

**B.COM**  
**Year – I**  
**Semester – I**  
**Paper - V**

## **Business Communication**



**Centre for Distance and Online Education**

**श्रीचन्द्रशेखरेन्द्रसरस्वतीविश्वमहाविद्यालयः**

**Sri Chandrasekharendra Saraswathi Viswa Mahavidyalaya**

Deemed to be University u/s 3 of UGC Act 1956 - Accredited with 'A' grade by NAAC

**Enathur, Kanchipuram 631561.**

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# **BC105 Business Communication**

## **Course Objective:**

To develop effective written and oral communication skills, ensuring students can navigate everything from a traditional board meeting to a modern virtual interview with ease.

## **Unit –I**

Definition – Methods – Types – Principles of Effective Communication – 7Cs of Communication - Barriers to communication – Identifying and Overcoming Barriers to Communication – theories of communication- audience analysis - - Business Letter – Layout - Full Block, Modified Block, and Semi-Block styles

## Unit II: Employment Readiness & Sales Correspondence

Kinds of Business Letters – Interview –The Interview Life cycle - Interview Types: Stress, Panel, Technical, and AI-led Video Interviews - The STAR Technique (Situation, Task, Action, Result) for behavioral questions - Formal On boarding: Appointment, Acknowledgement, and Promotion letters - Trade Correspondence: Enquiries, Replies, Orders, and Sales letters - Handling Circulars and Customer Complaints.

## Unit III: Practices in Business Communication

Crafting a Professional CV - Designing Functional vs. Chronological CVs - ATS (Applicant Tracking System) optimization for the digital age - The Art of the Persuasive Cover Letter – Group discussions – mock interviews- seminars

## Unit IV: Internal Documentation & Reporting

Report Writing: Structure of Informative and Analytical reports Meeting Management: Agenda Setting: Prioritizing the "Need-to-Know" - Minutes of the Meeting (MoM): Recording resolutions and action items - Internal Tools: Memorandum (Memo) writing and internal Notes - Office Orders and Administrative Circulars - Oral Communication Mastery - Pitch, Tone, and Velocity: Using your voice as a tool - Active Listening: The bridge to better collaboration - Public Speaking: Overcoming anxiety and structuring a pitch

## Unit V: Digital Communication & Global Etiquette

Modern Communication Channels: Video Conferencing, Fax, and Websites - Email Etiquette (The Netiquette)- The hierarchy of CC vs. BCC and the 24-hour response protocol - Workplace Etiquette - Physical Decorum: Dress codes (Business vs. Smart Casual)- Digital Decorum: "Camera-on" protocols and muting etiquette in virtual meetings - Interpersonal Skills: Cross-cultural sensitivity and gender-neutral communication – cultural sensitiveness and cultural context.

#### Text Books:

1. Payal Mehra, Business Communication for Managers, Pearson (2016).
2. Pattan Chetty & M.S. Ramesh, Effective Business English and Correspondence.
3. N.S. Raghunathan & B. Santhanam, Business Communication, Margham.
4. Rajendra Paul and Korla Halli - Business Communication.

#### Reference Books:

1. R.S.N. Pillai and Bagavathi, Commercial Correspondence.
2. Dr. K. Sundar, Business Communication, Vijay Nicole Publication.

#### **Course Outcomes:**

Upon successful completion of this course, the student will be able to:

1. Apply fundamental communication principles (7Cs, barriers, active listening) and oral communication techniques (pitch, tone, velocity) to ensure clarity and effectiveness in diverse professional interactions.
2. Construct professional employment documentation (ATS-optimized CVs, persuasive cover letters) and demonstrate competency in various interview formats (traditional, panel, AI-led) using structured techniques like STAR for behavioral responses and draft specialized stakeholder correspondence for banking, insurance, agency, and corporate governance contexts, adhering to conventional formats, regulatory requirements, and professional etiquette.
3. Develop internal organizational documents including informative and analytical reports, meeting minutes (MoM), memoranda, and administrative circulars with appropriate structure, tone, and actionable clarity.

4. Navigate digital communication landscapes effectively by applying email netiquette, video conferencing protocols (camera-on/muting etiquette), and 24-hour response standards while maintaining cross-cultural sensitivity and gender-neutral language.

## Business Communication

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# **Unit - I: Introduction to Business Communication**

## **Structure**

- Overview
- Learning Objectives
- 1.1 Definition of Communication
- 1.2 Methods of Communication
- 1.3 Types of Communication
- 1.4 Principles of Effective Communication
- 1.5 Barriers to Communication
- 1.6 Business Letter – Meaning and Layout
- 1.7 Full Block, Modified Block, and Semi-Block Styles
- Question Bank – Check your progress
- Let Us Sum Up
- Glossary
- Suggested Reading

## **Overview**

This unit introduces the fundamentals of communication, emphasizing its importance in the business context. It also covers the essentials of business letter writing and effective layout practices.

## **Learning Objectives**

By the end of this unit, learners will be able to:

- Understand the concept and importance of communication in business.
- Identify different methods and types of communication.
- Apply principles of effective communication.
- Recognize barriers and find solutions.
- Structure a business letter correctly.

## 1.1 Definition of Communication

Communication is the process of transferring information and understanding from one person to another. It involves the exchange of ideas, thoughts, opinion or messages via speech, visuals, signals, writing, or behavior.

Communication is the process of exchanging information, ideas, feelings, and understanding between two or more people. It is the foundation of all human relationships — especially important in a business setting.

To communicate means to impart, transmit and to interchange ideas.

When the Marketing Manager of Amazon sends a report to the Sales Team about customer feedback, that is communication.

## 1.2 Methods of Communication

**Communication methods** refer to the medium through which information is exchanged.

Four Major Methods of Communication are:

Method	Explanation	Business Example
Verbal	Spoken words (face-to-face, phone calls)	CEO's speech at an Annual General Meeting
Non-Verbal	Body language, gestures, tone of voice	A confident handshake during a job interview
Written	Written words (emails, letters, reports)	Sending a project update email to clients
Visual	Use of charts, graphs, videos	Presenting financial data through infographics during a Board Meeting

### Real-World Example:

TCS uses video calls (Verbal + Visual) to conduct team meetings for remote employees.

## 1.3 Types of Communication

Types of communication are classified based on the direction and nature.

Type	Meaning	Business Example
<b>Formal Communication</b>	Official communication that follows an organizational structure	A resignation letter to HR
<b>Informal Communication</b>	Casual communication outside official channels ("grapevine")	Colleagues discussing project ideas over lunch
<b>Internal Communication</b>	Within the organization	Departmental meetings in Infosys
<b>External Communication</b>	With outsiders like customers, suppliers	Sending quotations to vendors
<b>Horizontal Communication</b>	Between employees at the same level	Discussion between two project managers
<b>Vertical Communication</b>	Between superior and subordinate	Manager assigning work to a junior employee

#### Contemporary Example:

At Swiggy, delivery feedback is both external (to customers) and internal (to staff managers).

### 1.4 Principles of Effective Communication

To communicate successfully, certain *principles* must be followed, known as the "**7 Cs of Communication.**"

Principle	Meaning	Example
<b>Clarity</b>	Be clear about the message	Using simple language in a policy memo
<b>Conciseness</b>	Keep it brief	A short email updating meeting times
<b>Correctness</b>	Accurate information, correct grammar	Correct figures in a financial statement
<b>Completeness</b>	Provide all needed information	Quotation including taxes and shipping
<b>Courtesy</b>	Polite and respectful tone	Starting an email with "Hope you are doing well"
<b>Consideration</b>	Think from the receiver's point of view	Simplifying technical details for non-technical clients
<b>Concreteness</b>	Specific facts and figures	Instead of "soon", say "by Friday, 5 PM"

In **Zomato's** app updates, they use short, polite notifications: "*We've added new features! Update your app today!*"

## 1.5 Barriers to Communication

Sometimes communication fails due to *barriers* that block understanding.

