

“Three announcements were made before the meeting started”. The emphasis is on the announcements not on who gave them or who made the announcement.

c. Use vivid, image-building words

Examples:

1. “This report is weak.”

Change to: “The following flaws weaken the quality of this report:

- the numerous grammatical errors
- the inaccurate info. that is presented &
- the absence of feasible recommendations.”

2. “This is a long letter”.

Change to: “This letter is three times as long as you said it would be.”

6. Completeness

Incomplete messages increase the organization's cost. Incomplete messages result in:

1. Loss of goodwill.
2. Loss of valued customer.
3. Loss of sales.
4. Waste of time.
5. Communication & transportation costs.

The best way to determine if you have provided enough info. is to subject your writing to questions like Who? What? When? Where? Why? How? – 5Ws & H



1. Provide all info: Answer 5Ws

Examples:

While placing an order (request), make clear:

what – you want

when – you need it

where- to send it

how – payment will be made

Suppose you are reserving a banquet hall or rooms, specify:

accommodation required (what for)

location - (where)

sponsoring agency - (who)

date & time - (when)

event – (why)

details – (how to pay)



2. Answer all questions asked:

whenever you reply to an inquiry, try to answer all questions – stated & implied

Reaction to an incomplete reply is likely to be unfavorable.

Customer will think the respondent is careless or purposely concealing information.

“Omissions cast suspicions”

If you have no information on a particular question, say no.



3. Give something extra

“I will be visiting your country next week. Since we have not met for a long time, I would like to know where could we meet”.

If you answer only this one question - “when could we meet” - your letter would be incomplete.

Another incomplete inquiry:

“I have not received any reply to my last letter where I requested for an interview. Kindly expedite.”

When was the letter written? To whom was it sent?

What was the interview about? (job? Complaint?)



SUMMARY



COMMUNICATION SKILLS

LECTURE 29

Muhammad Nazim



Preparing for Effective Business Writing



Preparing for Effective Business Writing

- Steps involved are:
 - 1. Planning Stage
 - 2. Organizing Stage
 - 3. Drafting Stage
 - 4. Editing Stage
 - 5. Proofreading Stage



- Steps involved are:

1. Planning Stage

- Determine your purpose
- Consider your reader
- Choose your idea
- Determine the appropriate content

2. Organizing Stage

- Outline the topics you plan to include
- Determine the order of the topics

3. Drafting Stage

- Develop appropriate beginning paragraph
- Compose the body
- Develop appropriate ending paragraph

4. Editing Stage

5. Proofreading Stage



Preparing for Effective Business Writing

1. Planning Stage

- Determine your purpose
- Consider your reader
- Choose your idea
- Determine the appropriate content



Preparing for Effective Business Writing

2. Organizing Stage

- Outline the topics you plan to include
- Determine the order of the topics

Preparing for Effective Business Writing

3. Drafting Stage

- Develop appropriate beginning paragraph
- Compose the body
- Develop appropriate ending paragraph

Preparing for Effective Business Writing

4. Editing Stage



Preparing for Effective Business Writing

5. Proofreading Stage



1. Planning Stage

Determine your purpose

- Is the message to be sent to the reader as a response to a message you received?
- Is your message mainly informational, such as announcing your firm's new location?
- Is it persuasive, such as asking your customer to buy your product?
- Is the nature of the situation positive or negative?



Consider your reader

- The approach & content you use in writing for one reader may not be appropriate for another reader.
- You will want to have answers to questions:



Questions are:

1. How much technical background does your reader have?
2. Are you preparing material for one reader or for multiple readers?
3. Is your reader from within the organization or outside the organization?

4. What is your reader's occupation & income level?
5. What is your reader's age?
6. What important habits of your reader should be considered?
7. What is the educational level of your reader?
8. What is your reader's geographical location?
9. Is your message likely to be read as part of your reader's routine?
10. What do you expect your reader to do with the information contained in your message?

Choose your ideas

- Brainstorming
- Free-writing

Determine the appropriate content

Determining the content for a letter in which you are responding to a request is easier than when you are initiating the communication relationship.

Determine the appropriate content

To determine appropriate content, answer:

- What information is relevant for this situation, given the purpose of the message & the reader's needs?
- What information Should be included to make the message complete?
- If I were the recipient of this message, what information Would I find helpful?
- What material needs to be included to make the message conform with the content customarily found in the type of message I am preparing?

SUMMARY

COMMUNICATION SKILLS

LECTURE 30

Muhammad Nazim



Preparing for Effective Business Writing



Steps involved are:

- 1. Planning Stage**
- 2. Organizing Stage**
- 3. Drafting Stage**
- 4. Editing Stage**
- 5. Proofreading Stage**



– **1. Planning Stage**

- Determine your purpose
- Consider your reader
- Choose your ideas
- Determine the appropriate content



– 2. Organizing Stage

- Outline the topics you plan to include
- Determine the order of the topics



– 3. Drafting Stage

- Develop appropriate beginning paragraph
- Compose the body
- Develop appropriate ending paragraph



– 4. Editing Stage



– 5. Proofreading Stage



2. Organizing Stage



2. Organizing Stage

Outline the topics

Example: For composing a letter to send to a client whose credit account has had a past due balance. The following partial outline summarizes the information that could be included in the discussion.



2. Organizing Stage

A. Need to have account paid in full by Dec....

1. The customer can protect his/her credit reputation by paying now.

2. Receipt of payment now will help you avoid having to borrow short-term money, which will benefit the customer in the long run because you will not have to increase your prices.

3. The customer can avoid paying additional finance or interest charges on his/her account.



Careful outlining helps in:

- Improving the clarity of your message
- Saving writing time later (changes in outline are easy than in writing material)
- Enabling to emphasize properly the various topics in the message (placing the most important at the beginning is more emphatic than in the middle)



Several methods can be used in developing topics:

1. Direct method
2. Indirect method

Direct (deductive) approach

Direct (deductive) approach

Use this approach when presenting positive or good-news information



Direct (deductive) approach

Example: direct-approach outline

- A. Mention that replacement copier is on its way
- B. Discuss the examination of the copier revealed two defects
 - 1. Weak transistor
 - 2. Short circuit in one of the components



Direct (deductive) approach

- C. Mention that quality control tests do not find all defects
- D. Discuss warranty on new copier
- E. Express “satisfaction guaranteed” in courteous closing



Example of Direct-method letter:

Dear Mr. X

A copier was sent to you this morning to replace the copier you sent to us for repair.

An examination of your copier revealed a weak transistor & a short circuit in one of the electronic components. Because your copier was still under warranty, we prefer to replace the copier with a new one.

Our electronic equipment is subjected to right quality control tests during several stages of its manufacture. These tests find nearly 99% of the defective components - which is the best performance record in the industry. The reliability of our products is accepted by many of our customers.



The 120-day warranty on your replacement copier will take effect upon its receipt. Please complete & return the warranty card enclosed with the copier. You are sure to have good performance by your copier. Remember, your satisfaction is guaranteed.



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Indirect (inductive) approach

Use this approach for negative-news messages



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Indirect (inductive) approach

- **Example: indirect-approach outline**

- A. Use a neutral opening that compliments the reader for having good credit references
- B. Discuss the reasons that the credit account cannot be approved for Rs. 1,00,000
 1. Company requires minimum monthly income of Rs. 50,000 for this credit limit
 2. Is advantageous to applicant by helping him avoid assuming a potentially greater financial burden than can be effectively handled on this income level.



Indirect (inductive) approach

- C. Mention that the credit account can be opened for Rs. 75,000 but not for the Rs. 1,00,000 that was requested
- D. Suggest that the reader, if he desires, can have account reviewed after one year to determine if credit limit can be increased.



Example of Indirect-method letter:

Dear Mr. ...

Each of the individuals you listed as credit references on your charge account application spoke favorably about your bill-paying habits. You can be proud of this record.

A minimum monthly income of Rs. 50,000 is required to open an account for the Rs. 100,000 max. that you requested. Your present monthly income is Rs. 30,000. We find this limit actually benefits many of our customers because it helps them avoid assuming a greater financial burden than they might be able to handle on income of less than 50,000.



Your income level qualifies you for a charge account with a credit limit of Rs. 75,000. If you would like for us to open an account with this credit limit, please sign & return the enclosed card, which we need as authorization to open an account for you.

If you wish, we will review your account after one year to determine if the maximum limit can be increased to 100,000. All you need to do is request the review.

Our charge account can enhance the convenience of your shopping in our store.



Determine the appropriate order of the topics

Once you have prepared your outline, the next step involves reviewing the topics to make sure they are discussed in an appropriate order



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Determine the appropriate order of the topics

When determining order keep in view the following questions:

1. Are the ideas of equal importance presented in a parallel manner?
2. Is the sequence of the topics appropriate for the development method I am using (direct, indirect)?
3. Is the sequence of the topics likely to add clarity to my message?
4. Are related topics properly sequenced?
5. Are the topics presented in the sequence recommended for the type of the message I am preparing?



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Topical method of outlining



Topical method of outlining

1. Health Insurance

a. Individual insurance

b. Group insurance

c. Federal insurance / industrial insurance

d. Dependent coverage



Topical method of outlining

2. Life Insurance

a. Option I

b. Option II

Topical method of outlining

3. Long-Term Disability

4. Dental Insurance

- a. Employee group insurance
- b. Dependent coverage

Topical method of outlining

5. Retirement

Revised Topical outline

1. Types of Employee Benefit Plans & Coverage

A. Health Insurance

a. Individual insurance

b. Group insurance

c. Federal insurance / industrial insurance



Revised Topical outline

1. Types of Employee Benefit Plans & Coverage

B. Dental Insurance

a. Employee group insurance



Revised Topical outline

1. Types of Employee Benefit Plans & Coverage

C. Life Insurance

a. Option I

b. Option II



Revised Topical outline

D. Long-Term Disability



Revised Topical outline

E. Retirement

Revised Topical outline

2. Dependent Coverage

A. Health insurance

B. Dental insurance

SUMMARY



COMMUNICATION SKILLS

LECTURE 31

Muhammad Nazim



Preparing for Effective Business Writing



2

Steps involved are:

1. **Planning Stage**
2. **Organizing Stage**
3. **Drafting Stage**
4. **Editing Stage**
5. **Proofreading Stage**



3

– 1. Planning Stage

- Determine your purpose
- Consider your reader
- Choose your ideas
- Determine the appropriate content



– 2. Organizing Stage

- Outline the topics you plan to include
- Determine the order of the topics



– 3. Drafting Stage

- Develop appropriate beginning paragraph
- Compose the body
- Develop appropriate ending paragraph



– 4. Editing Stage



– 5. Proofreading Stage



8

3. Drafting Stage



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3. Drafting Stage

Developing opening paragraphs



10

Suggestions to help improve the effectiveness of the opening paragraph

1. Make sure the beginning is appropriate for the reader.
2. Make sure the beginning is appropriate for the situation. Normally, in good-news letters, begin with the good news; in neutral or direct-request letters, begin with the main idea or request; in disappointing-news letters, buffer the beginning with neutral or information which the reader will agree; and in persuasive messages, begin with information that will catch the reader's attention.



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Suggestions to help improve the effectiveness of the opening paragraph

3. Avoid the inclusion of negative information or discourteous wording by emphasizing what can be done rather than what cannot be done.
4. Use a you-viewpoint (rather than an I-viewpoint) in the opening.
5. Use a fast-start beginning rather than a slow beginning in which you provide information that is obvious to the reader.
6. Keep the beginning paragraph fairly short.
7. Make sure the beginning paragraph possesses unity & coherence.



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Direct-request letter:
Main idea or good-news first.



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Direct-request letter: Main idea or good-news first.
Example:

Inappropriate opening:

“I am a student at XYZ business school and am currently enrolled in MBA program. One of the projects in the class is to make an in-depth financial analysis of some of the leading companies in Pak. I have selected your company for this project.” (The main idea which was to request an annual report for the related company - is not presented in the beginning paragraph)



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Direct-request letter: Main idea or good-news first.
Example:

Appropriate opening:

“Would you please send me an annual report for use in making a financial analysis of your company. Making a thorough analysis of the financial condition of your company is one of the requirements for the MBA program I am enrolled in XYZ bus. School.”



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Disappointing-news letter: Buffer first



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Disappointing-news letter: Buffer first Example:

Inappropriate opening:

“We are sorry to inform you that we are unable to open a charge account at XYZ store. Unfortunately, you have too many liabilities in relation to your assets to qualify for a charge account.” (A beginning like this will surely irritate the reader)



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Disappointing-news letter: Buffer first

Example:

Appropriate opening:

“You will be pleased to learn that the credit references you listed on your credit application commented favorably on your bill-paying record. Several were also impressed with your promptness that has enabled you on numerous occasions to avoid interest charges.” (Using a beginning such as this in a disappointing-news letter will help put the reader in a more positive frame of mind before reading the disappointing news)



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Persuasive messages:

attention-getting openings are especially desirable.



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Persuasive messages: attention-getting openings are especially desirable.

Example:

Inappropriate opening.

“We are soliciting volunteers to donate an hour or two of their time each month to work at the information desk in the National Museum. We hope you will consider volunteering.” (A beginning like this in a persuasive message will do little to entice the reader to comply with your request



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Persuasive messages: attention-getting openings are especially desirable.

Example:

Appropriate opening:

“What could be more exciting than helping direct visitors at the National Museum to the location of the work of their favorite artist? You can share the excitement of our visitors by volunteering to work at the information desk in National Museum an hour or two each month.”