Barrier	Meaning	Business Example
Physical Barriers	Noise, distance, faulty technology	Poor network in Zoom meetings
Psychological Barriers	Stress, emotions, bias	Employee upset about appraisal ignores feedback
Semantic Barriers	Misunderstood words or jargon	Using too much medical jargon for non-doctors
Organizational Barriers	Hierarchical restrictions, bad channels	A message delayed because of multiple approvals

### How to Overcome?

- Ensure good internet connection for virtual meetings.
- Use simple and clear language.
- Encourage open communication and feedback.

### Example:

**Microsoft** invests in employee well-being programs to reduce psychological barriers and encourage transparent dialogue.

## 1.6 Business Letter – Meaning and Layout

### Meaning:

A **Business Letter** is a formal document used for professional communication between organizations, or between individuals and companies.

It can serve various purposes: making inquiries, giving information, placing orders, making complaints, or maintaining professional relationships.

### Standard Layout of a Business Letter:

1. **Sender's Address**  
(Top-right or top-left)
2. **Date**  
(After sender's address)
3. **Receiver's Address**  
(Left side, after date)

4. **Subject Line**  
(Highlights purpose of letter)
5. **Salutation**  
(e.g., Dear Sir/Madam)
6. **Body of the Letter**
  - **Introduction** (Reason for writing)
  - **Main Content** (Details)
  - **Conclusion** (Action expected)
7. **Complimentary Closing**  
(e.g., Yours sincerely)
8. **Signature and Name**  
(Designation if applicable)

**Example of a Business Letter (Realistic Context):**

**ABC Pvt Ltd**

Anna Nagar, Chennai-600040

Date: 20 April 2025

**The Manager**

Flipkart Pvt Ltd

Bangalore-560103

**Subject:** Inquiry about bulk supply of Laptops

Dear Sir/Madam,

We are expanding our operations and are interested in purchasing 100 laptops. Kindly send us your best price quotation, warranty details, and available brands.

We look forward to your prompt response.

Yours sincerely,

**(Signature)**

Mr. Rahul Sharma

(Procurement Officer, ABC Pvt Ltd)

## **1.7 Communication in the Indian Knowledge System**

The Indian Knowledge System provides deep and meaningful ideas about communication.

Ancient texts such as the Arthashastra, the Mahabharata, and the teachings of the Nyāya school of philosophy explain communication as more than just the exchange of information. They see it as a moral, thoughtful, and purposeful activity.

### **These traditions highlight the importance of:**

- Clear intention while speaking
- Choosing the right time, place, and medium
- Selecting the right person to deliver the message
- Speaking in a way that matches ethical values

According to Indian wisdom, communication should be truthful, respectful, and beneficial to society. Words are believed to have power, so they must be used carefully and responsibly.

In today's fast-moving world, communication often focuses on speed and quantity rather than meaning. Indian traditional knowledge reminds us that effective communication is about influence with honesty and integrity, not just sending messages quickly.

### **Example from Indian Scenario**

In the Mahabharata, Lord Krishna communicates with both the Pandavas and Kauravas differently, based on the situation and the listener. He chooses the right words, tone, and timing to guide decisions. This shows that successful communication depends on wisdom, context, and values, not force.

Similarly, in modern Indian organizations, a good leader communicates with employees respectfully, gives clear guidance, and considers the impact of words before speaking. This builds trust and teamwork.

### **Relevance to Modern Business and Education**

#### **By applying these ancient principles today:**

- Leaders communicate more responsibly
- Organizations build strong relationships
- Educators create meaningful learning environments

Indian knowledge encourages professionals to become stewards of meaning, not just speakers of information. When old wisdom is combined with modern communication methods, it leads to ethical leadership, better understanding, and stronger human connections.

## **1.8 Full Block, Modified Block, and Semi-Block Styles**

### **1. Full Block Style**

Meaning

In the Full Block style, all parts of the letter start from the left margin. No lines are indented.

Features

- Date, sender's address, receiver's address, subject, body, and signature all align to the left
- Paragraphs are not indented
- Most commonly used in offices today

Example (Indian Scenario)

A bank branch in Mumbai sends a letter to a customer about account details. The bank uses the full block style because it looks clean, modern, and official.

### **2. Modified Block Style**

Meaning

In the Modified Block style, some parts of the letter are aligned to the centre or right, while the body remains on the left.

Features

- Sender's address and date are placed on the right side
- Receiver's address and body start from the left
- Paragraphs are not indented

Example (Indian Scenario)

A private company in Bengaluru sends an appointment letter to a new employee. The company uses the modified block style to give a balanced and formal appearance.

### 3. Semi-Block Style

#### Meaning

The Semi-Block style is similar to the modified block style, but the paragraphs in the body are indented.

#### Features

- Date and sender's address are on the right
- Receiver's address starts from the left
- Each paragraph begins with an indent
- Looks more traditional

#### Example (Indian Scenario)

A school in Uttar Pradesh sends a formal letter to parents regarding an annual function. The school uses the semi-block style as it looks formal and respectful.

#### Difference Between the Three Styles

Feature	Full Block	Modified Block	Semi-Block
Alignment	All left	Mixed (left & right)	Mixed
Paragraph Indent	No	No	Yes
Appearance	Modern	Professional	Traditional
Usage	Offices, emails	Companies	Schools, formal letters

#### Summary of Unit I

- Communication is vital for business success.
- It can happen verbally, non-verbally, in writing, or visually.
- Following the 7 Cs ensures messages are effective.
- Barriers need to be identified and overcome.
- Business letters must be well-structured to maintain professionalism.

#### Questions for Revision:

##### Part A: (2 Marks Each)

1. Define communication.
2. List any two types of communication.
3. What is meant by encoding in communication?
4. Give an example of a formal communication channel.
5. Name any two principles of effective communication.

6. What is a business letter?

**Part B: (10 Marks Each)**

1. Explain the different types of communication with examples.
2. Discuss the barriers to communication and suggest ways to overcome them.
3. What are the principles of effective communication? Explain with examples.
4. Write a short note on the importance and structure of a business letter.

**Part C: (15 Marks Each)**

1. Explain in detail the methods of communication with real-life business applications.
2. Discuss the layout of a business letter with an example format.
3. Analyze the impact of communication barriers in business organizations and propose solutions.

**Suggested Readings:**

1. Commercial Correspondence – R.S.N.Pillai and Bagavathi.
2. Business Communication – Rajendera Paul and KorlaHalli
3. ICAI study material.

## **CHECK YOUR PROGRESS - 1**

### **Unit I: Introduction to Business Communication**

**Instructions:** Answer the following questions to assess your understanding. Check answers at the end. If you score below 70%, revise the section before proceeding.

#### **PART A: MULTIPLE CHOICE QUESTIONS (1 mark each)**

1. Which of the following is NOT a method of communication?
  - a) Verbal
  - b) Non-verbal
  - c) Intrapersonal
  - d) Visual
2. A resignation letter to HR is an example of:
  - a) Informal Communication
  - b) Formal Communication
  - c) External Communication
  - d) Horizontal Communication
3. The principle of "7 Cs" that emphasizes using simple language is:
  - a) Conciseness
  - b) Clarity
  - c) Correctness
  - d) Courtesy
4. Poor network in Zoom meetings is an example of:
  - a) Psychological Barrier
  - b) Semantic Barrier
  - c) Physical Barrier
  - d) Organizational Barrier
5. Using too much medical jargon for non-doctors creates a:
  - a) Physical Barrier
  - b) Psychological Barrier
  - c) Semantic Barrier
  - d) Cultural Barrier
6. In the Full Block style of letter writing:
  - a) All parts are indented
  - b) All parts start from left margin

- c) Date is centered
  - d) Paragraphs are indented
7. "We've added new features! Update your app today!" - This message from Zomato demonstrates which principle?
- a) Completeness
  - b) Conciseness
  - c) Consideration
  - d) Concreteness
8. Communication between two project managers at the same level is:
- a) Vertical Communication
  - b) Horizontal Communication
  - c) Diagonal Communication
  - d) External Communication

**PART B: FILL IN THE BLANKS (1 mark each)**

1. Communication is the process of transferring \_\_\_\_\_ and understanding from one person to another.
2. The four major methods of communication are Verbal, Non-verbal, \_\_\_\_\_, and Visual.
3. The "7 Cs" of effective communication are: Clarity, Conciseness, Correctness, Completeness, Courtesy, Consideration, and \_\_\_\_\_.
4. \_\_\_\_\_ barriers include stress, emotions, and bias that block understanding.
5. In the \_\_\_\_\_ Block style, sender's address and date are placed on the right side.
6. TCS uses video calls (Verbal + Visual) to conduct team meetings for \_\_\_\_\_ employees.
7. At Swiggy, delivery feedback is both \_\_\_\_\_ (to customers) and internal (to staff managers).

## **ANSWER KEY**

**Part A:** 1-c, 2-b, 3-b, 4-c, 5-c, 6-b, 7-b, 8-b

### **Part B:**

1. information
2. Written
3. Concreteness
4. Psychological
5. Modified
6. remote
7. external

### **Try it yourself:**

**1.** Analyze the following scenario and answer:

*Rahul, a marketing manager, sent an email to his team: "The meeting is soon. Be prepared with the stuff."*

**a)** Identify three communication barriers/issues in this message. **b)** Rewrite the message following the 7 Cs principles.

**2.** Compare Full Block and Modified Block letter styles. When would you use each? Give appropriate Indian business scenarios.

## **Unit – II: Kinds of Business Letters**

### **Structure**

- Overview
- Learning Objectives
- 2.1 Kinds of Business Letters
- 2.2 Letters: Interview, Appointment, Acknowledgment, Promotion
- 2.3 Letters: Enquiries, Replies, Orders, Sales, Circulars, Complaints
- 2.4 The Interview Life Cycle
- 2.5 Types of Job Interviews
- 2.6 The STAR Technique
- Question Bank
- Let Us Sum Up
- Glossary
- Suggested Reading

### **Overview**

This unit introduces students to the different types of business letters used in realworld organizations and institutions. Business correspondence plays a key role in maintaining communication between employers, employees, suppliers, customers, and other stakeholders. Through this unit, students will learn how to draft formal letters related to interviews, appointments, enquiries, complaints, and other business needs in a professional format.

### **Learning Objectives**

After studying this unit, learners will be able to:

- Identify and draft different kinds of business letters.
- Understand the purpose, structure, and tone suitable for each type of letter.
- Communicate business matters professionally through written correspondence.
- Use Indianized examples to relate to real life situations.

## **2.1 Kinds of Business Letters**

Business letters are broadly classified based on their purpose. Some of the commonly used business letters are

- Interview Letters
- Appointment Letters
- Acknowledgment Letters
- Promotion Letters
- Enquiry Letters
- Reply Letters
- Order Letters
- Sales Letters
- Circular Letters
- Complaint Letters

Each of these serves a unique function and follows a professional tone and format.

## **2.2 Letters: Interview, Appointment, Acknowledgment, Promotion**

### **Interview Letter**

An interview letter is a message sent to invite someone for a job interview. It thanks the candidate for applying, shares important details (like date, time, and location of the interview), and makes them feel welcome. It not only confirms the interview details but also sets a positive tone, reflecting the company's professionalism and enthusiasm for the candidate.

### **Style & Tone:**

- Professional & Polite – Avoiding casual or unprofessional language.
- Concise & Clear – Keeping it brief but informative.
- ErrorFree devoid of grammar/spelling mistakes.
- Positive & Encouraging – Making the candidate feel valued.
- 

### **Points to be remembered while drafting Interview Letters:**

1. Clear Subject Line (if email) / Heading (if letter) –

Example: "Invitation for Interview – [Job Title], [Company Name]"

2. Formal Salutation – Use the candidate's name (e.g., "Dear Mr. Sharma," or "Dear [First Name] [Last Name],").

3. Opening Statement – Express appreciation for their application. Example: "Thank you for applying for the [Job Title] position at [Company Name]."

4. Interview Invitation Clearly state the purpose of the letter (e.g., "We are pleased to invite you for an interview.

5. Interview Details such as

- Date, Time, and Duration of the interview.
- Mode of interview – if virtual, include platform details like Zoom/Teams link.
- Venue Address (if physical) with directions if necessary.

6. Interview Format Brief mention of the interview structure.

7. Documents/Items to be brought for the interview.

8. Contact Information: Provide a point of contact (name, email, phone) for any queries or rescheduling requests.

9. Closing Statement - Polite closing (e.g., "We look forward to meeting you." or "Thank you for your interest in joining "Company Name")

10. Professional Signoff – Yours sincerely/Best Regards.

Example:

**ABC Corporation Ltd.**

123 Business Road, Chennai

Date: September 25, 2024

**To**

Mr. Rakesh Kumar

456 Applicant Street, Bangalore

**Subject:** Interview Call for the Position of Senior Manager

Dear Mr. Kumar,

We are pleased to inform you that you have been shortlisted for the position of Senior Manager at ABC Corporation Ltd. We request you to attend the interview on October 1, 2024, at 10:00 AM at our corporate office.

Please bring the necessary documents for verification. Kindly confirm your availability at your earliest convenience.

Best Regards

**HR Manager**

ABC Corporation Ltd.

## Appointment Letter

Once a candidate is selected, they receive an official appointment letter confirming their employment.

**XYZ Pvt. Ltd.**

789 Industry Park, Kancheepuram

Date: October 5, 2024

**To**

Ms. Priya Sharma

654, New Avenue, Chennai

**Subject:** Appointment as Marketing Executive

Dear Ms. Sharma,

We are pleased to offer you the position of Marketing Executive at XYZ Pvt. Ltd. Your appointment will be effective from October 10, 2024, with an annual CTC of ₹6,00,000. Please sign and return a copy of this letter as a token of your acceptance.

Best Regards,

**HR Department**

XYZ Pvt. Ltd.

## Acknowledgment Letter

Companies acknowledge the receipt of important documents or payments through acknowledgment letters.

Example:

<b>DEF Enterprises</b> 12 Corporate Towers, Hyderabad	Date: October 8, 2024
<b>To</b> Mr. Arun Verma 234 Client Street, Delhi	
<b>Subject:</b> Acknowledgment of Payment Received	
Dear Mr. Verma,	
We acknowledge the receipt of your payment of ₹50,000 towards Invoice No. 1023 dated October 5, 2024. Thank you for your prompt payment. Please retain this letter as proof of payment.	
Best Regards,	
<b>Finance</b> <b>Department DEF</b>	

Example for acknowledging acceptance of offer letter:

XYZ Pvt. Ltd.  
789 Industry Park, Kancheepuram

Date: October 5, 2024

To

Ms. Priya Sharma

654, New Avenue, Chennai

Subject: Acknowledgment of Acceptance Job Title Dear

Ms. Sharma,

We are delighted to receive your acceptance of the offer for the position of “Job Title” at XYZ Pvt. Ltd. This letter serves as formal acknowledgment of your signed appointment letter dated \_\_. We are excited to welcome you aboard and are confident that your skills and experience will be valuable additions to our team. Your joining date is confirmed for \_\_\_\_, and we will ensure a smooth onboarding process to help you settle in comfortably.

Please find attached a copy of your acknowledged appointment letter for your records. Kindly complete the attached prejoining forms by [Date]. Our HR team will contact you shortly regarding next steps, including prejoining formalities and orientation details.

Should you have any questions or require any assistance prior to your joining, please feel free to reach out to Once again, welcome to XYZ Pvt. Ltd. We look forward to a productive and rewarding association.

Best regards,

Name with full Designation

## Promotion Letter

Employees receiving a promotion are informed formally through a promotion letter.

Example:

PQR Industries Ltd.

Plot No. 10, Tech Park, Chennai

Date: October 12, 2024

To

Mr. Rajan Iyer

Senior Sales Executive

Subject: Promotion to Sales Manager

Dear Mr. Iyer,

We are pleased to inform you of your promotion to the position of Sales Manager, effective October 15, 2024. This decision reflects our appreciation for your exceptional performance, leadership, and dedication to the company's growth.

Key Details of Your Promotion:

1. Revised Compensation:

- Basic Salary: ₹\_\_\_\_\_ (Increase of \_\_% from your current salary)
- Allowances:
  - House Rent Allowance (HRA): ₹\_\_\_\_\_
  - Travel Allowance: ₹\_\_\_\_\_
  - Other Benefits: [Specify, e.g., performance bonus, medical insurance, etc.]