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Ending paragraph

You have opportunity to do two things:

1. Concentrate on the action you desire the reader to take
2. Show courtesy towards the reader



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Ending paragraph

Guidelines for improving the effectiveness of your ending paragraph

1. State the desired action clearly & completely.
2. State who is to perform the desired action if the action is to be performed by someone other than the reader.
3. State how the action is to be performed.
4. State when the action is to be performed, if appropriate.



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5. Make the action easy to be performed.
6. Include reader-benefit material, if appropriate.
7. Show appreciation to the reader, if appropriate.
Remember, until the reader does something for you, thanking him/her is inappropriate.
8. Avoid the inclusion of negative information in the ending.
9. Offer to be of assistance, if appropriate.
10. Keep the ending paragraph as short as circumstances will allow.



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Example: 1

Change: “Please let us hear from you”

To: “Just as soon as you sign & return the enclosed authorization card to us, we will be able to make the requested modifications to your insurance plan.” (This paragraph is effective because it tells when, who, what, how, and why, as well as contains reader-benefit material).



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Example: 2

Change: “Upon receipt of the enclosed form, we will be able to add Mrs. Murad’s name to your saving account.” (fails to mention who to take the desired action)

To: “Please have Mrs. Murad sign the line marked with a red “X” on the signature card. As soon as we receive the card, she will be entitled to use this saving account.” (This paragraph identifies who, what, where, why, and when, in addition to containing reader-benefit material).



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Example: 3

Change: “Let me know when you would like to come for an interview”.

To: “Pl. call at 5867642 early next week to let me know a convenient time for you to come for an interview.” (This paragraph identifies what, where, when, and why).



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Example: 4.

Change: “We regret that we do not have the information you requested”

To: “Best wishes for the successful completion of your project. Your effort to obtain actual material for inclusion in your project is commendable.”
(The refusal, which was stated earlier in the letter, shouldn’t be repeated in the closing paragraph.)



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Body composition

Develop the main idea with the scope of your message (its length & detail) in mind.

Discuss main points & supporting evidence within the framework of the scope

Adjust your message to fit the time & space available.



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4. Editing Stage



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4. Editing Stage

Evaluate for compliance with principles of effective communication:

1. Is the information in your message correct?
2. Is the information relevant to your audience?
3. Have you provided enough information to satisfy your reader's needs?
4. Have you covered all your points in the most logical order?
5. Do the most important ideas receive the most space, and are they placed in the most prominent position?



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4. Editing Stage

6. Would the message be more convincing if it were arranged in another sequence?
7. Do you repeat yourself?
8. Are details scattered that need to be grouped together?
9. Have you answered all the questions asked by the reader?
10. Have you provided additional info which your reader will appreciate having?



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5. Proofreading



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5. Proofreading

As you proofread you should check for

1. Accuracy of dates, figures, amounts, numbers, & so forth
2. Misspelled words
3. Typographic errors



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5. Proofreading

As you proofread you should check for

4. Omissions & additions of material
5. Proper sequencing of material
6. Correct format



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SUMMARY



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COMMUNICATION SKILLS

LECTURE 32

Muhammad Nazim



PARTS OF BUSINESS LETTER



2

PARTS OF BUSINESS LETTER

- Heading - Letterhead
- Date
- Inside address
- Salutation
- Attention line
- Subject
- Body



3

PARTS OF BUSINESS LETTER

- Complimentary close
- Signature area
- Reference initials
- Enclosure
- Copies line
- Postscripts



PARTS OF LETTER



PARTS OF LETTER

- Essential parts
- Non-essential parts



ESSENTIAL PARTS



ESSENTIAL PARTS

- Letterhead
- Date
- Inside address
- Salutation
- Body
- Complimentary close
- Signature



8

SPECIMEN BUSINESS LETTER

Letterhead

Date

Inside address

Salutation

Body

Body

Body

Complimentary close

Signature

Company Letterhead with address/telephone/fax

August 5, 2001

Mr./Ms. Firstname Lastname
Title or Department
Company Name
2000 Street, Suite 100
City, State Zip

Dear Mr./Ms. Lastname:

I am writing to request information about accommodations in the Seattle area. Our company is sending six senior managers to Seattle to attend an executive training program at the University for two months in the fall.

I understand that there are several different housing options available for international visitors: university residence halls, homestays, hotels, and apartments. Which would you recommend?

I would appreciate any information you could send me.

Sincerely,

Firstname Lastname

First name Lastname
Position



9

NON-ESSENTIAL PARTS



10

NON-ESSENTIAL PARTS

- Addressee notation
- Attention line/ Reference
- Subject line
- Reference initials
- Enclosure
- Copy notation/Carbon copy (CC)
- Mailing notation
- Post script



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ESSENTIAL PARTS OF A LETTER



12

LETTERHEAD



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LETTERHEAD

- Standard size: 8.5 inches X 11 inches
 - Name of the firm and its full postal address
 - Name of department
 - Telephone, fax, telex number and E-mail.
 - Optional: directors name, logo, trade mark, firm's starting date



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SPECIMEN LETTERHEAD

A heading shows where the letter comes from

Hi-tech Office Equipment Ltd.

Micro House

M.A.Jinnah Road

Karachi

Telephone:-----/- Fax-----

Date:



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DATE



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DATE

- The date is typewritten two to six lines below the last line of the letterhead.
- The date indicates when the letter was written. If your letter is completed over a number of days, use the date it was finished.
- The date is placed at the left margin or so it ends with the right margin.
- Date sequence preferred is:
 - December 5, 2005 – month, day, year or in figures like 12/5/05 (American style). In Europe & Asia – 5/12/05.



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INSIDE ADDRESS



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INSIDE ADDRESS

- The inside address is the recipient's address. Always best to write to a specific individual. Write **at the left-hand margin**.
- Includes name & address of the individual, group or organization.
- If the addressee has no professional title like Dr. Prof. use courtesy titles i.e. Mr., Mrs., Miss or Ms.



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INSIDE ADDRESS

Example:

Mr. A. R. Qureshi,
General Manager, XYZ
Corporation,
P. O. Box 1234
Lahore.



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SALUTATION & COMPLIMENTARY CLOSE



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SALUTATION & COMPLIMENTARY CLOSE

- The salutation (or opening greeting) is typed on the 2nd line below the inside address, two lines above the body, & even with the left margin.
- Salutation is conventionally paired with an appropriate *complimentary* close (the 'signing off'), to end the letter in a similar tone and formality.



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<i>Greeting</i>	<i>Close</i>	<i>Context</i>
Dear Sir/Madam/Sirs (Name not used)	Yours faithfully,	Formal Situations Recipient not personally known Recipient senior in years, position
Dear Dr/Mr/Mrs/Miss Qureshi, Dear Colleague Dear Customer	Yours sincerely,	Friendly (or would-be-friendly, e.g for selling or conciliatory letters). Established relationships. Implied relationships.
Dear Jaffer/ Jamila My dear Jaffer/ Jamila etc.	Yours, Yours sincerely, Kind regards. Best wishes. Affectionately,	Close, informal relationships. More personal.



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Main Body



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Main Body

- The main body of the letter is divided logically into the paragraphs. Paragraphs are conventionally separated by two line spaces for clarity; whether or not the first line of each is indented from the left hand margin.



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Complimentary Closing



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Complimentary Closing

- The closing begins at the same horizontal point as your date and one line after the last body paragraph.
- Most popular closes are: Sincerely, Sincerely yours, Very truly yours, yours very truly.
- When the letter is informal, additional closes are often used, like Warm regards, Best regards & Best wishes.
- From UK & Asia closing is: Faithfully yours.
- Leave four lines between the closing and the sender's name for a signature.



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Signature area



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Signature area

- You can include in the signature area several identifications: name of your company, your signature, your typewritten name, & your business tile.
- Sincerely,
- Mohammad Nazim
- Head, Communication Dept.



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NON-ESSENTIAL PARTS OF A LETTER



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ADDRESSEE NOTATION



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ADDRESSEE NOTATION

- Addressee notation is written to make the readership of the letter restricted.
- It is written two lines above inside address.
- It is written in capital letters.
- Ways:
 - CONFIDENTIAL
 - PERSONAL
 - PLEASE FORWARD



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ATTENTION LINE/ REFERENCE



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ATTENTION LINE/ REFERENCE

An attention line is useful in the following contexts:

- When the writer doesn't know an individual's name but wants the message to go to a particular title (sales manager) or department (personnel)
- When the writer knows only the person's surname (Mr. Butt) & therefore does not want to use that name in the salutation
- When the writer expects that the addressee travels often & wants the letter to be attended promptly by whoever takes care of the addressee's business
- It is written two lines below the inside address.

- **Example:**

For the attention of: Mr. Butt



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SUBJECT LINE



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SUBJECT LINE

- Subject gives a few words indication of the main subject of the letter. It directs the reader's thoughts to the matter in hand.
- Though Subject line is not an essential part of a letter but it is commonly used in business letters where higher management is your recipient as they usually don't have time to read complete letters.
- However, subject line is essential if you writing in simplified format.



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SUBJECT LINE

- The subject line also indicates where to file the letter for future reference.
- Example:
 - **Subject:** Contract No. 12280-051
 - **Subject:** Order No. 0012254
- The Subject line is usually written one line below the salutation.
- The subject line can be left aligned, centered or indented as the paragraphs in the body text.
- Some times the subject line is written above the salutation or at the very top of the page.



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SUBJECT LINE

- **Ways to Write subject line:**
- Giving the heading “Subject”

Subject: Summer 2005 Sales Meeting



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SUBJECT LINE

- Distinguishing it from other parts of the letter:
 - Some writers omit the word subject and upper case to write the subject line, or in a different way so that it is easily distinguishable, i.e. different font type, italics, etc.
 - Example:

SUMMER 2005 SALES MEETING



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SUBJECT LINE

- Some writers like under lining the subject line or the last line of the subject line if it is long.
- Examples:
 - **Subject:** Summer 2005 Sales Meeting
 - **Subject:** Summer 2005 Sales Meeting
 - **SUBJECT:** SUMMER 2005 SALES MEETING
 - **SUMMER 2005 SALES MEETING**
- Subject lines or part of subject line or the heading subject is usually written in bold.



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REFERENCE INITIALS



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REFERENCE INITIALS

- As it is very common that one person dictates or writes the letter and the other person types it, therefore reference initials are used to show who helped prepare the letter.
- Reference initials always appear at the left margin and are typed one or two lines below the last line of the signatures.
- If the writer's name is in the signature block then only the typist's initials appear in the reference initials.



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REFERENCE INITIALS

- But if only the department/ organization name appears in the signature block then both sets of initials should appear.
 - the first is writer's
 - the second is the typist's
 - Example:
 - mn/ mqs
 - mn: mqs
 - MN: MAS



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REFERENCE INITIALS

- Sometimes the writer and the signer of a letter are different people.
 - At least the file copy of a letter should bear both their initials.
 - and as well as the typist's.
 - Example:

- mn/ dq/ mqs (signer, writer, typist)



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ENCLOSURE



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ENCLOSURE

- Putting something other than the letter in the same envelope, such as a cheque, resume, price list, leaflet or any other document for reference is called enclosing something with the letter.
- Indicate this simply by typing Enclosures one, two or three lines below the complementary close and signature.
- Enclosure is written left aligned with the margin.
- One may list the name of each document you are including in the envelope.



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ENCLOSURE

Example:

1. Enc. (or Encs, for more than one item)
2. Enclosures 2 (two documents are enclosed)
3. Enclosed:
 - 1) CV
 - 2) Attested Copy of NIC
 - 3) Attested Final Transcript



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COPY NOTATION/ CARBON COPY/ PHOTO COPY



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COPY NOTATION/ CARBON COPY/ PHOTO COPY

- If the same letter is being sent to some one else too which you want your recipient to know, is written under the heading of Carbon Copy or Photo Copy.
- cc. pc. or simple c. is used.
- Copy Notation is written one, two or three lines below Enclosures.
- Usually cc. is sent to other people who should know the information as well.



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COPY NOTATION/ CARBON COPY/ PHOTO COPY

- Some times a CC is sent to a higher management personnel to get better performance from the subordinates, as they know the matter in the notice of the higher management too.
- Example:
 - cc: Muhammad Aslam
 - c: Muhammad Aslam
 - pc: Muhammad Aslam
 - Copy to Muhammd Aslam



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COPY NOTATION/ CARBON COPY/ PHOTO COPY

- The two common rules in case of more than one person is receiving the carbon copies or photocopies is to write the names either in seniority order or alphabetical order.
- If you don't know the hierarchy of the organization or you are in doubt or the people receiving the carbon or photo copies are of the same level in the organization then its better to use alphabetical order.



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COPY NOTATION/ CARBON COPY/ PHOTO COPY

- On occasions you might want to keep the sending of copies or a copy to one or few persons secret from the person who receives the original letter.
- In that case place the notation bc, bcc, or bpc for blind copy, blind carbon copy and blind photo copy.
- Place this on the copies and not on the original in the same place where copy notation appears.



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MAILING NOTATION



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MAILING NOTATION

- A mailing notation may be given after the reference initials, enclosure notation and copy notation at the bottom of the letter.
- you may place it at the top of the letter,
 - either above the inside address on the left hand side.
 - or just below the date on the right hand side



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MAILING NOTATION

- For greater visibility mailing notation may be typed in capital letters.
- Mailing Notation may be such as:
 - Special Delivery or SPECIAL DELIVERY
 - Registered Mail or REGISTERED MAIL



55

POST SCRIPT



56

POST SCRIPT

- Post scripts are after thoughts to the letter:
 - Any missed information
 - Messages that require emphasis
 - Personal notes



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POST SCRIPT

- Post scripts are usually the last thing on a letter and may be preceded by:
 - P.S.
 - PS.
 - PS:
 - Or nothing at all.
- A second after thought would be designated as P.P.S, meaning post postscript.



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ADDITIONAL RULES



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ADDITIONAL RULES

- Second page Heading:
 - If the letter is long and an additional page is required, a second page heading is used.
 - The name of the receiving person or organization, page number, and date are included in the second page heading, however reference number can also be included.
 - Two lines are left empty after the second page heading and then the body is written.



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ADDITIONAL RULES

- Second page Heading:
 - Examples:
 - Mr. XYZ
 - May 10, 2005
 - Page 2
 - or
 - Mr. XYZ, May 10, 2005, Page 2



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ADDITIONAL RULES

- Company Name:
 - If you include the company name in the signature block, type it all in capital letters, two to three lines below the complimentary close.
 - This is usually included when:
 - the writer is serving as a company's official spokesperson.
 - The letter head has not been used.



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SUMMARY



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COMMUNICATION SKILLS

LECTURE 33

Muhammad Nazim 

1

Direct-Request Letters



2

Writing Routine Letters



3

Writing Routine Letters

“To be as clear as possible, you as a writer, need to imagine all the ways a request might be understood and then carefully choose your words to avoid pitfalls.”

Strategy for routine requests

- an opening
- a body, and
- a close

State your request up front

Keep your direct approach from being abrupt & tactless

- ***Pay attention to tone*** “Send me your catalogue no...” soften it with words like “please” & “I would appreciate..”



4

- Assume your audience will comply

- Avoid beginning with personal introductions

“I am the senior corporate writer in the corporate relations department of XYZ, & I am looking for info that”

- Punctuate questions & polite requests differently

“Would you please help us determine whether Mr. Aslam is a suitable applicant for this position.”

A direct question requires a question mark: “Did Mr. Aslam demonstrate an ability to work smoothly with clients?”

- Be specific

5

Explain & justify your request

- Ask the important questions first

- Ask only relevant questions

- Deal with only one topic per question

Request specific action in a courteous close

Close your message with three important elements:

1. A specific request

2. Information about how you can be reached, and

3. An expression of appreciation or goodwill

Example: “please send the figures by Sept 10 so that I can return first quarter results to you before the Oct 10 Conference”

Do not thank the reader “in advance” for cooperating.

6

1. Direct-Inquiry Letters

Two types of direct-inquiry letters:

A. Requesting information about products or services

B. Requesting information about people



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A. Requesting information about products or services

What is your goal in preparing direct-inquiry letters?

- To make responding as easy as possible.
- Not to be concerned about motivating the recipient to respond. Rather, your main concern is to present your inquiry with as much clarity as possible so the recipient will be able to respond completely & accurately without having to prepare additional correspondence.

Begin with the request rather than with explanatory material. Placing the request after the explanatory material results in a slow-start opening.



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Example 1:

Slow-start opening: “I am thinking of purchasing a new printer for my ABC personal computer. This printer would primarily be used when I am using the computer as a word processor. I use the Electronic Word Processing Software package. Will all of the F-1080 printer functions be operational when using my computer system & word processing system?”

Fast-start opening: “Will all of the F-1080 printer functions be operational when using the Electronic Word Processing software on an ABC personal computer system?”



Example 2:

Slow-start opening: “My wife, son, & I am planning to travel to Ayubia this summer. While in this area we want to do several things, including horse riding, hiking, & bird watching. Could you please send me info about the hiking trails as well as info about the places best suited for the other activities?”

Fast-start opening “Could you please send me information about the following facilities in the vicinity of Ayubia: trails for half-day hiking trips, horse riding & bird watching activities?”



Which question should you be asking in direct-inquiry letters?

Occasionally when you are requesting information about a product or service, you may have several questions to ask. The most important question is usually asked first, and the less important questions follow:

Example:

“Could you pl send me info about a photocopier that has the following features: (**fast-start opening**)

1. A heavy-duty photocopier which could print 10,000 copies/min.
2. An in-built program to sort out & staple each doc.
3. Remote control functions
4. Dual purpose function of a computer printer & a photocopier
5. Quick & easy repair & replacement



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After the request is presented in the opening of the letter, explanatory material is then included. This includes the reason for the request or info that the recipient will find useful in preparing the response.

“We intend using this facility for conferences which are held almost every 2-months. On the average the total no. of participants vary between 800---1000” (**A section that contains explanatory material**)

“A quick response to my request will enable us to decide soon as to which photocopier best meets our needs. If there are any additional features than those mentioned above, which you think might be helpful, pl feet free to suggest.” (**A courteous action-oriented closing**)”



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The suggested plan for a direct-inquiry letter includes the following elements:

1. An opening that contains the primary request and secondary requests
2. An explanation that includes the reasons for the requests or provides additional helpful background information
3. A closing that suggests the action you wish the recipient to take; and that expresses appreciation for assistance.



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B. Requesting information about a person

Inquiries about people involve two considerations: First is the need to respect the rights – legal & moral. Second is the need to structure the questions around the job involved.

1. Respect human rights, both legal & moral
2. Ask only for info related to the job
3. Stress fact, write for business use & when authorized & treat confidentially
4. Structure the questions around the job

When these requirements are considered, plan & organize the inquiry by:



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- **Beginning directly**, with a general question seeking information or a specific question that sets up the entire message
- **Explaining the situation**
- **Covering the additional questions systematically**. Make certain they cover the work involved & protect the subject's rights
- **Ending with adapted goodwill talk**

Now applying these instructions to Mr. Aslam's application for the position of Office Manager, assume that analysis of the application and the job tells you that you should ask four questions:

1. Is Mr. Aslam capable of handling the responsibilities involved?
2. Does he know the work?
3. How hard a worker he is?
4. Is he morally responsible?



15

Now how would you arrange the questions and the necessary explanation in a message? Here is a specimen.

Subject: Mr. Aslam

Mr. Aslam has applied to us for employment and has given your name as a reference. He indicated that he worked under your supervision during the period 2001-2004.

We would be most appreciative if you would give us your evaluation of Mr. Aslam. We are specially interested in his ability to handle responsibility, knowledge of office procedures, work habits, and morals.

Thanking you in advance for your courtesy. I remain,



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The message shows a not-so good effort.

The opening is indirect. The explanation in the opening is important, but does it deserve the emphasis that the beginning position gives it?

Although the question part gives the appearance of conciseness, it is actually scant. It includes no explanation. It does not even mention for what kind of position Mr. Aslam is being considered.

The items of information wanted do not stand out. In fact, they are not even worded as questions but are run together in a single declaration sentence. Though courteous, the closing words are old style



SUMMARY



COMMUNICATION SKILLS

LECTURE 34

Muhammad Nazim 

1

Direct-Request Letters

B. Requesting information about a person

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6

Sub: Your evaluation of Mr. Aslam

Will you help me evaluate Mr. Aslam for the position of Office Manager? In authorizing this inquiry, Mr. Aslam indicated that he worked for you from 2001-2004. Your candid answers to the following questions will help me determine whether Mr. Aslam is the right person for this job.

What is your evaluation of Mr. Aslam's leadership ability, including interpersonal skills? Our office has a staff of 20.

How well can Mr. Aslam manage a rapidly expanding office system? Ours is a growing company. The person who manages our office not only will need to have good computer skills but also need to know how to adapt them to changing conditions.

7

What is your evaluation of Mr. Aslam's stamina and drive? The position he seeks often involves working in a fast-paced environment under time pressures.

What is your evaluation of Mr. Aslam's moral reliability? Our office manager is responsible for much of our company equipment as well as some company funds.

Other than the common duties performed by an Office Manager, we are particularly looking for a person who could travel within the country & liaise with our other branch offices & prepare a variety of reports for our senior executives & share-holders.

The info you provide will be kept strictly confidential. We plan to fill this position by October 1..., therefore we will appreciate if you please send us your reply within the next two weeks.

This example gives evidence of good analysis of the job and the applicant. The message begins with an opening question that also includes helpful explanation. Then the message presents the specific questions. Worded separately and in a question form, each stands out and is easy to answer. Worded in with each question is explanation that will help the reader understand the work for which Mr. Aslam is being considered. The close is courteous.

Note, throughout the message, the concern for the rights of the people involved. The inquiry is authorized, is for business purposes only, & will be treated confidentially.

Consider the following elements for letters that request information about a people:

1. An opening that mentions the name of the person who has given the reader's name as a referee.
2. A list of questions that you would like to have answered.
3. A brief discussion of the common duties of the job for which the applicant has applied.
4. A courteous, action-oriented closing.

2. Indirect-Inquiry Letters

The indirect-inquiry letter is used to request general information rather than answers to specific questions.

If you have one or more specific questions, you will want to use the direct-inquiry letter. But if you simply desire general information, an indirect-inquiry letter will suffice.

Except for the request, the other sections of both types of letters are quite similar.

The opening of an indirect-inquiry letter can be less specific than the opening of a direct-inquiry letter. You are cautioned to avoid preparing such a general opening for an indirect-inquiry letter that the recipient will have difficulty responding.



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Example

“Do u have packets available for individuals visiting Ayubia? If so, please send me one.”

Change the opening to: “Would you please send me information about points of interest and scheduled events for families visiting Ayubia?”

The explanatory sections of direct- & indirect-inquiry letters may not vary much from one another.

“My wife & 2 sons (ages 14 & 12) plan to accompany me to Ayubia for a meeting that I am attending Sept 10-14. While I am attending the daytime meeting, they want to do as much sight-seeing as possible. Because they will not have access to a car, they will have to depend on public transportation to get around.”



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3. Claim Letters

Following list summarizes the bases for claims about service:

1. Merchandize not received.
2. Part of the merchandize not received.
3. Wrong merchandize received.
4. Damaged merchandize received.
5. Merchandize received too late.
6. Merchandize sent to wrong address.
7. Error made in prices of merchandize.
8. Statement received for bill already made.
9. Employee incompetence or rudeness



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Qualities of Effective Claim Letters

1. An effective claim letter does not threaten.
2. An effective claim letter presents all the facts pertinent to the situation.
3. The writer of an effective claim letter does not take his/her anger out on the recipient.
4. An effective claim letter, by containing you-attitude material, will help the recipient realize the advantage of making an adjustment.



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5. An effective claim letter makes a definite request, such as one of the following:

- a. **Replacement of the product or service.**
- b. **Partial or full refund on the purchase price of the product or service.**
- c. **Replacement shipment which contains the merchandize that was ordered.**
- d. **Repair of the defective product.**
- e. **Cancellation of an order or a portion of the order.**
- f. **Correction of an error in billing, such as overcharging for merchandize, tax, & shipping.**
- g. **Clarification of a procedure.**



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Structure of Effective Claim Letters

The opening paragraph in a claim letter should mention the nature of the claim

“The X-photocopier we purchased from you on Aug. 22 is being returned with a request that it be replaced with a new one”.

Explanatory material be presented as precisely and directly in an impersonal and courteous manner

“On several occasions during the last month it was inoperable at critical occasions. Because we bought it primarily to make copies on very short notice, our international visitors were severely inconvenienced when they could not provide copies of their presentations to the participants. On such occasions we had to get the outside service or do without it.”



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Structure of Effective Claim Letters

The inclusion of you-attitude material is suggested:

“The concern your company has for its customers convinces me that you will want us to own a X-photocopier worthy of its excellent reputation.”

Effective action-oriented closing

“I will appreciate your replacing the X-photocopier soon so we can provide a fast and efficient photocopying service to our conference participants.”



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4. Order Letters

When placing an order, you need not excite your reader; just state your needs clearly & directly. Most orders refer to a product that the reader knows about, so these messages are usually processed without objection.

Order letters are comprised of three distinct content components:

- Pertinent information about the items being ordered;
- Directions for shipping the merchandise, including desired receipt date, the desired shipping location, and
- Method of payment



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Effective Order Letter

Please send by urgent delivery (TCS/FedEx etc.) the following items:

<u>Quantity</u>	<u>Cat. No.</u>	<u>Description</u>	<u>Size</u>	<u>Unit Price</u>	<u>Total</u>
1	697-44	Trouser	L	890	890.00
2 pair	713-88	Gloves	L	45	90.00
					<u>1,070.00</u>

Please charge these items to my Visa Card (account number 111-333-6666) that has an expiry date of December 30, 2005.

Because the above items are to be given as a gift, your delivery by Sept. 20 will be appreciated.



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SUMMARY



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COMMUNICATION SKILLS

LECTURE 35

Muhammad Nazim 

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Direct-Request Letters



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5. Letters of Invitation

Letters of invitation include speaking invitations as well as informal & formal social invitations.



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5. Letters of Invitation

Speaking invitation

When writing a letter inviting someone to make a presentation, the inclusion of vital information about the event will help prevent inconvenience or misunderstanding.



4

5. Letters of Invitation

Important details are:

1. Name of the group before which the presentation will be made
2. A few characteristics about the group to help the speaker tailor his/her remarks to the audience
3. The desired length of the presentation
4. The topic of the presentation
5. The date, time, & the location
6. Any transportation and/or lodging arrangements
7. Amount of honorarium if one is being given



5

Effective Speaking-Invitation Letter

Example:

As Secretary General of the All- Pak Students Conference, I cordially invite you to speak on conflict management at one of the morning sessions on January. 15, 2006. The Conference will be held at the ..., Lahore.