2. Roles and Responsibilities:

- Lead and mentor the sales team to achieve quarterly/annual targets.
- Develop and implement sales strategies to expand market reach.
- Monitor sales performance, analyze trends, and provide actionable insights.
- Ensure adherence to company policies and customer satisfaction standards. This

promotion comes with our full confidence in your ability to excel in this new role. We look forward to your continued contributions to PQR Industries Ltd. Please acknowledge receipt of this letter and confirm your acceptance by signing the attached copy. Should you have any questions, feel free to discuss them with the HR department.

Congratulations once again!

Best Wishes,

Managing Director, PQR Industries Ltd.

## 2.3 Letters: Enquiries, Replies, Orders, Sales, Circulars, Complaints

### Enquiry Letter

Enquiry letters are formal written requests for information, quotations, or clarifications from businesses, institutions, or individuals. They are concise, polite, and clearly state the purpose to elicit a prompt response.

#### *Key Features:*

1. Purpose: Seek details (e.g., product pricing, service terms, policies).
2. Structure:
  - Introduction: State who you are and the reason for writing.
  - Body: Specify the information needed (list questions if multiple).
  - Closing: Request a timely response and express gratitude.
3. Tone: Professional, courteous, and to the point.

*Example:* A customer asking about bulk order.

<b>GROW HIGH Enterprises</b> 44 Business Lane, Bangalore	
Date: July 15, 2025	
<b>To</b> Sales Department, Premium Developers Ltd.	
<b>Subject:</b> Inquiry About Bulk Order of Office Chairs	
Dear Sir/Madam,	
We are interested in purchasing 100 office chairs for our new office. Kindly share your catalogue and pricing details at the earliest.	
Looking forward to your prompt response.	
Best Regards,	
<b>Procurement Manager</b>	

Reply to Enquiry

Premium Developers Ltd.  
246, Hosur Industrial Area

Date: July 16, 2025

To,

The Procurement Manager  
GROW HIGH Enterprises

Subject: Reply to Inquiry Office Chairs Catalogue & Pricing

Dear Sir,

Thank you for your inquiry dated July 15, 2025, regarding the bulk purchase of office chairs for your new office. We appreciate your interest in Premium Developers Ltd.

As requested, please find attached our latest catalogue featuring a wide range of ergonomic and executive office chairs, along with detailed pricing for bulk orders. The catalogue includes:

- ❖ Product specifications (materials, dimensions, weight capacity)
- ❖ Color/fabric options
- ❖ Bulkorder discounts (for 100+ units)
- ❖ Delivery timelines

For your convenience, we've highlighted a few bestsellers (Pages 5–7) that suit corporate environments. Customization options (logo embossing, upholstery) are also available on request.

We'd be happy to discuss further and offer you the best solutions. Looking forward to your response. Best

Regards,

Sales Manager

Premium Developers Ltd.

[Phone] | [Email] | [Website]

Attachment: Catalogue\_2025\_PremiumDevelopers.pdf

Order Letter

Penguin Academy  
567 Business Plaza, Chennai

Date: 1<sup>st</sup> July 2025

To,  
The Sales Manager [Supplier's  
Company Name] [Supplier's  
Address]

Subject: Order for Stationery Items

Dear Sir/Madam,

Please supply the following stationery items as per the specifications and quantities mentioned below:

Order Details:

1. Writing Instruments:

Ball Pens (Blue): 50 pcs (Premium quality, 0.7mm tip) Ball

Pens (Black): 50 pcs (Premium quality, 0.7mm tip)

Gel Pens (Assorted Colors): 30 pcs (0.5mm tip, waterproof ink)

2. Notebooks & Pads:

A4 Size Notebooks: 20 pcs (100 pages, spiralbound, 70 GSM paper) Legal

Pads: 15 pcs (50 sheets per pad, ruled, 75 GSM paper)

3. Office Supplies:

Stapler Pins: 10 boxes (Standard size, 1000 pins per box) Paper

Clips: 5 boxes (Assorted sizes, 100 clips per box)

Sticky Notes: 20 pads (3"x3", assorted colors, 100 sheets per pad)

4. Files & Folders:

Plastic Folders: 25 pcs (A4 size, assorted colors, with elastic closure) Ring

Binders: 10 pcs (2inch spine, A4 size, with label holder)

**Terms & Conditions:**

- **Delivery Date:** Within 7 days from the order date
- **Delivery Address:** Penguin Academy, 567, Business Plaza, Chennai
- **Payment Terms:** 15 days from the date of invoice
- **Packing:** Ensure proper packing to avoid damage during transit

Kindly confirm the acceptance of this order at the earliest and share the expected delivery schedule. Please ensure all items meet the specified quality standards.

Attached herewith is the Purchase Order No. JKL/2024/789 for your reference. For any clarifications, feel free to contact us at Contact Number or Email ID.

Looking forward to your prompt execution of this order.

Best Regards,

Purchase Manager

JKL Traders

[Your Contact Number] | [Your Email ID]

## Sales Letter

Purpose: Promotes products or offers to customers. Example:

HOPKINSON SMART SHOPPE

[Company Address]

[City, State, ZIP Code]

[Email Address] | [Phone Number] | [Website URL]

Date

Subject: Back to School/College Special – Exclusive Tech Deals Just for You!

Dear Privileged Customer,

As the new academic year approaches, we understand the importance of having the right tools to succeed. That's why we are thrilled to announce our Back to School/College Special Offer, designed to help students, parents, and educators gear up with the best tech at unbeatable prices!

Exclusive Offers for a Smart Start:

1. 20% OFF on All Laptops & Tablets

- Brands: HP, Dell, Lenovo, Apple, and more.
- Perfect for coding, research, online classes, and creative projects.

2. Extra 5% OFF for Students & Educators

- Simply present your valid student/teacher ID at checkout.

3. Free Premium Backpack (Worth ₹2,000)

- With every laptop purchase—stylish and durable for everyday use.

4. Combo Deals on Accessories

- Save up to 30% on mice, keyboards, pen drives, and more when purchased with a laptop/tablet.

### Why Choose Us?

- ✓ Trusted Brands: Genuine products with manufacturer warranties.
- ✓ Easy EMI Options: Interest-free plans available.
- ✓ Free Tech Support: Get your device set up and ready to use.
- ✓ Hassle-Free Returns: 15-day replacement policy.

Hurry! Offer Valid Only Until 31<sup>st</sup> July 2025.

Visit our [website] or your nearest Hopkins store to explore the full range.

Call us at [Phone Number] for queries.

Shop online: [Website URL].

Locate a store: [Store Locator Link].

Don't miss this chance to upgrade your tech toolkit for the academic year ahead. We're here to help you learn smarter, not harder!

Warm regards,

Name with Designation

P.S. Trade in your old device for additional discounts! Conditions apply.

### **Circular Letter**

A circular letter is a formal business document used to communicate the same information to multiple recipients (customers, suppliers, employees, etc.). It is designed to be concise, engaging, and persuasive.

#### *Objectives of Circular Letters:*

1. Publicity & Awareness – Promote campaigns, products, or events.
2. Engagement – Capture the reader's interest with persuasive language.
3. Information Dissemination – Share updates about the firm (e.g., address change, new policies).
4. Building Trust – Strengthen relationships with stakeholders.

### *Situations Requiring Circular Letters*

Scenario	Example
New Branch Opening	"We are pleased to announce our new branch in Mumbai!"
Change of Address	"Our office will relocate to [New Address] from [Date]."
Product Launch	"Introducing our latest ecofriendly product line!"
Price Reduction	"Enjoy 20% off on all products this festive season!"
Partnership Changes	"Mr. X has retired; Ms. Y joins as a new partner."

### *Key Features of an Effective Circular Letter*

- Clear Subject Line – E.g., *"Announcing Our New Showroom in Delhi!"*
- Personalized Tone – Using "You" attitude (e.g., "Your support has helped us grow!").
- Visual Appeal – Using bold text, bullet points, or company logos.
- CalltoAction (CTA) – "Visit us today!" / "Reply by [Date]."