I had the honor of listening to your speech on the above subject delivered at the Punjab University last year, which was well received by the students. I believe it would be appropriate if the students are reminded once again of the importance of conflict management which is the root cause of many ills in our society.



6

Effective Speaking-Invitation Letter

Example:

The participants of the above Conference will comprise of graduate and post graduate students coming from all over Pakistan, faculty members from all academic institutions, a few high govt. officials & invitees from private corporations.

If you are able to make a presentation at our Conference, please select whichever of the following sessions times best suits your availability on the morning of January 15; 9:30-10:15, 10:30-11:15, or 11:30-12:15



Effective Speaking-Invitation Letter

Example:

As a token of our appreciation for your participation, we will give you an honorarium of Rs. 5,000. We would also like you to be our guest at the lunch which begins at 12:30 on the 15th.

Because the Organizing Committee wants to finalize the program soon, could you please let me know your decision by October 25?



Social-invitation letters



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Social-invitation letters

Most social invitation letters are considered informal. When more formality is needed, a formal invitation, either printed or handwritten should be considered.



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Printed formal invitation

Example:

Mr. M. Nazim
requests the pleasure of your company
at a dinner
in the honor of
Dr. A.U. Rehman
on Friday, the twenty-first of December
at seven o'clock
in the Blue Room
SB-Hotel, Lahore.

R.S.V.P.
5867642



Effective social-invitation letter



Effective social-invitation letter

Please join us at a luncheon on Dec. 21 to celebrate Mr. Rehman's tenth year as the Rector of the University. This important event, which begins at 12:30, will be held at the Blue Restaurant on Hali Road in Lahore.

In addition to the University's staff, a few of the senior academicians are also being invited. If you wish, you will have an opportunity to join others in making a public tribute to recognize Mr. Rehman's significant accomplishments during his attachment with the University.

Please let me know by Dec. 10 if you will be able to attend the celebration and if you wish to deliver a tribute.



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6. Reservation Letters



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6. Reservation Letters

Provide all information, like:

- Type of room needed(single, double, suite)
- Number of persons to occupy the room
- Arrival & departure dates & times
- A request for confirmation



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6. Reservation Letters

For putting this information, follow the plan like:

1. A fast-start opening which identifies the type of room desired and the days needed;
2. A section which mentions arrival and departure times;
3. A courteous, action-oriented closing which mentions your desire for a confirmation.



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Effective Reservation Letter

Example:

“I will appreciate if you please reserve two double beds for the nights of Sept 20 & Sept 21. The reservations are for my wife & two sons (age 6 & 4)

We will be arriving in Islamabad by PK-346 on Sept 20 & departing early on the 22nd.

Please send me the confirmation of our reservation within a week so that we could finalize our visit.”



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7. Letters requesting favors



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7. Letters requesting favors

When a favor is requested, the writer has a special reason for expressing his/her ideas tactfully & courteously as well as persuasively.

The individual requesting for a favor should first ask two questions

1. Have I sufficient reason for making this request?
2. Am I asking a favor of a person reasonably expected to be willing to grant the favor?



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7. Letters requesting favors

The letter should have a positive tone, be courteous, and show appreciation for the recipient's granting of the favor. The recipient should not be thanked in advance.



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7. Letters requesting favors

Ineffective Opening The students in the data processing class I teach at the Virtual University are always interested in seeing state-of-the-art computer installations. The article in last week's Business News about your installation was very interesting to my class. Would you be able to provide my students with a tour of your new computer installation?



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7. Letters requesting favors

Effective Opening: Would you be able to give a tour of your new computer installation to a group of 15 eager-to-learn students in my data processing class at the Virtual University? We became aware of your state-of-the-art installation through the article in last week's Business News.



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7. Letters requesting favors

All of the students in this class are seniors in the data processing program at VU. Nearly half of them have work experience in data processing. These students would be especially appreciative of having an opportunity to see a state-of-the-art installation. Seeing such an installation will contribute significantly to their understanding of the vital nature of the data processing function in an insurance company.



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7. Letters requesting favors

Ineffective Close: Any assistance you can provide will be greatly appreciated.

Effective Close: I will call you next week to learn of your decision about the possibility of a tour. My students would be greatly appreciative of an opportunity like this to enrich their educational backgrounds.



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Is this an effective favor-request letter?

A friend of mine recently told me about the excellent presentation you made to a class of his several years ago. Would you be willing to make a similar presentation in my class?

Having speakers come into high school classes is an excellent way to bridge the gap between the real and educational world. We often find that speakers are able to share their rich experiences, one cannot find in the books.

Please let me know at your convenience if you might be available to speak to my accounting class.



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Effective favor-request letter.

Are you available within the next two months to make a presentation on the topic of accounting careers before my accounting class? Because the class meets from 1:00 to 1:50, a presentation lasting thirty minutes with a twenty-minute question-answer period would be ideal.

Mr. Kausar recently told me about the excellent presentation you made on accounting careers before one of his classes several months ago. He indicated that several of his students chose an accounting career after having heard your presentation. Several of my students are considering an accounting career --- and your presentation would be helpful as they make their decisions.

Your helping enrich the educational experiences of my students would be greatly appreciated. I will call you on Dec. 10 for your decision.



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SUMMARY



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COMMUNICATION SKILLS

LECTURE 36

Muhammad Nazim



Good-News Letters



2

Types of good-news letters:

- replying to inquiries,
- extending credits,
- granting adjustments
- acknowledging orders
- granting favors
- congratulatory notes
- accepting invitations



3

What characteristics do good-news letters possess?

1. Begin with the good news or main idea
2. Use a fast-start opening
3. Provide explanatory details or information of primary and secondary importance.
4. Incorporate a you-viewpoint
5. Incorporate an appropriate closing



Example

“I am pleased to inform you that after deliberating the matter carefully, our human resource committee has recommended you for appointment as a staff accountant”. (slow-start opening)

“Congratulations. You have been selected to join our firm as a staff accountant beginning Sept.10.” (fast-start opening)



Example of providing explanatory details or information of primary & secondary importance:

“your educational background and internship have impressed us, and we believe you would be a valuable addition to our company. As discussed during your interview, your salary will be Rs. 20,000, plus benefits. In this regard, you will meet our HR manager, Mr. Moin, at 9:00 AM on Monday Sept 10. He will assist you with all the necessary paperwork. He will also arrange various orientations to help you know about us and the company.”



Letters that provide Information about products or services:



Letters that provide Information about products or services:

Letter responding to an inquiry about a product or service should have **a fast-start opening**

“Yes, the memory of the H-D 3000 in our new desk-top computer line can be expanded to 512K by inserting two H-D 3987 boards. A service contract that you also inquired about is available for an annual charge of Rs. 1000.”



Letters that provide Information about products or services:

Inclusion of answers to questions and/or presentation of details or information of secondary importance

“The factory-trained service technicians who work for the H-D computer dealer in your area, Breeze World Co., are able to install these memory boards in approx. 30 minutes. The cost of each board is Rs. 3000. We estimate that the memory of the H-D computer can be upgraded to 512 K for less than Rs.4000”



The inclusion of sales-promotion, or reader-benefit material:

“During the six months that the H-D 3000 has been on the market, it has received excellent reviews in several computer magazines. After you read the four reviews that I am enclosing with this letter, I think you will agree that the well-designed key-board, the high resolution of the screen, and the upgradeable nature of its memory make the H-D 3000 a superior product. Add to these features our exclusive three-year warranty and you can easily understand why the H-D 3000 is receiving such positive reviews.”



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A friendly, courteous closing:

“We appreciate having the opportunity to answer your questions. Should you have any other questions, please write me. Or if would you like to see a demo of the H-D 3000, please visit our dealer in your area, the Breeze World Co



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Letters responding to an inquiry about a person:



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Letters responding to an inquiry about a person

Necessitates the preparation of such letters when you are asked to provide information about:

1. A person whom you serve as a reference (such as former or current employee)
2. A job applicant's work performance (also for a person's credit worthiness)



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Letter responding to an inquiry about a person

Slow-start opening:

“Your letter in which you inquired about the suitability of Mr. Aslam for an Office Manager position arrived recently. Mr. Aslam worked here from 2001-2004. His last position was Office Supervisor.”



Letter responding to an inquiry about a person

Fast-start opening:

“Mr. Aslam, about whom you recently inquired, was highly regarded when he worked for us from 2001-2004. I am glad to recommend him to you as an Office Manager, a position he is well suited for.”



Letter responding to an inquiry about a person

The following are answers to your questions:

1. Yes, Mr. Aslam is a self starter. Rarely did I have to give him instructions for carrying out his job duties.
2. Yes, Mr. Aslam's work is meticulously done. I recall only one instance in which he had to redo the work because of the manner in which the first report was prepared.
3. Yes, Mr. Aslam is a dedicated worker. On several occasions, he cheerfully worked after hours and on weekends when I asked him to.
4. Yes, Mr. Aslam works well with others. He is pleasant to be around, has empathy for others, & is very helpful.



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Other info you may find helpful in evaluating Mr. Aslam's suitability for employment includes the following:

1. Of all the supervisors I have had, Mr. Aslam is the most eager to learn and to develop professionally.
2. The level of Mr. Aslam's management skills, his understanding of business operations, and his personality will enable him to handle in a very competent way the position he has applied for.
3. Mr. Aslam is able to defuse effectively, both in person and on the phone, many situations that have the potential of becoming problematic.



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The ending should include a statement summarizing your overall opinion.

“Mr. Aslam, whom I found to be an excellent supervisor, is being referred to you with my top recommendation. If he is given the opportunity to work for you, I am sure you will readily concur with my evaluation of his work performance.



Letters responding to indirect inquiries



Letters responding to indirect inquiries

You will find September to be a perfect month to visit Ayubia. The mild days and comparatively cold nights will add to your family's sight-seeing pleasure.

Among the attractions found specially interesting by families who have children the ages of yours are the chair-lifts, the play-land, and the zoo. For the more culturally minded families, the Museum and the road-side restaurants are especially interesting. The deep-forest trails are another interesting attraction. The location of these attractions, which are easily accessible by the bus or taxi, are identified on the enclosed map.

We are sure you will be eager to return for another visit once you spend a few days in Ayubia.



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The suggested plan for a letter responding to an indirect inquiry contains the following elements:

1. A fast-start opening that mentions your compliance with the initial inquiry/request –but that avoids presenting obvious information
2. A section that includes additional information that might be helpful to the reader, including sales-promotion, or reader-benefit material
3. A friendly, courteous closing that expresses your willingness to provide future assistance.



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Letters granting adjustments



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Letters granting adjustments

Because the situation stems from an unhappy experience, you have two special needs.

- 1. Need to overcome negative impressions**
- 2. Need to regain lost confidence**



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Sub. Your broken chandelier:

We have received your July 1 claim reporting that our shipment of the crystal glass chandelier reached you with 20 broken units. We regret the inconvenience caused to you and can understand your unhappiness.

Following our standard practice, we investigated the situation thoroughly. Apparently the fault is the result of an inexperienced temporary employee's negligence. We have taken corrective measures to assure that future shipments will be placed more carefully.

I am pleased to report that we are sending replacements today. They should reach you before ...

Again, we regret all the trouble caused to you. 
(ineffective message – slow & negative treatment)

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Sub. Your July 1 report on invoice 1234:

Twenty carefully packed pieces of Chandelier should reach you before ... Our driver left our warehouse today with instructions to special deliver them to you on Friday..

Because your satisfaction with our service and products is important to us, we have thoroughly checked our shipping procedures. It appears that the shipment to you was packed by a temporary employee who was filling in for a hospitalized packer. Even though we now have our experienced packer back at work, we have instituted a control procedure designed to assure safe arrival of all future shipments.

As you know, our Crystal Chandeliers have become one of the hottest products, their unique designs remain a collection item of prized customers like you. 
(Better message – Direct & positive technique)

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Keeping in mind the two special needs, follow this specific plan for the message granting an adjustment:

Begin directly – with the good news

Incidentally identify the correspondence that you are answering

Avoid negatives that recall the problem

Regain lost confidence through explanation or corrective action

End with a friendly, positive comment



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Letters that grant favors



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Letters that grant favors

Suggested plan for a letter that grants a favor

1. A cordial, courteous opening that mentions the granting of favor
2. A discussion of restriction or limitations that pertain to the granting of the favor
3. A discussion, if appropriate, of any action the reader is to take in accepting the favor
4. A cordial, courteous closing that is action oriented when appropriate



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Example:

Effective beginning:

“Yes, I look forward to showing your students our beautiful new facility. A tour of our building will enable them to see the latest interior office design.”

Limitation or a restriction:

“So that we can complete the tour before the employees leave at 4:30, it should begin no later than 3:00. Should you prefer to begin the tour earlier in the afternoon, that will be possible as my schedule is open all afternoon on Sept, 10.”



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Example:

Action the reader is to take:

Will you please call me at ... when you decide on the time and would like the tour to begin. We can finalize any other details at that time.

Closing:

“I look forward to hearing from you - and also to showing your students our new facility.”



30

Letters of congratulation



31

Letters of congratulation

The suggested plan for a congratulatory letter includes the following elements:

1. An opening that congratulates the reader for his/her accomplishment or achievement
2. A section that expresses your understanding of the importance of the accomplishment or achievement
3. A courteous closing that extends best wishes for continued success



32

Letters of congratulation

Effective letter of congratulations



33

Letters of congratulation

Effective letter of congratulations

Congratulations on your being recognized as the Business Leader of the Year. You are certainly a deserving recipient of this award.

The countless hours you have spent trying to improve the business climate of XYZ Co. finally “paid off” when it was recently recognized as one of the country’s most desirable business organization. You can be proud of the fact that you gave your time & effort for the good of the organization - & not for any personal gain.

You have my best wishes for the continued success & happiness that you certainly deserve.



34

Letters accepting invitations



35

Letters accepting invitations

The suggested plan for a letter of acceptance for a social-business invitation includes the following elements:

1. An opening in which the invitation is cordially and enthusiastically accepted
2. A review of the important details about the event
3. A courteous closing that expresses appreciation for the invitation



Letters accepting invitations

Effective letter accepting a social-business invitation



Letters accepting invitations

Effective letter accepting a social-business invitation

I enthusiastically accept your invitation to the retirement dinner of Mr. Munir. This event will be a fine tribute to Mr. Munir whose accomplishments as Executive Director of the XYZ Co. are extensive.

Because the retirement dinner is to be a surprise to Mr. Munir, we will say nothing to him about it before the evening.

I appreciate your inviting us to this important event. We look forward to seeing you at the P-Continental at 6 p.m. on Dec. 20.



38

Effective letter expressing appreciation for the social-business invitation:

Good etiquettes require sending a thank-you message to the individual who hosted the event



39

Example:

“I sincerely thank you for inviting me to Mr. Munir’s retirement dinner. I was especially pleased to be able to join others in paying tribute to a hard-working, dedicated employee of the XYZ Co.

I was quite impressed with Mr. Munir’s impromptu after-dinner remarks. The graciousness with which he delivered those remarks was impressive. As always, he gave others all the credit for his success.

I appreciate your giving the opportunity to help honor Mr. Munir.”



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SUMMARY



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COMMUNICATION SKILLS

LECTURE 37

Muhammad Nazim



1

Disappointing-News Letters



2

Developing strategies for disappointing-news letters



3

Developing strategies for disappointing-news letters

When delivering bad news, you have five goals

1. To convey the bad news,
2. To ensure its acceptance,
3. To maintain reader's goodwill,
4. To maintain organization's good image, and
5. To reduce/eliminate need for future correspondence



4

Developing strategies for disappointing-news letters

**So many goals in a single message is not easy.
You can make bad-news effective by:**

1. Adopting an audience-centered tone
2. Organize your message to meet your reader's needs & expectations by using direct or indirect approach



Creating an Audience-centered tone



Creating an Audience-centered tone

It's not what you say but how you say it. Your tone contributes to your message's effectiveness by helping your readers:

- accept that your bad-news represents a firm decision
- understand that, under the circumstances, your decision was fair and reasonable;
- remain well disposed toward your business (goodwill);
- preserve their pride (respect);

When establishing tone, strive for **firmness, fairness, goodwill & respect**



7

Creating an Audience-centered tone

When establishing tone, strive for **firmness, fairness, goodwill & respect**



8

Bad news involves emotions. You must acknowledge these emotions. But you can't let those emotions interfere with your message.



Adopt audience-centered tone by paying attention to three things



1. Using the “you”- attitude

Point out how your decision might actually further your audience’s goals. Convey concern by looking for the best in your audience



11

2. Choose Positive words

Avoid a negative tone

- I can't understand what request you mean.
- The damage won't be fixed for a week.
- The breakage was not our fault.
- The enclosed statement is wrong.



12

2. Choose Positive words

Use a positive tone

Please clarify your request

The item will be repaired next week.

The merchandise was broken during shipping.

Please recheck the enclosed statement.



13

3. Use respectful language

When you use language that conveys respect and avoids an accusing tone, you protect your audience's pride. For instance, when refusing a claim, try using third-person, impersonal, passive language to explain your audience's mistakes in an inoffensive way. This approach downplays the doer of the action because the doer is not satisfied

Say "The appliance won't work after being immersed in water" instead of "You shouldn't have immersed the appliance in water".

When the audience is at fault, the "you" attitude is better observed by avoiding the word "you".



14

Organizing your message Using the direct approach



15

Organizing your message: Using the direct approach

The key to choose the best approach is to analyze the members first.

- What is their likely reaction to the news?
- How important is the message?
- How well do you know them?



16

Organizing your message: Using the direct approach

Some like to know the bad news right away.

Use the direct approach when your negative answer or information will have little personal impact

In a direct approach, the reader may prefer bad news first for two advantages:

1. It is a shorter message
2. The reader needs less time to reach the main idea of the message.



17

Harshness in the direct approach



18

Harshness in the direct approach

Example:

“We regret to inform you that we cannot grant your request for a donation to the association’s scholarship fund.

So many requests for contributions are made of us that we have found it necessary to budget a definite amount each year for this purpose. Our budgeted funds this year have been exhausted, so we simply cannot consider additional requests. However, we will be able to consider yr request next year.

We deeply regret our inability to help you now & trust that you understand our position.”



19

Using the indirect approach



20

Using the indirect approach

Use the indirect approach when some preparation will help your audience accept your bad news.

The indirect approach follows a 4-part sequence:

1. Open with a buffer
2. Continue with a logical, neutral explanation of the reasons for the bad news
3. Follow with a clear but diplomatic statement of the bad news (emphasizing any good news & de-emphasizing the bad), and
4. Close with a positive, forward-looking statement that is helpful & friendly.



21

Tact & courtesy in an indirect refusal



22

Tact & courtesy in an indirect refusal

Example:

Sub. Your scholarship fund request

Your effort to build the scholarship fund for the Association's needy children are most commendable. We wish you good success in your efforts to further this worthy cause.



23

Tact & courtesy in an indirect refusal

We are always willing to assist worthy causes whenever we can. That is why every Jan. we budget for the year the maximum amount we are able to contribute to such causes. Then we distribute that amount among the various deserving groups. Since our budgeted contributions for this year have already been made, we are placing your organization on our list for consideration next year.

We wish you the best of luck in your efforts to help educate the deserving children of the Association's members.



24

Begin with a Buffer



25

Begin with a Buffer

Use a buffer that is:

- Neutral
- Relevant
- Not misleading
- Assertive
- Succinct



26

Begin with a Buffer

When writing a buffer:

- Avoid saying no
- Avoid using a know-it-all tone
- Avoid wordy & irrelevant phrases and sentences
- Avoid apologizing
- Avoid writing a buffer that is too long



27

Types of Buffer

<u>Buffer</u>	<u>Strategy</u>	<u>Example</u>
-Agreement	Find a point on which you & the reader share similar views.	We both know how hard it is to make a profit in this industry
-Appreciation	Express sincere thanks for receiving something	Your cheque for Rs. arrived yesterday. Thank you.
-Cooperation	Convey your willingness to help in any way you realistically can achieve.	Employee services is here to smooth the way for all of you who work to company's goals.



28

Buffer

Strategy

Example

-Fairness	Assure the reader that you have closely examined and carefully considered the problem, or mention an appropriate action that has already been taken.	For the past week, we have carefully monitored those using the photocop- -ying machine to see whether we can detect any pattern of use that might explain its frequent breakdowns.
-Praise	Find an attribute or an achievement to compliment	Your resume shows an admirable breadth of  experience which ²⁹ should serve you

Buffer

Strategy

Example

-Understanding	Demonstrate that you understand the reader's goals & needs	So that you can more easily find the printer with the features you need, we are enclosing a brochure that describes all the XYZ printers currently available.
-Praise	Start with the part of message that is favorable.	A replacement knob for your range is on its way, shipped Sept. 5, 2005 

SUMMARY



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COMMUNICATION SKILLS

LECTURE 38

Muhammad Nazim



Disappointing-News Letters



2

Follow with reasons



3

Follow with reasons

Well-written reasons are:

- 1.**Detailed:** provide enough detail to make the reason for the refusal logically acceptable.
- 2.**Tactful:** implies that the applicant is better off avoiding a program in which he or she would probably fail, given the background of potential co-workers.
- 3.**Individualized:** explains the company's policy as logical rather than rigid.
- 4.**Unapologetic:** offers no apology for the decision.
- 5.**Positive:** avoids negative personal expressions like "You do not meet our requirements".



Follow with reasons

Example:

"Because these management trainee positions are quite challenging, our human relations department has researched the qualifications needed to succeed in them. The findings show that the two most important qualifications are a bachelor's degree in business administration and two year's supervisory experience".



Follow with reasons

The paragraph does a good job of stating the reasons for the refusal:

- it provides enough detail to make the reason for the refusal logically acceptable.
- it implies that the applicant is better off avoiding a program in which he or she would probably fail, given the background of potential co-workers.
- it explains the company's policy as logical rather than rigid.

It offers no apology for the decision.

- it avoids negative personal expressions ("You do not meet our requirements").



State the refusal



State the refusal

Three techniques are useful for saying no as clearly and as kindly as possible



8

State the refusal

Firstly, de-emphasize the bad news

-Minimize the space or time devoted to the bad news. Subordinate bad news in a complex or compound sentence (“My department is already short of manpower, so I will need all my staff for at least the next two months”). This construction pushes the bad news into the middle of the sentence, the point of least emphasis.

-Embed bad news in the middle of a paragraph or use parenthetical expressions (“Our profits, which are down, are only part of the picture”).



9

State the refusal

Second, use a conditional (if or when) statement to imply that the audience could have received, or might someday receive, a favorable answer

“When you have more managerial experience, you are welcome to reapply”.

Such a statement could motivate applicants to improve their qualifications.



.10

State the refusal

Third, tell the audience what you did, can do, or will do, rather than what you did not do, cannot do, or will not do. Say, “We sell exclusively through retailers, and the one nearest you that carries merchandise is” rather than “We are unable to serve you, so please call your nearest dealer.”

By implying the bad news, you may not need to actually state it.



11

State the refusal

Example:

“The five positions currently open have been filled with people whose qualifications match those uncovered in our research.” - By focusing on the positive and implying the bad news, you soften the blow.



12

State the refusal

Instead of this

- We must deny you application
- We must reject your proposal
- We can't afford to continue the program
- We must turn down your extension request

Use this

The position has been filled.

We have accepted the proposal from...

The program will conclude on May..

Please send in your payment by Sept..



13

Close with a goodwill

Follow these guidelines



14

-Keep it positive

– Don't refer to, or apologize for the bad news. Avoid statements such as: "Again, may I say that I regret that we must refuse". "I sincerely hope that you understand why we must make this decision". "I trust our decision in satisfactory".



15

-Limit future correspondence

— encourage additional communication only if you are willing to discuss your decision further
Avoid statements such as: “If you have further questions, please write”.



16

- Be optimistic about the future

— Don't anticipate problems. Avoid statements such as: “Should you have further problems, please let us know”.



17

- Be sincere

– steer clear of cliches that are insincere in view of the bad news. Avoid saying: “If we can be of any help, please contact us”.



18

- Be confident

– Don't show any doubt about keeping the person as a customer. Avoid phrases such as: “We hope you will continue to do business with us”.



19

Refusing request for information



20

Example:

We at XYZ Company appreciate and benefit from the research of companies such as yours. Your study sounds interesting.

Our board requires strict confidentiality of all sales information until quarterly reports are mailed to stockholders. We release press reports at the same time the quarterly reports go out, and we'll be sure to include you in all our future mailings. (reasoning with ref. to company policy)



21

Although we cannot release projected figures, we are more than willing to share information that is part of the public record. I have enclosed several of our past earnings reports for your inspection. We look forward to seeing the results of your study. Please let us know if there is any additional way we can help.



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SUMMARY



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COMMUNICATION SKILLS

LECTURE 39

Muhammad Nazim 

1

Disappointing-News Letters



2

Refusing request for a favor



3

Example: Local college asks for using co's. premises.

“Because we appreciate XY College and the many opportunities you have provided to deserving students over the years, we at Infotech have supported the college in many ways. Thank you for considering our grounds for your graduate ceremony.

Our company-wide sales meetings will be held during the month of December. We will host over 200 sales representatives and their families, and activities will take place at corporate campus. Therefore, we will be unable to devote an adequate support staff for your graduation.

Have you called Mr. Sohail at the Community Club? I can't think of a prettier site for graduation. I know Sohail personally. I can fill you in on the details if you would like to talk to me first.

Even though our annual meeting will most likely prevent us from hosting graduation, we remain firm in our commitment to your institution and to your students. We will continue to be a corporate partner to XY college and will support your efforts as you move forward.



4

Refusing a refund



5

Example:

“We understand your concern about the exclusive Nina Boutique’s dress you returned on Feb.. As always, we are willing to do so as much as we reasonably can to make things right.

What we can do in each instance is determined by the facts of the case. With returned clothing, we generally give refunds. Of course, to meet our obligations to our customers for quality merchandize, all returned clothing must be unquestionably new. As you know, our customers expect, only the best from us, and we insist that they get it. Thus, because the perspiration stains on your dress would prevent its resale, we must consider the sale final. We are returning the dress to you. With it you will find a special alteration voucher that assures you of getting the best possible fit free of charge.



6

Example: (contd..)

So, whenever it is convenient, please come by and let us alter this beautiful Nina Boutique's creation to your requirements. We look forward to serving you."