## Specimen Circular Letter

Subject: *Launch of Our New ECommerce Platform*

Dear Valued Customer,

We are excited to announce the launch of our new ecommerce website! Now shop faster with:

- 24/7 access to products
- Exclusive discounts for registered users
- Free shipping on orders above ₹1000

*Visit us at [Website Link].*

Warm Regards,

[Company  
Name]

## Complaint Letter

Purpose: Communicates dissatisfaction and requests a solution.

Example -1:

<b>ROOST Pvt. Ltd.</b> Business Park, New Delhi	Date: June 22, 2025
<b>To</b> Customer Service, UVW Suppliers	
<b>Subject:</b> Complaint Regarding Delayed Shipment	
Dear Sir/Madam,	
We placed an order (No. 4589) on June 10, 2025, but it has not been delivered yet. Kindly update us on the status immediately.	
Best Regards,	
<b>Operations</b>	

Example-2:

<b>Peace Palace</b> City, State, ZIP Code	Date:
<b>To,</b> The Customer Service Manager [Company Name] [Company Address]	
<b>Subject:</b> Urgent Complaint Regarding Defective Laptops – Request for Immediate Resolution	
Dear Sir/Madam,	
I am writing to formally express my deep concern regarding the defective laptops supplied by your company under <b>Order No. [Order Number] dated [Order Date]</b> . The issues we have encountered are severely impacting our operations, and I urge you to take immediate corrective action.	

**Key Issues Observed:**

1. **Hardware Malfunctions:** Multiple units are experiencing overheating, sudden shutdowns, and battery drainage issues.
2. **Performance Lag:** The laptops freeze frequently and fail to handle basic tasks despite meeting promised specifications.
3. **Defective Components:** Keyboards and touchpads on some units are unresponsive, rendering them unusable.

These defects suggest a serious lapse in quality control, and the situation is unacceptable given your company's reputation.

**Expected Resolution:**

- ✓ Immediate replacement of all defective units with fully functional laptops.
- ✓ Thorough inspection of the remaining stock to prevent further issues.
- ✓ Compensation for the downtime and losses incurred due to faulty devices.

We request you to resolve this matter within [7 days], failing which we will be compelled to escalate the issue to higher authorities and explore legal remedies. Please treat this matter with the urgency it demands.

Attached are the purchase invoice, warranty details, and photographs/videos of the defects for your reference. I expect a prompt response via email or call at \_\_\_\_\_.

Sincerely,

Name with Designation

**Attachments:**

- Purchase Invoice
- Warranty Documents
- Evidence of Defects (Photos/Videos)

## **2.4 The Interview Life Cycle**

The interview life cycle is the complete journey of hiring someone—from planning the job opening to welcoming the new employee. It's not just one interview, but many steps that help companies find the right person and help candidates show their best

Think of it like planning a wedding. You don't just show up on the day. You plan, prepare, invite people, meet them, decide, and then get ready for the big day. Hiring works the same way.

### **Stage 1: Planning Before Anyone Applies**

What is the job really about?

Before looking for people, companies must figure out what they actually need.

Simple Example: Hiring a Teacher

A school wants to hire a math teacher. They ask:

- What subjects must they teach? (Algebra, geometry)
- What skills matter most? (Explaining clearly, handling difficult students)
- What is nice to have but not required? (10 years experience, master's degree)

They write these down so everyone knows what "good" looks like.

Why this matters: If you don't know what you need, you might hire someone who interviews well but cannot do the job.

### **Training the Interviewers**

The people who interview need to know how to ask good questions and avoid bias.

Simple Example: The "Like Me" Problem

Research shows people naturally like candidates who are similar to them—same school, same hobbies, same background. This is called "affinity bias."

A manager who loves cricket might prefer a candidate who also plays cricket, even if another candidate is better for the job.

The solution: Companies train interviewers to:

- Ask the same questions to everyone
- Score answers using a checklist
- Focus on job skills, not personal similarities

Real story: Microsoft trained all interviewers on bias. They now require diverse interview panels (different genders, backgrounds). This helped them hire 27% more women in technical jobs.

## **Stage 2: Finding and Screening Candidates**

### Getting Applications

This is when people first learn about the job and apply.

#### Simple Example: Unilever's Smart Screening

Unilever gets 2 million applications every year. Reading all resumes would take forever and introduce bias.

What they did:

1. Games: Candidates play online games that test problem-solving (no resume needed)
2. Video questions: Candidates record answers to simple questions on their phone
3. AI screening: Computer checks if answers show the right skills

Result: Hiring time dropped from 4 months to 2 weeks. More diverse people got hired because the computer doesn't care about fancy school names.

### **First Phone Call**

Before big interviews, companies do quick calls to check basics.

#### Simple Example: Zappos Culture Check

Zappos (a shoe company famous for customer service) does 15-minute culture checks.

They ask weird questions like:

- "On a scale of 1-10, how weird are you?"
- "What's your favorite superhero?"

Why? They want people who fit their fun, helpful culture. If someone seems too serious or rude, they stop there—even if they have great qualifications.

Result: Zappos employees stay longer because they fit the company personality.

## **Stage 3: The Actual Interviews**

### Round 1: Testing Skills

First interviews check if you can do the job.

#### Simple Example: Amazon's "Bar Raiser"

Amazon has a special interviewer called a "Bar Raiser." This person is not on the hiring team. Their only job is to make sure the candidate is better than half the current employees.

They ask questions like:

- "Tell me about a time you fixed a big problem."

Then they dig deeper:

- "What exactly did you do?"
- "How did you know it worked?"
- "What would you do differently?"

The Bar Raiser can say "no" even if the team wants to hire someone. This keeps Amazon's quality high.

## Round 2: How Do You Work With Others?

Next interviews check personality and teamwork.

Simple Example: Southwest Airlines Group Test

Southwest Airlines puts candidates in groups and gives them a task to solve together.

The trick: They don't care about the solution. They watch how people behave:

- Do they listen to others?
- Do they help teammates or just show off?
- Do they stay positive when things go wrong?

One candidate was super smart but kept interrupting others. Southwest said no. Another candidate was quieter but encouraged shy teammates to speak. Southwest said yes.

Why? Flight crews must work together under stress. Technical skills matter less than kindness and teamwork.

## Round 3: Show, Don't Tell

Some jobs ask candidates to do real work as a test.

Simple Example: Consulting Case Interviews

Boston Consulting Group (BCG) gives candidates a business problem:

- "A pizza chain is losing money. What should they do?"

Candidates must:

1. Ask smart questions ("Are all locations losing money or just some?")
2. Do quick math ("If rent is \$5,000 and they sell 500 pizzas...")
3. Give clear advice ("Close the three worst locations and focus on delivery")

Why this works: Many people talk well in interviews but cannot think under pressure. This test shows who can actually do the job.

## **Stage 4: Making the Decision**

### Comparing Notes Fairly

After interviews, the team meets to decide. Good companies do this carefully to avoid bias.

#### Simple Example: Google's Hiring Committee

Google has a special committee that reviews interview notes. These people never met the candidate. They only read the written feedback.

Why? If you met someone charming, you might ignore their weak answers. The committee only sees facts:

- "Candidate solved 3 out of 4 technical problems"
- "Struggled to explain their approach clearly"

They score everyone the same way. This prevents hiring someone just because they were funny or good-looking.

Result: Google's hiring got 25% better because decisions became more objective.

## **Checking References**

Before offering the job, companies call people who know the candidate.

#### Simple Example: Salesforce's Secret Research

Salesforce doesn't just call the references candidates give them. They find former coworkers on LinkedIn and ask confidential questions.

Key question: "Would you hire this person again?"

If the answer is hesitation or "no," they dig deeper. They once found a pattern: a top performer was brilliant but "difficult with authority." They hired him but paired him with a mentor. He succeeded because they knew about the challenge in advance.

## **Stage 5: Offering the Job**

### Making the Offer

This is when the company asks the candidate to join.

#### Simple Example: Netflix's Transparent Pay

Netflix researched what similar jobs pay in the market. They offer the top of that range immediately.

They explain: "Based on your skills and market data, we offer \$150,000. Here's how we calculated this."