Sincerely,

.....
President



7

Refusing a claim



8

Refusing a claim “Thank you for your letter about the battery release switch on your XY digital camera. We believe, as you do, that electronic equipment should be built to last. That’s why we stand behind our products with a 90-day warranty.

Even though your XY camera is a year old and therefore out of warranty, we can still help. Please pack your camera carefully and send it to our store in Lahore. Include your complete name, address, phone number and a brief description of the malfunction, along with a cheque for Rs. 500. After examining the unit, we will give you a written estimate of the needed parts and labor. Then just let us know whether you want us to make the repairs – either by phone or by filling out the prepaid card we’ll send you with the estimate.”



9

If you choose to repair the unit, the Rs. 500 will be applied toward your bill, the balance of which is payable by cheque or credit card. If you decide not to repair the unit, the Rs. 500 will pay for the technician’s time examining the unit. XY also has service center available in your area. If you would prefer to take the unit to one of them, please see the enclosed list.

Thanks again for inquiring about our service. I have enclosed a catalogue of our latest cameras and accessories. In Dec. XY is offering a “Special Sale” at which time you can buy a newer model. Come and visit us soon.

Sincerely,



10

Declining an invitation



11

Thank you for inviting me to speak at the upcoming convention of the Management Assoc. I've always found it pleasant to visit Lahore in Spring.

Our firm recently began offering public seminars in various cities throughout the country. I am scheduled to offer a three-day seminar in Karachi during the same three-days of your convention. Otherwise, I would be happy to speak at your convention.

One of my colleagues who also has expertise in management sciences is available during the time you asked me to speak. His presentation skills are excellent, and I am certain that he could contribute significantly to the success of your convention.



12

If you are interested in contacting my colleague about the possibility of his speaking at your convention, please send me a note or call me at

.....

Best wishes for a successful convention.



13

Rejecting job applications



14

It's difficult to tactfully tell job applicants that you won't offer them employment. But don't let the difficulty stop you. Follow three-guidelines:

- Open with the direct approach.** If you buffer, you appear manipulative.
- Clearly state why the applicant was not selected.** Make your rejection less personal by stating that you hired someone more experienced, whose qualifications match the position requirements more closely.
- Close by suggesting alternatives.** Mention other openings within the company. Application will be considered for future openings.

15

“We have filled the tax accountant position. Selecting just one candidate from 30 qualified applicants was quite difficult. We hired a candidate **with more than 10 years’ experience in the field.**

Your resume and credentials show you to be a deserving candidate. Your academic record and previous accounting experience certainly indicate your willingness to work hard. Those of us who had the opportunity to talk with you believe that your ability to communicate will certainly help you achieve an excellent position in a recognized accounting firm.

In the mean time, we would like to keep your info on file for six months, in case another position opens up in the near future.”

16

Do's & Don'ts in preparing

Disappointing-News Letters



17

Suggestions of a Do-Nature



18

Suggestions of a Do-Nature

1. Use a neutral or buffered opening that produces agreement rather than disagreement.

“When you purchase a Green Products lawn mower, you have every right to expect that it will be of the quality commonly associated with the Green Products.

The items you recently ordered from us have been selling very well.”



19

2. Discuss the facts and analyze the situation in sufficient detail, which will help convince the reader of your honesty & sincerity.

“We consider a number of factors when reviewing applications for credit. Included are such factors as length of time at one residence, length of time of current employment, income, assets, bill-paying record, and amount of current financial obligations.”



20

3. Consider using an implicit refusal rather than an explicit refusal.

“The warranty that came with your Mix-Rice electric mixer is in effect for the first year of ownership, beginning with the date of purchase. Our records show your mixer was purchased more than two years ago.”



21

4. Capitalize on what you can do for the reader rather than what you cannot do.

“We are offering you a 2% discount on all cash purchases for the next six months. During the second year of ownership of your XY Computer, our warranty covers the cost of labor when making repairs if you purchase the parts from us. We are currently offering a 5% discount on the list price of all XY parts.”



22

5. Use sales-promotion material whenever appropriate.

“You will be glad to know that we just received authorization to distribute the Pak sportswear line. To help introduce this new line to our customers, we are offering a 3% introductory discount on all Pak merchandize ordered on or before Dec. 1..”



23

6. Offer suggestions to prevent a recurrence of the problem situation.

“To keep your Green-Products lawn mower operating at peak performance in the future, we suggest that you use only Green-Products oil-gas mixture.”



24

7. Make a counteroffer or counter-proposal, if appropriate.

“We believe it will be in your immediate best interest for us to set your credit limit at Rs. 75,000 rather than the 1,00,000 you requested..”



25

8. Make reader action easy, if appropriate.

“If you would like us to substitute “Fancy Shirtings” in the same quantity and size for the out-of-stock “Brand-Shirtings” that you ordered, please call me on The Brand-Shirtings can be shipped as soon as we hear from you.”



26

Suggestions of a Don't-Nature



27

Suggestions of a Don't-Nature

1. Avoid the use of negative words or phrases.

“ We regret that we cannot exchange your recently purchased S-radio for SR-radio, as you requested.”



28

2. Avoid the use of an accusatory tone.

“ Your new power cutter malfunctioned because you failed to assemble it properly.”



29

3. Avoid placing the statement of refusal in a position of emphasis.

“ For the reasons outlined in the above paragraph, we are sure you will understand why we cannot honor your request for a full refund on the formal dress you recently purchased from us.”



30

4. Avoid using company policy as the reason for justifying the refusal.

“ Our company has a policy that prohibits the use of our facilities for anything other than official company business.”



31

5. Avoid making suppositions that are not likely to occur.

“ Now that you have heard our side of the story, we are certain that you will agree with our decision.”



32

6. Avoid apologizing for the action you are taking.

“ We are sorry that we cannot grant your request.”



33

7. Avoid a slow-start opening.

“ We have received your letter of Jan..”



34

8. Avoid a meaningless closing.

“ Thanks for getting in touch with us.”



35

9. Avoid suggesting that problems may arise again in the future.

“ Should you feel, after we repair and return your VCR, that it is not giving you the quality of service that you have the right to expect, please contact”.



36

10. **Avoid phony or insincere empathy.**

“ We know just how upset you were when the heating coil in your coffee maker burned out in the middle of your dinner party.”



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SUMMARY



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COMMUNICATION SKILLS

LECTURE 40

Muhammad Nazim



Persuasive Letters



Planning Persuasive Messages



3

Planning Persuasive Messages

- a. Analyze your purpose
- b. Analyze your audience
 - gauging audience needs
 - considering cultural differences
- c. Establish your credibility
- d. Strive for high ethical standards



4

a. Analyze your purpose

Your purpose is to persuade people to do something different or to try something new. But, keep in mind, people are busy, so they are reluctant to act, if it takes time and offers no guarantee of any reward in return.

Given the complexity and sensitivity of persuasive messages, you must be absolutely sure that your purpose is clear, necessary, and appropriate for written media.



5

b. Analyze your audience

To write an effective persuasive argument, you need to search for common ground, points of agreement on which to build.



6

Analyze your audience:

Gauging audience needs:

The best persuasive messages are closely connected to your audience's existing desires and interests. Consider questions like:

- **Who's your audience?**
- **What are their needs?**
- **What do you want them to do?**



7

Gauging audience needs (contd.):

- **How might they resist?**
- **Are there alternative positions you need to examine?**
- **What does the decision-maker consider the most important issue?**
- **How might the organization's culture influence your strategy?**

To assess various individual needs, you can refer to specific information such as demographics (age, gender, occupation, income etc.) and psychographics (the personality, attitudes, lifestyle, and other psychological characteristics of an individual). Both types of information are strongly influenced by culture.



8

Analyze your audience

considering cultural differences:

- In France, using an aggressive, hard-sell techniques is no way to win respect.
- In Germany, people tend to focus on technical details, verify any figures u use for support (exact).
- In Sweden, people focus on theoretical questions and strategic implications
- In US people are concerned with practical matters.



9

considering cultural differences:

As with individuals, an organization's culture heavily influences the effectiveness of messages.

If you reject or never learn these traditions, you'll have difficulty achieving that common ground, which damages both yr credibility & persuasion attempts.



10

c. Establish your credibility

To persuade a skeptical or hostile audience, you must convince people that you know what you are talking about and that you are not trying to mislead them. Your credibility is your capability of being believed because you are reliable and worthy of confidence.



11

c. Establish your credibility

Some of the ways to gain credibility are:

- **Support your message with facts**
- **Name your source**
- **Be an expert**
- **Establish common ground**
- **Be enthusiastic**



12

c. Establish your credibility

Some of the ways to gain credibility are:

- **Be objective**
- **Be sincere**
- **Be trustworthy;**
- **Have good intentions**



13

d. Strive for high ethical standards

Persuasion is not coaxing, urging, or tricking people into accepting an idea, buying a product, or taking an unwanted action.

Ethical businesspeople inform audiences of the benefits of an idea, an organization, a product, a donation, or an action so that these audiences can recognize just how well the idea, organization, product, donation, or action will satisfy a need they truly have.

To maintain the highest standards of business ethics, make every attempt to persuade without manipulating. Choose words that won't be misinterpreted, and be sure you don't distort the truth.



14

Developing Persuasive Messages



15

Developing effective persuasive messages involves four distinct and essential strategies:

1. Framing your arguments
2. Balancing emotional and logical appeals
3. Reinforcing your position
4. Dealing with resistance



16

1. Frame your arguments

Most persuasive messages follow an organizational plan that goes beyond the indirect approach used for negative messages.

The opening does more than serve as a buffer; it grabs your audience's attention.



17

1. Frame your arguments

The explanation section does more than present reasons, and it is expanded to two sections. The first incites your audience's interest, and the second changes your audience's attitude.

Finally, your close does more than end on a positive note with a statement of what action is needed; it emphasizes reader benefits and motivates readers to take specific action.



18

Frame your arguments

Organize persuasive messages using a plan that involves four phases



19

Frame your arguments

a. Get your reader's attention

Begin the message with an attention-getting statement that is:

- Personalized
- You-oriented
- Straight-forward
- Relevant



20

Frame your arguments

b. Build your reader's interest

- Elaborate on the main theme
- Relate benefits specifically to the attention-getter



21

Frame your arguments

c. Increase your reader's desire

- Make audience members want to change by explaining how the change will benefit them
- Back up your claims with relevant evidence



22

Frame your arguments

d. Motivate your reader to take action

- Suggest a specific step the audience can take
- Stress the positive results of the action
- Make the desired action clear and easy

When using this plan, keep in mind to narrow your objective. Focus on primary goal when presenting your case, and concentrate your efforts on accomplishing that one goal.



23

2. Balance emotional & logical appeals

How do you actually convince an audience that your position is right one, that your plan will work?

One way is to appeal to the audience's minds and hearts.



24

2. Balance emotional & logical appeals

Most persuasive messages include both emotional and logical appeals.

Finding the right balance depends on four factors:

1. The actions you wish to motivate,
2. Your reader's expectations,
3. The degree of resistance you must overcome
4. How far you feel empowered to go in selling your point of view.



25

Emotional Appeals:

An emotional appeal calls on human feelings, basing the argument on audience needs or sympathies.

The word *freedom* evokes strong feelings, as do words such as *success*, *prestige*, *credit record*, *savings*, *free*, *value*, and *comfort*.



26

Logical Appeals:

A logical appeal calls on human reason.

Use logical appeals when presenting facts and evidence for complex ideas or recommendations

You might use three types of reasoning:

1. **Analogy**
2. **Induction**
3. **Deduction**



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SUMMARY



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Merged File date 2021

MCM301 PPT Slides **(Lecture) 1 To 45 Complete**

Admin: **Regards :** Zarva Chaudhary

* Zarva Chaudhary *

* Chaudhary Moazzam *

* Laiba Maki *

COMMUNICATION SKILLS

LECTURE 41

Muhammad Nazim



Persuasive Letters



2. Balance emotional and logical appeals



2. Balance emotional and logical appeals

One way is to appeal to the audience's mind and hearts.

Most persuasive messages include both emotional and logical appeals.



Finding the right balance depends on four factors:

1. The actions you wish to motivate,
2. Your reader's expectations,
3. The degree of resistance you must overcome,
4. How far you feel empowered to go in selling your point of view.



Emotional Appeals:

An emotional appeal calls on human feelings, basing the argument on audience needs or sympathies: For instance, you can make use of the emotion surrounding certain words.

The word freedom evokes strong feelings, as do words such as success, prestige, credit record, savings, free, value, and comfort.



Logical Appeals:

A logical appeal calls on human reason

Use logical appeals when presenting facts and evidence for complex ideas or recommendations

You might use three types of reasoning:

- 1. Analogy**
- 2. Induction**
- 3. Deduction**



Balance emotional and logical appeals

Avoid faulty logic



To avoid faulty logic, practice the following guidelines:

- **avoid hasty generalizations**
- **Avoid attacking your opponent**
- **Avoid oversimplifying a complex issue**
- **Avoid assuming a false cause**
- **Avoid faulty analogies Be sure that the two objects or situations being compared are similar for the analogy.**
- **Avoid illogical support**



3. Reinforce your position



3. Reinforce your position

- **Use semantics to build credibility and enhance the emotional content of your message.**

Another way semantics can affect persuasive messages is in the variety of meanings that people attribute to certain words. Abstract words are subject to interpretation because they refer to things that people cannot experience with their senses.



3. Reinforce your position

So you use abstraction to enhance the emotional content of a persuasive message.

e.g. you may be able to sell more flags by appealing to your audience's patriotism than by describing the color and size of the flags.

You may have better luck collecting an overdue bill by mentioning honesty and fair play than by repeating the sum owed and the date it was due.

- Use a variety of critical thinking & effective writing tools to strengthen your case.**



Other Tools



Other Tools

**Using semantics skillfully isn't your only persuasive tool.
There are additional techniques you can use to
strengthen your persuasive messages:**

- **Be moderate**
- **Focus on your goal**
- **Use simple language**



Other Tools

**Using semantics skillfully isn't your only persuasive tool.
There are additional techniques you can use to
strengthen your persuasive messages:**

- **Anticipate opposition**
- **Provide sufficient support**
- **Be specific**



Other Tools

Using semantics skillfully isn't your only persuasive tool. There are additional techniques you can use to strengthen your persuasive messages:

- **Create a win-win situation**
- **Time your message appropriately**
- **Speak metaphorically**
- **Use anecdotes & stories to make your points**



4. Deal with resistance



4. Deal with resistance

- Anticipate and answer possible objections
- Try “what if?” scenarios
- Let others help you find solutions to problems that you uncover
- Present pros and cons of all options



4. Deal with resistance

- **Avoid common mistakes, such as:**
 - Using an up-front hard sell
 - Resisting compromise
 - Relying solely on great arguments
 - Assuming persuasion is a one-shot effort



SUMMARY



COMMUNICATION SKILLS

LECTURE 42

Muhammad Nazim



Persuasive Letters



The Sales Letters



The Sales Letters

Effective Sales Letters



The Sales Letters

Effective Sales Letters

Example – 1

“You are one of the several hundred carefully selected customers who have been approved for a special credit opportunity.

Only a small percentage of Pakistanis are financially responsible enough to meet the stringent selection criteria for a credit card – and you are one of the few with exceptional credit worthiness. **(A section that uses an effective interest-building approach)**



The Sales Letters

Effective Sales Letter

Your credit authorization certificate is enclosed.
Simply take the certificate to your local authorized Electronic dealer, and you can take your new ...
A charge account agreement form is also enclosed. **(A section that stimulates action)**



Example – 2

“Did you know that one out of four residents in your area becomes a victim of theft? How would you feel if you returned to your home and discovered that your hard-earned stereo, computer, or microwave had been stolen? Remember, locked doors won’t stop a determined thief. **(Starts with a provocative question - raises reader’s awareness)**



My home was burglarized too. That's why I have developed a simple to install security system which works like an auto alarm and can be installed on the main gate without the help of any other person. The small activator hooks to your key chain. Just press the "lock" key. A "beep" tells you your home is secure, and a blinking red light warns the intruder to stay away. **(Explains how the product works – info that creates interest)**



Collection Letters



Appeal to fair play

“The special instructions in your order indicated that the glassware was needed by Dec. 10, so we sent the order to you by air express – at your expense.

We believe that we have been fair with you, and we are certain that you intend to be equally fair with us. Will you, therefore, please send us your cheque for the amount due?



Appeal to good credit reputation

“We remember very well the favorable comments made by several of your credit references when you applied for credit. Because of this good credit reputation, we do not want you to lose it. Is the past-due status of your account an oversight?

So that we will be able to recommend you some day as a credit customer, please protect your credit reputation by sending us your cheque for Rs. 20,000.”



Appeal to pride

“During the six years that you have had a charge account with us, we have been very proud of the way in which you have met your financial obligations. We are sure that you, too, take a great pride in keeping your account balance paid up.

We are confident that you will want to pay the balance of your past-due account very soon, which will enable you to continue to take pride in your good credit reputation.”



Appeal to fear legal action

“We believe that we have given you ample time to pay your account or at least to explain to us why you have chosen not to pay. Now we are forced to take more drastic action.

Unless we have your full payment by Dec. 10, we will turn your account over to our collection department.

To avoid the inconvenience of a poor credit reputation, will you please pay your account in full by Dec. 10? Doing so will enable you to protect your credit reputation.”



Memoranda and Short Reports



What is a Memo

- A memo is a message written to use within the organization.
- A memo stays inside the company; if it goes outside, it's a letter.
- Memo helps to keep the various parts of the organization in touch with each other;



General Format

The format is fairly standard. If printed memo forms are not available, the following headings can be typed on a sheet of paper:

To:

From:

Date:

Subject:



Basic Purpose

- Memos are prepared for:
 - Requesting information
 - Giving instructions
 - Serving as covers for all messages, and
 - Making announcements



Advantages of a Memo

- Solves problems
 - By informing reader about solutions e.g.,
 - Policy Changes
 - Price Increases
 - By persuading reader to take actions e.g.,
 - Attend a Meeting
 - Change Current Production Procedure

Advantages of a Memo

- Provides a written record
- Can reach many persons simultaneously

A Memo requesting information

To: Faculty, Business Education Department

From: M. Ahmad, Chairman, Business Education Depart.

Date: Sept. 10, 2005

Subject: Film Catalog for Faculty Use

In order to reduce the time it takes to screen and select appropriate files, we are putting together a catalogue of those films which have been used effectively in Business Education classes



A Memo requesting information

Please submit to this office the following information, using a separate sheet of paper for each film:

1. Film title & appropriate length
2. One paragraph description of the main points made in the film
3. One paragraph description of how the fil relates to the courses in which it was used.



A Memo requesting information

Please provide this info by Jan.. Shortly thereafter you will receive your copy of the completed catalogue. Through the cooperation of all faculty members in this project, all of us will benefit.

A Memo giving instructions

A Memo giving instructions

“A new procedure for putting books on reserve will begin at the start of the summer session. Remember to follow these guidelines:

“Submit a list of books on the attached form to the Reserve Department at least 4-weeks before the start of the session in which the books will be assigned.



A Memo giving instructions

1. Do not include more than 10 books on a form.

2. Include the following in each entry on a list:

- Call number
- Book title
- Author's name
- Course number & name
- Faculty's name & office Tel. No.

By following these procedures you will be contributing to library efficiency.”



A transmittal Memo

A transmittal Memo

A transmittal memo is used to introduce the reader to a longer, accompanying message. Besides the introduction it describes the main points of the message.

A transmittal Memo

Example:

“I have done some research on the high rate of turnover among the workers.

My report is divided into four parts, and each part is preceded by a brief abstract of its contents:

A transmittal Memo

Example:

Part I clarifies the problem and its effects on operation.

Part II presents a compilation of the supervisor's perceptions of the problem.

Part III presents a compilation of the workers' perceptions of the problem.

Part IV presents conclusions based on the findings of the survey.”

An announcement Memo



An announcement Memo

To: All Management & supervisory personnel

Sub: Paid holidays for Full-time employees

ABC Co. will observe the dates listed below as official holidays during the fiscal year beginning July 1, 2005. These holidays will apply to all regular employees. Part-time employees and probationary workers are not considered regular and, therefore, are not entitled to receive holiday pay.

- **Independence day, August 14**
- **Defense day Sept. 6**
-
-,,

- **Please see that all personnel under your jurisdiction are made aware of this official holiday schedule.**



Memorandum Reports

Memorandum Reports

- Progress reports
- Periodic reports
- Justification reports
- Letter reports

Progress reports

Progress reports

The content of a progress report is determined by the familiarity of the report reader with the project.

Progress reports

The suggested plan for a progress report includes the following elements:

- 1. Introduction**
- 2. Summary of progress already reported**

Progress reports

The suggested plan for a progress report includes the following elements:

- 3. Detailed summary of progress since last reporting**
- 4. Nature of exceptional progress**
- 5. Summary of work yet to be completed**

Example: Progress report

The following outlines the status of the development of the training program I have been working on for several months.

Example (cont...)

Introduction

The purpose of this research project is to determine the need for a training program in XY Corpn. The project, which is being undertaken by Sohail & me, is to be completed by Jan. 1, 2006.

Example (cont...)

Summary of progress already completed

The progress that has been reported up to this point includes the following:

1. Determination of objectives of the project.
2. Definition of parameters of the project.
3. Development of an appropriate research instrument (questionnaires and interviews)

Example (cont...)

Detailed summary of progress

Since the last progress report was prepared, the following have been completed:

1. Obtained approval of the questionnaire and interview record.
2. Pilot tested the questionnaire and interview record.
3. Determined method for selecting the respondents.
4. Selected the respondents.

Example (cont...)

Nature of exceptional Progress

The project is six days behind schedule because of a strike at Prime Printing, the company we have contracted with to print the questionnaires. The strike ended Oct. 15, and we expect printed questionnaires this week.

Example (cont...)

Summary of work yet to be completed

The following work remains to be done: distribution of questionnaires, completion of interviews, analysis of data, and preparation of the final report.

Periodic reports



Periodic reports

To:

From:

Date:

Subject:

The expenditures you asked me to calculate for the Credit Dept. for Sept., 2005 follow:

	<u>Beginning Balance</u>	<u>Ending Balance</u>	<u>Expense</u>
Salaries	Rs.50,000	20,000	30,000
Supplies	9,000	7,000	2,000
Telephone	500	200	300
Printing	500	300	200



Justification report

Justification report

The suggested plan for a justification report includes five elements, as shown in the example:

Justification report

Interoffice Memo

Date

To

From

Subject: Need for automatic Collator

The following information outlines the need for the purchase of an automatic collator:



Interoffice Memo

1. Statement of purpose and recommendation:

Because of the increasing employee time consumed by manually collating documents, the possibility of purchasing an automatic collator should be investigated.



Interoffice Memo

2. Outcome of recommendation

By using an automatic collator, a considerable amount of employee time could be saved. The result would be higher employee productivity and greater efficiency because employees could utilize their time to perform more worthwhile work.

Interoffice Memo

3. Suggested plan for implementing recommendation

An examination of the automatic collators manufactured by several different companies is recommended. Because of the different features found on the various devices, some collators would be more suitable than others.

Interoffice Memo

4. Discussion of recommendation &/or advantages & disadvantages:

The use of an automatic collator would result in the following advantages:

- a) employees would not have to perform the rather menial task of collating;
- b) employee time could be better utilized by performing other tasks;
- c) employee morale would improve if employees do not have to collate manually
- d) greater accuracy of collated documents could be expected.



Interoffice Memo

4. Discussion of recommendation &/or advantages & disadvantages:

The only disadvantage seen in purchasing an automatic collator is the purchase cost, which is estimated to be approximately Rs. 10,000.



Interoffice Memo

5. Conclusion

Among the conclusions are the following:

An automatic collator can be justified on the basis of the number of sheets that have been collated.

Letter reports

Letter reports

- Basic difference is their destination
- Are useful for presenting limited amount of information (1 to 4 pages & use a regular letter format)



Letter reports

November 12, 2005

Mr. XYZ

GM

Hali Rd.

Lhr.

Dear Mr. Jackson..

Here is the report you requested on .. concerning the nature of the physical environment at the branch off.

Physical improvements to General Office Area

Suggestions for additional improvement

Sincerely



SUMMARY



COMMUNICATION SKILLS

LECTURE 43

Muhammad Nazim



Writing Résumés



What is a Résumé?



What is a Résumé?

- A *résumé* is a one or two page summary of your skills, accomplishments, experiences, and education designed to capture a prospective employer's interest. ***The purpose of a résumé is to create interest and secure an interview.*** It is the primary tool of your job search and may take several drafts to prepare effectively.



Fallacies & Facts about Résumé

Fallacy

The purpose of a résumé is to list all your skills & abilities.

A good résumé will get you the job you want.

Your résumé will be read carefully & thoroughly by an interested employer.

The more good information you present about yourself in your résumé, the better.

If you want a really good résumé, have it prepared by a résumé service.

Fact

The purpose of a résumé is to kindle employer interest & generate an interview.

All a résumé can do is get you in the door.

Your résumé probably has less than 45 seconds to make an impression.

Too much information on a résumé may actually kill the reader's appetite to know more.

Prepare your own résumé – unless the position is especially high-level or specialized. Even then, you should check carefully before using a service.



Adapt your résumé to your audience



Adopt a “you” attitude and think about your résumé from the employer’s perspective. Ask yourself:

- 1. What key qualifications will this employer be looking for?**
- 2. Which of these qualifications are your greatest strengths?**
- 3. What quality would set you apart from other candidates in the eyes of a potential employer?**
- 4. What are 3 or 4 of your greatest accomplishments, and what resulted from these accomplishments?**



Writing your résumé



To write a successful résumé you need to convey seven qualities that employers seek. You want to show that you:

1. **Think in terms of results,**
2. **Know how to get things done,**
3. **Are well rounded,**
4. **Show signs of progress,**



To write a successful résumé you need to convey seven qualities that employers seek. You want to show that you:

5. **Have personal standards of excellence,**
6. **Are flexible and willing to try new things,**
7. **Possess strong communication skills.**

What do you have to offer?

What do you have to offer?

Get started by jotting down 10 achievements you are proud of:

1. Leadership skills
2. Speaking ability
3. Writing ability
4. Artistic talent
5. Volunteer work
6. Team player etc. etc.

What do you want to do?

What do you want to do?

What you can do is one thing. What you want to do is another.

Discover the things that will bring satisfaction and happiness on the job.



What do you want to do?

- **How would you like to work?**
- **What specific compensation do you expect?**
- **Can you establish some personal career goals?**
- **What size company would you prefer?**



What do you want to do?

- What type of operation is appealing to you?
- What locations would you like?
- What facilities do you envision?
- What sort of corporate culture are you comfortable with?