Why this works:

- No negotiation games (which hurt women and minorities who negotiate less)
- Candidates feel respected
- 95% of people accept the offer

Compare to: Some companies offer low and expect negotiation. This wastes time and annoys good candidates who have other options.

### Keeping Them Warm

After someone accepts, smart companies stay in touch until they start.

Simple Example: Deloitte's Pre-Boarding

Deloitte was losing 15% of accepted candidates to other offers before they started. They fixed this with a 4-week "keep warm" plan:

- Week 1: Future manager calls to discuss first projects
- Week 2: Meet the team on video call
- Week 3: Read about current client work
- Week 4: Office tour and laptop setup

Result: Only 4% changed their mind. Candidates felt like team members before day one.

## **Stage 6: Learning and Improving**

### Checking What Worked

Great companies study their hiring process to make it better.

Simple Example: IBM's AI Analysis

IBM used artificial intelligence to study their interviews:

- Which questions predicted good employees?
- Did some questions unfairly hurt certain groups?
- Which interviewers were best at picking winners?

What they found: Questions about "handling conflict" hurt quiet people who were actually great employees. They changed the question to a written scenario instead of verbal answer.

Result: More diverse hiring without lowering standards.

## Common Mistakes in Hiring

Mistake	What Happens	Better Way
No plan	Hire the wrong person	Write down what skills matter first
Untrained interviewers	Ask random questions, trust gut feelings	Train everyone to use same questions and scorecards
Too many interview rounds	Candidates get tired and perform poorly	Limit to 3-4 interviews maximum
Ignoring candidate experience	Great people drop out or say no	Be respectful, fast, and communicate clearly
All-male or all-white panels	Groupthink, less diversity	Require diverse interviewers
Slow decisions	Candidates accept other offers	Decide within 48 hours of final interview

### Tips for Job Seekers

If you're being interviewed, understanding this process helps you succeed:

#### Before Applying

- Research what skills the company really wants
- Update your resume to match those skills

#### Phone Screen

- Take it seriously—it's a gatekeeper
- Prepare a 1-minute story about why you want this job

#### Main Interviews

- Use the STAR method: Situation, Task, Action, Result
- Ask: "What does success look like in this role?"

#### After Interviews

- Send thank-you email within 24 hours
- Mention specific things you discussed

#### If Rejected

- Ask for feedback: "What could I improve?"
- Good companies will tell you

## **Real Story: Good vs. Bad Interview Life Cycle**

### **Bad Example: The Startup That Hired Fast**

A tech startup needed a sales manager quickly. The CEO interviewed one person, liked his confidence, and hired him immediately.

What went wrong:

- No plan: They didn't define what "good sales manager" meant
- No training: The CEO asked random questions
- No checking: They didn't call references
- No team input: No one else met him

Result: The new manager talked big but couldn't actually sell. He quit in 3 months, costing the company \$50,000 in salary and lost sales.

### **Good Example: The Hospital That Hired Carefully**

A hospital needed nurses for a new intensive care unit.

What they did right:

Planning: Listed 10 must-have skills (not just nursing license, but calm under pressure, clear communication with families)

1. Screening: Video interviews to check communication skills before in-person meetings
2. Multiple rounds: Technical test, scenario role-play, team interview
3. Diverse panel: Doctors, nurses, and even a former patient representative
4. Reference checks: Called three former supervisors, not just the ones listed
5. Decision: Scored everyone on the same 10 skills, hired the top three

Result: The new unit had 95% patient satisfaction and zero nurse turnover in the first year. Careful hiring paid off.

## **Key Takeaways**

Hiring is a process, not a conversation. Good companies follow clear steps.

Plan first. Know what you need before looking for people.

1. Be consistent. Ask everyone the same questions to be fair.
2. Check skills, not charm. The best talkers aren't always the best workers.
3. Move fast. Good candidates have other options.
4. Keep improving. Study what works and fix what doesn't.
5. Treat people well. Even rejected candidates become customers or future applicants.

The interview life cycle protects both companies and candidates. Companies find people who can actually do the job. Candidates find jobs where they can succeed and be happy. When done right, everyone wins.

## 2.5 Types of Job Interviews

### Types of Job Interviews Explained Simply

Companies use different types of interviews to learn different things about you. Some test your skills, some test how you handle pressure, and some use technology. Here's what each type is, why companies use it, and how to succeed.

#### 1. Stress Interview

##### What Is It?

A stress interview puts you under pressure on purpose. The interviewer might:

- Ask rapid-fire questions without letting you finish
- Challenge your answers ("That seems wrong")
- Stay silent for long periods after you answer
- Give you impossible problems to solve

The goal: See how you handle pressure, think on your feet, and stay calm when things get tough.

##### Real-Life Example: Investment Banking

Goldman Sachs and other big banks use stress interviews for trading jobs. Traders lose millions in seconds when markets crash. The bank needs people who stay calm under pressure.

##### What happens:

- Interviewer: "Calculate 347 times 56. Now."
- You: "Um, let me think..."
- Interviewer: "Too slow. Markets move faster than that. Next question."

Or:

- Interviewer: "Your resume says you're detail-oriented, but you spelled 'management' wrong. Explain."
- (Even if you didn't spell it wrong—they're testing your reaction.)

Why they do this: Trading floors are loud, fast, and stressful. If you panic in an interview, you'll panic when real money is at risk.

##### Another Example: Air Traffic Control

The FAA (Federal Aviation Administration) uses stress simulations. Candidates must direct multiple planes while:

- Alarms go off
- Radio chatter plays loudly
- Interviewers add fake emergencies ("Engine failure on Flight 302")

Success story: Maria, a former military pilot, stayed calm, prioritized the emergency, and safely landed all planes in the simulation. She got the job. Another candidate froze and forgot basic procedures—he was rejected.

## How to Handle Stress Interviews

Don't	Do
Get defensive or argue	Stay calm, take a breath
Rush and guess wildly	Say "Let me think through this step by step"
Take challenges personally	Remember it's a test, not an attack
Give up on hard questions	Try your best, then explain your reasoning

Pro tip: If they say "That answer is wrong," respond with: "Help me understand where I went wrong so I can learn." This shows humility under pressure.

## 2. Panel Interview

What Is It?

You face multiple interviewers at once—usually 3 to 6 people. They might include:

- Your potential boss
- Team members
- Someone from HR
- A senior leader

Each person evaluates you from their perspective.

Real-Life Example: Teaching Job

Sarah interviewed for a high school science position. She faced:

- The principal (checking leadership fit)
- The science department head (testing subject knowledge)
- A parent representative (assessing communication with families)
- A student council member (seeing if students would relate to her)

What happened:

- Department head: "How would you explain photosynthesis to struggling students?"
- Parent: "How do you communicate grades to concerned parents?"
- Student: "What makes your class fun?"

Sarah made the mistake of looking only at the principal when answering. The student later said, "She ignored me—I don't think she likes students." Sarah didn't get the job.

Lesson: In panel interviews, make eye contact with everyone. Address each person when answering their type of question.

### Another Example: Government Job

Civil service jobs often use panels to prevent bias. When Mike interviewed for a city planning role, five panelists took turns asking questions from a pre-written list. They scored his answers on a rubric (1-5 scale) without discussing them first.

This prevented any one person from dominating the decision. Mike's structured answers—using specific examples—scored high across all evaluators.

### How to Succeed in Panel Interviews

Challenge	Solution
Many personalities to read	Observe who asks what type of question
Easy to ignore quieter members	Make eye contact with everyone equally
Hard to remember names	Write them down quickly at the start
Different agendas	Ask at the end: "What does success look like in this role for each of you?"

Pro tip: Bring extra copies of your resume—one for each panelist. This small preparation impresses people.

## 3. Technical Interview

### What Is It?

Technical interviews test your actual skills. You solve real problems related to the job. Common in:

- Software engineering
- Data science
- Engineering
- Healthcare
- Finance

Formats include:

- Coding on a whiteboard or computer
- Fixing broken systems
- Designing solutions to technical problems
- Explaining complex concepts simply

### **Real-Life Example: Google Software Engineer**

James interviewed at Google for a programming job. His technical interview lasted 45 minutes:

The problem: "Design a system to recommend videos to 1 billion users."