The well written résumé may include a persuasively arranged summary of:

- Name & address
- Career objective or summary of qualifications
- Education and training
- Work experience, skills, and accomplishments



The well written résumé may include a persuasively arranged summary of:

- **Activities and achievements**
- **Personal Data (memberships, honor and awards, hobbies and interests.)**
- **References**



Name & address

Mohammad Nazim

123-J, Model Town, Lahore-54700

(92 42) 5867642,

0300-4518122

nazim49@hotmail.com



Career objective or summary of qualifications

Objective

“Employment in the career services field”

“A challenging position of responsibility as a personnel director, personnel specialist, or organization development specialist in private industry anywhere in Pakistan”

Summary of qualifications

“Ten years of experience in commission selling with track record of generating new customer leads through creative advertising and community leadership positions”



Education & Training



Education & Training

List the latest educational or training level first and work chronologically backward from there. Account for any significant gaps between major educational training events.



Education & Training

Include your degree or diploma, major field, institution, and date of attainment for each level.

1993 to 1995	Master of Business Administration with emphasis on International Business, University of the Punjab.
--------------	--

1990 to 1993	Bachelor of Business Administration, Accounting, University of the Punjab.
--------------	--



Work experience, Skills, & Accomplishments

Work experience, Skills, & Accomplishments

Tailor your description to highlight the relationship between your previous responsibilities and your target field.

**Sept. 2004 to Oct. 2005
(by date)**

**Modern Furnitures, Lahore.
Worked part time during
school year as a book-
keeper and full time
during the summer.
Performed computerized
bookkeeping operation.**

**Receptionist & Snack
Bar Cashier (by job title)**

**S & P Restaurant, Lahore.
Sept. 2004 to Oct. 2005.
Worked part time as front-
desk receptionist and as
cashier in the snack bar.
Took messages, answered
questions, gave directions
etc.**



**Have developed effective
Management skills
(by functional skills attained)**

**As production manager
(Sept. 2004 to Oct. 2005) and
later as vice-president (Oct
2005 to present) of A.J.
Corporation, Lahore. I have
had many varied
management experiences.**



Activities and Achievements



Activities and Achievements

Some major activities and accomplishments require a separate category:

- **Speeches or panels**
- **Workshops & seminars**
- **Volunteer counseling**
- **Extensive travel**
- **Speaking foreign languages**

Include only those activities which are related to your objectives and add support to the persuasive thrust.



Personal Data

Personal Data

**memberships, honor and awards, hobbies
and interests**

References

References

When listing the names, titles, addresses, and telephone numbers of references, obtain their permission prior to submitting the resume.

Choose those people who represent the range of various facets of your career and professional talents and experiences.

The Chronological Résumé



The Chronological Résumé

The work-experience section dominates and is placed in the most prominent slot, immediately after the name and address and the objective.

You develop this section by listing your jobs sequentially in reverse order, beginning with the most recent position position and working backward toward earlier jobs.



The Chronological Résumé

This approach has three key advantages:

1. Employees are familiar with it and can easily find information.
2. It highlights growth and career progression.
3. It highlights employment continuity and stability.

Objective

Accounting management position requiring a knowledge of international finance

Experience

March 2001 to Present

Financial Analyst, I. A. Imports

- Prepare accounting reports for wholesale importer (\$10 million annual sales)
- Audit financial transactions with supplies in 12 foreign countries.
- created a computer model to adjust accounts for fluctuations in currency exchange rates
- negotiated joint-venture agreements with major supplies in the UK.



Oct. 1998 to March 2001

Staff Accountant, M. S. Chemicals

- Handled budgeting, billing, & credit-processing functions for the Lahore branch
- Audited travel/entertainment expenses
- assisted in launching an online computer system to automate all accounting functions



Education

1996 to 1998

**Master of Business Administration
with emphasis on International
Business, University of the Punjab.**

1993 to 1996

**Bachelor of Business
administration, Accounting,
University of the Punjab.**

SUMMARY

COMMUNICATION SKILLS

LECTURE 44

Muhammad Nazim



Writing Résumés

The Functional Résumé



The Functional Résumé

A functional resume emphasizes a list of skills and accomplishments, identifying employers and academic experience in subordinate sections.



The Functional Résumé

This approach has three advantages:

1. Without having to read through job descriptions, employers can see what you can do for them,
2. You can emphasize earlier job experience, and
3. You can de-emphasize any lack of career progress or lengthy unemployment.



Example: Functional Resume

Relevant Skills

- **Training and Development**
 - 2 years of experience as the training and development manager for A & R Co.
- **Organization Development**
 - 2 years of experience as an organization development planner for D. B. Consultants
- **Managing**
 - Trained part-time employees of B. Services in cash register operation and customer services.



Example: Functional Resume

Relevant Skills

- **Training and Development**
 - 2 years of experience as the training and development manager for A & R Co.



Example: Functional Resume

Relevant Skills

- **Organization Development**
 - 2 years of experience as an organization development planner for D. B. Consultants



Example: Functional Resume

Relevant Skills

- **Managing**
 - Trained part-time employees of B. Services in cash register operation and customer services.



Example: Functional Resume (contd.)

Work Experience

- **Manager, Training & Development, A & R Co., March 1, 2003 to April 15, 2005**
- **Organization Development Planner, D. B. Consultants, Jan. 30, 2001 to Feb. 28, 2003**

Education

Master of Business Administration (3.8 GPA/4.0 scale). V. University, Aug. 2000



Example: Functional Resume (contd.)

Work Experience

- **Manager, Training & Development, A & R Co., March 1, 2003 to April 15, 2005**
- **Organization Development Planner, D. B. Consultants, Jan. 30, 2001 to Feb. 28, 2003**



Example: Functional Resume (contd.)

Education

Master of Business Administration (3.8 GPA/4.0 scale). V. University, Aug. 2000



Suggestions aid in completing application forms



Suggestions aid in completing application forms

1. Keep your résumé up to date, and carry a copy of it with you.
2. Read the instructions on the form carefully before beginning to complete it.
3. If the instructions specify printing or handwriting responses, do as required.



Suggestions aid in completing application forms

4. Complete every blank on the form – even if you have to insert entries like “None,” “Not applicable.”
5. Complete the form correctly and neatly, Carry a small dictionary with you to spell words correctly.
6. For open-end questions, organize your thoughts carefully and write a draft of the answer on a piece of paper before transferring to the form.

Suggestions aid in completing application forms

7. Answer questions honestly, but in a manner that will emphasize strengths, not weaknesses.
8. As suggested for the résumé, consider carefully whether to include or omit answers to questions that you may not legally have to answer.

Suggestions aid in completing application forms

9. If the form includes a question about what salary you expect to receive, write an actual figure or range of figures if you have made such a decision, or write something like this:
 1. The typical salary paid for the position to someone of my ability
 2. To be discussed during interview
 3. Negotiable
 4. Open for discussion.
10. Upon completion, review the entries for completeness and accuracy.



Complaints about Résumés



Complaints about Résumés

Too long.

Too short or sketchy.

Hard to read.

Wordy.

Amateurish.

Complaints about Résumés

Poorly reproduced.

Misspelled & ungrammatical throughout.

Boastful.

Dishonest.

Gimmicky.

Interviewing



Getting Ready

1. Review your resume.
2. Try to find out information about the interviewer.
3. Formulate answers to questions you are likely to be asked.
4. Become familiar with nonverbal cues that can enhance your interview performance.



Thinking ahead about questions

Planning ahead for the questions will help handle them more confidently and intelligently:

- Tell us something about yourself.
- What are your greater strengths?
- What are your greater weaknesses?
- Why is your GPA not higher?
- Why do you want to work for this organization?



Thinking ahead about questions

Planning ahead for the questions will help handle them more confidently and intelligently:

6. If we hire you, what changes would you make?
7. What didn't you like about previous jobs you have had?
8. Where do you want to be five years from now?
9. What are your salary expectations?
10. Is money important to you?



Making a good impression during the interview

1. Appropriate dress is important for a good first impression.
2. Be on time.
3. Be confident and courteous.
4. Keep eye contact with the interviewer.
5. Provide thoughtful, direct, & honest answers.
6. Avoid asking questions about salary.

What do interviewers evaluate?

1. How mentally alert and responsive is the applicant?
2. Is the applicant able to draw proper inferences and conclusions?
3. Does the applicant demonstrate a degree of intellectual depth when communicating or is his/her ability shallow and lacking in depth?
4. What is the applicant's capacity for problem solving?

What do interviewers evaluate?

5. How well does the applicant respond to stress and pressure?
6. Can the applicant succeed in the position for which he/she is being interviewed?
7. Can the applicant be trusted?
8. Is the applicant professionally and socially mature?

The most Critical Success Factors employers are looking for:

- **Positive attitude toward work**
- **Proficiency in field of study**
- **Communication skills (written & oral)**
- **Interpersonal skills**
- **Confidence**

The most Critical Success Factors employers are looking for:

- Critical thinking and problem-solving skills**
- Flexibility**
- Self-motivation**
- Leadership**
- Teamwork**

People with high EQ

People with high EQ

People with high emotional quotient:

- think clearly and stay focused on the task at hand while under pressure.
- admit to their mistakes.
- meet commitments and keep promises.
- hold themselves accountable for meeting their goals.

People with high EQ

People with high emotional quotient:

- seek new ideas from a variety of sources.
- handle multiple demands and changing priorities.
- make sacrifices to meet an important organizational goal.
- cut through red tape and bend outdated rules when necessary

People with high EQ

People with high emotional quotient:

- seek fresh perspectives, even if that means trying something totally new.
- operate from an expectation of success rather than a fear of failure.
- try to learn how to improve their performance.
- set challenging goals and take calculated risks to reach them.

SUMMARY

COMMUNICATION SKILLS

LECTURE 45

Muhammad Nazim



Overview



Think smartly



Think smartly by asking yourself:

Where am I?

Where do I stand professionally?

What are my strengths?

What are my major problem areas?



The first step in defining your identity involves self-awareness - seeing yourself as others see you. It is essential if you want to improve.



Listen actively



Listening

We spend 42% of time in listening

(speaking: 32, reading: 15 & writing: 11%).

The Process: Receiving; Filtering;
Understanding; Remembering; Evaluating; &
Responding.



Listening

Remembering is not what was said, but what we think was said. Memory for speech is not reproductive, it's reconstructive.

We remember only half after listening, 35% after 8-Hrs.



Developing attentive listening skills



Developing attentive listening skills:

- Keep an open mind. Listen non-judgmentally. Recognize your own biases. Welcome new viewpoints rather than resisting them.
- Be motivated to listen
- Be alert to nonverbal cues
- Listen with a goal in mind



Developing attentive listening skills:

- React to the message, not to the person.
- Listen for supportive ideas without personal prejudice or bias.
- Don't get angry
- Remember, it's impossible to listen and speak at the same time.



Developing attentive listening skills:

- Try to get into the other person's inner frame of reference.
- Listen for speaker's main ideas and concentrate on their meaning. Take advantage of your brain power.
- Do not jump to conclusions. Listen for facts before forming your opinion.
- Ask questions. Show your interest and attention. Keep them pertinent to the speaker's frame, not yours.
- Listen with the heart as well as with the head.



Speak effectively

1. The Speaker

Three factors we need to consider about any speaker:

- a. motivation in giving the presentation**
- b. credibility as a speaker**
- c. delivery or speaking style**

2. The Message

The message refers to everything a speaker does or says, both verbally and non-verbally.

The verbal component may be analyzed in terms of 3 basic elements:

1. Content

2. Style

3. Structure



3. The Audience

A well-prepared speech that is ill-suited to the audience can have the same affect as a poorly prepared speech delivered to the correct audience – both speeches will fail terribly.

As a speaker you should analyze your listeners and then decide how to present your ideas.



4. The Channel

When we communicate with our audiences, we use many channels of communication.

This includes:

- non-verbal,**
- pictorial, and**
- aural channels**



5. The Feedback

"Feedback" is the process through which the speaker receives information about how his or her message has been received by the listeners and, in turn, responds to those cues.



6. The Setting

The place where you deliver your presentation may be one that enhances or interferes with the effectiveness of your presentation. Determine ahead of time what the facilities are like before you speak. This way you can properly plan your delivery or make adjustments, if necessary.

As an effective speaker keep in mind the listener's barriers

As an effective speaker keep in mind the listener's barriers

- Listeners tend to see and hear what they want to see and hear
- Listeners tend to reject any message that contradicts their beliefs and assumptions
- Listeners may have emotional problems that cause their minds to be preoccupied

As an effective speaker keep in mind the listener's barriers

- Listeners do not ask questions to clarify when they do not understand a point
- Listeners may nod their heads in agreement when they actually do not agree or are not sure that they agree

Write purposefully

Write purposefully

Think what you want to say, and how you are going to say it.

Organizing your message **serves three purposes. It helps your audience:**

1. Understand your message
2. Accept your message
3. Save their (audience) time

Write purposefully

Good organization involves four steps:

- i. Determining your purpose**
- ii Considering your reader**
- iii. Choosing your idea**
- iv Determining your content**

Live happily

Live happily

- People are not mind readers. They judge you by your behavior and not by your intent
- A word is like an arrow, once out of the bow never returns

Misconceptions

- We need more communication
- Communication solves all problems
- Meanings are in words

Conclusion



www.vuCtrl.com

Good Luck

Regards : Zarva Chaudhary

Admin:

* Zarva Chaudhary *

* Chaudhary Moazzam *

* Laiba Maki *