James had to:

1. Ask clarifying questions ("Do we care more about speed or accuracy?")
2. Sketch a diagram on the whiteboard
3. Explain his choices ("I'll use a distributed database because...")
4. Handle follow-ups ("What if the database goes down?")

Where he almost failed: He started coding immediately without planning. The interviewer stopped him: "Think first. Code second." James slowed down, outlined his approach, then wrote cleaner code.

Result: He got the job. The interviewer cared more about his thinking process than perfect syntax.

### **Another Example: Nurse Clinical Interview**

Emma interviewed for an ICU nursing position. The technical part was a simulation:

- A dummy patient started beeping (cardiac arrest alarm)
- Emma had to perform CPR, call for help, and administer the right drugs
- Meanwhile, the "doctor" (an interviewer) yelled confusing orders
- A "family member" (another interviewer) cried and asked questions

They tested her medical knowledge AND her ability to prioritize under chaos.

Success moment: Emma calmly told the "family member," "I need to focus on your husband right now, but I'll update you in two minutes." She saved the patient (dummy) and showed compassion. She was hired immediately.

### **How to Prepare for Technical Interviews**

Type	Preparation
Coding	Practice on LeetCode, HackerRank; explain your thinking out loud
System design	Study how big apps (Netflix, Uber) handle scale
Medical/clinical	Review emergency protocols; practice simulations
Engineering	Bring a portfolio of past projects; be ready to explain your role
Finance	Practice mental math; know current market trends

Pro tip: Always think out loud. Interviewers want to see your reasoning, not just your answer. If you're stuck, say: "I'm not sure, but here's how I'd approach finding out..."

#### **4. AI-Led Video Interview**

What Is It?

You record answers to questions on your phone or computer. No human interviewer is present. Artificial Intelligence (AI) analyzes:

- Your words (what you say)
- Your voice (tone, speed, confidence)
- Your face (expressions, eye contact)
- Sometimes your writing or problem-solving

Common for:

- First-round screening
- High-volume hiring (retail, customer service)
- Remote positions

#### **Real-Life Example: Unilever's Hiring**

Unilever gets 2 million applications yearly. They can't interview everyone. So they use AI video interviews first:

The process:

1. You play a mobile game testing problem-solving
2. If you score well, you get a video link
3. You see questions like: "Tell us about a time you solved a difficult problem."
4. You have 30 seconds to think, then 2 minutes to record
5. AI analyzes your answer and compares it to successful employees

What the AI checks:

- Did you use keywords related to the job?
- Did you speak clearly and confidently?
- Did you maintain eye contact with the camera?
- Did your facial expressions match your words (smiling when saying positive things)?

Success story: Priya, a recent graduate, practiced recording herself on her phone first. She learned to look at the camera (not her own image on screen), speak slowly, and use specific examples. The AI scored her high, and she advanced to human interviews. She now works in Unilever's marketing department.

Warning: Another candidate, Raj, wore a white shirt against a white wall. The AI couldn't detect his face properly and rejected him technically. He never got a human review.

**Another Example: HireVue for Banking**

Major banks use HireVue, an AI platform. Candidates answer pre-recorded questions like:

- "Why do you want to work in finance?"
- "Describe a time you showed leadership."

The AI compares your responses to thousands of past candidates who became successful employees. It looks for patterns:

- Successful bankers use certain phrases ("client-focused," "risk-aware")
- They speak at a specific pace (not too fast, not too slow)
- They use "we" more than "I" (showing teamwork)

Controversy: Some candidates feel this is unfair. They can't ask questions or build rapport. However, companies argue it removes human bias (no one cares about your accent, age, or appearance—just your answers).

**How to Succeed in AI Video Interviews**

Do	Don't
Dress professionally (AI detects sloppy appearance)	Wear the same color as your background
Look directly at the camera (this = eye contact)	Look at your own image on screen
Use the STAR method (Situation, Task, Action, Result)	Ramble without structure
Speak clearly and at moderate speed	Speak too fast (AI thinks you're nervous) or too slow (AI thinks you're unsure)
Test your tech beforehand	Start without checking lighting, sound, or internet
Use keywords from the job description	Use generic answers that could apply to any job

Pro tip: Smile genuinely when greeting and closing. AI systems are trained to value positive expressions, but they can detect fake smiles (look for crinkling around the eyes).

Comparison Table: Which Interview When?

Interview Type	Tests What	Common Jobs	Your Strategy
Stress	Calm under pressure	Trading, emergency services, sales	Stay cool, think aloud, don't take bait
Panel	Communication with diverse stakeholders	Teaching, government, management	Engage everyone, remember names, balance attention
Technical	Actual job skills	Engineering, medicine, IT, finance	Show your work, explain reasoning, admit what you don't know
AI Video	Consistency, basic fit, communication clarity	High-volume roles, first screening	Treat like human interview, optimize tech setup, use keywords

**Real Stories: Success and Failure**

Success: The Calm Under Fire

Job: Airline pilot at Delta Interview type: Stress + Technical

Captain Johnson was given an engine failure scenario in the simulator. Alarms blared. The evaluator kept adding problems: "Now your radio is broken. Now there's a storm."

Johnson took a deep breath, prioritized (fly the plane first, navigate second, communicate third), and calmly worked through each issue. When the evaluator said, "You're going to crash," Johnson replied, "Not if I have anything to say about it," and found a solution.

Why he succeeded: He showed the exact skills needed for emergencies—prioritization, calm communication, and refusal to panic.

Failure: The Ignored Panelist

Job: Marketing manager at Coca-Cola Interview type: Panel

Lisa interviewed with five people. She focused all her attention on the senior VP (the highest-ranking person). She barely looked at the junior team member who asked about social media strategy.

That "junior" person was the social media lead who would be Lisa's direct report. She told the VP later, "Lisa doesn't value my input. I don't want to work for her."

Lisa didn't get the job despite strong qualifications.

Lesson: In panel interviews, every person matters. You never know who has influence.

Success: The Prepared Coder

Job: Software engineer at Amazon Interview type: Technical

David knew Amazon's "Leadership Principles" by heart. When asked to design a warehouse robot system, he kept mentioning principles:

- "Customer obsession: The robot must reduce delivery time"
- "Invent and simplify: I'll use existing sensors rather than building new ones"
- "Ownership: If this fails, I'd wake up at 3 AM to fix it"

The interviewer later said, "He didn't just solve the problem. He showed he understands our culture."

Lesson: Technical skills get you the interview. Cultural fit and structured thinking get you the job.

Failure: The AI Rejection

Job: Customer service at Hilton Hotels Interview type: AI Video

Ahmed had great experience but failed the AI screening. Why?

- He wore glasses that reflected his screen, confusing the face-detection software
- He spoke too quietly (the AI couldn't transcribe his answers well)
- He used "um" and "uh" frequently, which the AI flagged as low confidence

A human might have understood his qualifications. The AI rejected him in 30 seconds.

Lesson: In AI interviews, technical setup matters as much as content. Test everything.

## **Quick Tips for Each Interview Type**

### Stress Interview Survival

- Remember: It's a game, not a real attack
- Pause before answering—silence is better than panic
- If they say you're wrong, ask curious questions, not defensive ones
- Smile when appropriate—shows emotional control

### Panel Interview Success

- Learn everyone's name and role at the start
- When answering, make eye contact with the asker first, then sweep the room
- If two people ask at once, say: "Great questions—let me start with [name]'s, then address [other name]'s."
- Send individual thank-you notes mentioning specific conversations

### Technical Interview Excellence

- Always ask clarifying questions before solving
- Talk through your process: "First, I'm considering X approach because..."
- If stuck, say: "I don't know the exact syntax, but the logic would be..."
- Test your solution if possible: "Let me verify this works with an example."

## AI Video Interview Optimization

- Use a plain, professional background
- Place the camera at eye level (stack books under laptop if needed)
- Light your face from the front (window or lamp)
- Dress fully professionally (don't wear pajama bottoms—they might see if you stand up)
- Practice with your phone's video camera first

## The Future: Blended Interviews

Many companies now combine types:

Example: Microsoft's hiring process:

1. AI Video: Initial screening (30 minutes)
2. Technical: Online coding test (1 hour)
3. Panel: Team interview with whiteboard problem-solving (1 hour)
4. Stress Test: "As-appropriate" interview with senior leader who challenges your solutions (45 minutes)

Each stage filters candidates. By the end, they've tested you every possible way.

### Key Takeaways

1. Stress interviews test your cool under pressure—don't take challenges personally.
2. Panel interviews test your people skills—engage everyone equally.
3. Technical interviews test your actual abilities—show your work and thinking process.
4. AI video interviews test your consistency and clarity—optimize your tech setup.
5. Preparation matters more than talent for every type. Practice specifically for the format you'll face.
6. Ask what type you'll face when scheduling. Most recruiters will tell you.
7. Be yourself, but your best self. Authenticity works, but so does preparation.

## 2.6 The STAR Technique

The STAR Technique is a simple way to answer behavioral interview questions. Behavioral questions start with phrases like:

- "Tell me about a time when..."
- "Give me an example of..."
- "Describe a situation where..."

These questions are hard because they ask you to tell a story on the spot. The STAR Technique helps you organize your story so it's clear, complete, and impressive.

STAR stands for:

- Situation: Set the scene
- Task: Explain your responsibility
- Action: Describe what you did
- Result: Share the outcome

Think of STAR like telling a good story to a friend. You wouldn't jump to the ending. You'd set up the problem, explain what you had to do, describe how you handled it, and reveal what happened.

### **Breaking Down Each Part**

#### **S - Situation (Set the Scene)**

What to do: Briefly describe the context. Where were you? What was happening? Who else was involved?

Keep it short: 2-3 sentences. Don't get lost in background details.

Good example: "In my previous job as a restaurant manager, our kitchen equipment broke down during the busiest dinner service of the year—Valentine's Day."

Bad example: "Well, I started working at this restaurant in 2019 after I moved from Chicago. The owner was nice but strict. We had regular customers who came every Tuesday. The building was old, built in 1985 I think. Anyway, one day in February..." (Too long, too many irrelevant details)

#### **T - Task (Your Responsibility)**

What to do: Explain what you needed to accomplish. What was your specific role? What challenge were you facing?

Focus on: What was expected of YOU, not what the team or company needed in general.

Good example: "As the manager on duty, I had to keep the restaurant running, prevent customer complaints, and ensure food safety without our main grill and oven."

Bad example: "The restaurant needed to make money and keep customers happy." (Too vague, not your specific task)

#### **A - Action (What You Did)**

What to do: Describe the specific steps you took. Use "I" statements. This is the longest part of your answer.

Focus on: Your personal contribution, not what "we" did.

Good example: "I immediately called our backup equipment supplier and negotiated emergency delivery within one hour. Meanwhile, I redesigned the menu to feature cold dishes and items that could be prepared using only our stovetops. I reassigned two cooks to prep stations and personally called 20 reservation holders to explain the limited menu, offering complimentary desserts for their patience."

Bad example: "We worked together to fix the problem. The team was great and everyone helped out."  
(No specifics, uses "we" instead of "I")

### **R - Result (The Outcome)**

What to do: Share what happened because of your actions. Use numbers when possible. Mention what you learned if relevant.

Focus on: Positive outcomes, or lessons learned from failures.

Good example: "We served 85% of our reservations that night with zero food safety issues. Customer complaints dropped to just two, both resolved with the free dessert offer. The owner later told me it was the best crisis management he'd seen in 15 years. I learned that quick communication with customers prevents bigger problems."

Bad example: "Everything worked out fine in the end." (Too vague, no proof of success)

### **Why STAR Works**

Interviewers use behavioral questions because past behavior predicts future performance. They want to know: "Have you handled challenges like ours before?"

Without STAR, answers are:

- Too long and rambling
- Missing key details
- Unclear about what YOU actually did
- Without proof that you succeeded

With STAR, you give interviewers exactly what they need to score you highly.

### **Real-Life Examples**

Example 1: Teamwork Question

Question: "Tell me about a time you worked with a difficult team member."

Without STAR: "Oh yeah, I had this coworker who was really annoying. He never did his work and we all complained about him. But eventually we finished the project. Teamwork is important to me."

With STAR:

Part	Answer
Situation	"In my marketing job, I was paired with a senior designer for a product launch campaign. He had 20 years of experience but dismissed my ideas immediately because I was new."
Task	"I needed to collaborate with him to create the campaign materials, but also ensure my market research insights were included."
Action	"Instead of arguing in meetings, I scheduled a one-on-one coffee chat. I asked about his past successful campaigns and listened to his concerns about 'trendy' designs. Then I showed him data proving younger customers preferred modern aesthetics. I suggested we test both approaches with a small focus group."
Result	"He agreed to the test. My design outperformed his by 30% in the focus group. He became my mentor and we won the company's 'Best Campaign' award that quarter. He even recommended me for a promotion six months later."

Why this works: Shows problem-solving, emotional intelligence, data-driven approach, and positive outcome with specific numbers.

### Example 2: Leadership Question

Question: "Describe a time you led without formal authority."

Without STAR: "I'm good at leading people. Once my team was behind schedule and I stepped up to motivate everyone. We worked hard and finished on time. People say I'm a natural leader."

With STAR:

Part	Answer
Situation	"As a junior engineer at a software company, our team of five was two weeks behind on a critical product update. Our manager was on medical leave, and no official interim leader was appointed."
Task	"I saw us missing the deadline would delay the product launch and cost the company approximately \$200,000. I decided to coordinate the team even though I wasn't the senior member."
Action	"I created a shared task board showing exactly what remained and who could do what best. I organized daily 15-minute stand-up meetings to identify blockers. When two team

Part	Answer
	members disagreed on approach, I researched both options and presented a compromise that used the strengths of each. I also took on the documentation work others avoided so they could focus on coding."
Result	"We delivered two days early. The CEO mentioned our team in the company-wide meeting. When our manager returned, she officially promoted me to team lead—the first junior engineer to lead that team in company history. The task board system I created is now used by three other teams."

Why this works: Shows initiative, specific actions, quantified impact, and lasting organizational change.

### Example 3: Failure Question

Question: "Tell me about a time you failed."

Without STAR: "I once missed a deadline, but it wasn't really my fault. The client changed requirements last minute. I learned to communicate better."

With STAR:

Part	Answer
Situation	"In my first project management role, I was handling a website redesign for a retail client with a six-week timeline."
Task	"I was responsible for delivering the new site on time and within budget."
Action	"When the client requested major changes in week five, I agreed to incorporate them without adjusting the timeline or budget. I didn't push back or explain the trade-offs because I wanted to please them. I worked 80-hour weeks and had my team do the same, but we still missed the launch date by four days."
Result	"The client was frustrated by the delay and refused to pay the final 25% of our fee—\$15,000 lost. My team was burned out and two members requested transfers. I learned that saying 'yes' to everything can damage relationships. Now I use a 'scope change document' that clearly shows timeline and cost impacts of any changes. In my next three projects, I successfully negotiated scope adjustments that kept deadlines realistic and clients happy."

Why this works: Shows honesty, accountability, specific lessons learned, and proof of improvement.

**Example 4: Customer Service Question**

Question: "Give an example of dealing with an angry customer."

Without STAR: "I had a customer who was really mad about a broken product. I stayed calm and helped them. They left happy."

With STAR:

Part	Answer
Situation	"While working at an electronics store, a customer came in shouting that the \$800 laptop he bought yesterday wouldn't turn on, and he needed it for a business presentation in three hours."
Task	"I needed to resolve his issue quickly while managing his anger and protecting the store's reputation."
Action	"First, I listened without interrupting for two minutes while he vented. I said, 'I understand this is frustrating, especially with your presentation deadline.' I checked the laptop and discovered it was just a dead battery—the charger was faulty. I swapped the charger and showed him it worked. I also printed directions to a nearby café with reliable WiFi as a backup plan. I gave him my direct number in case he had any issues before his presentation."
Result	"He apologized for yelling and shook my hand. He made his presentation successfully and later wrote a five-star Google review mentioning me by name. He became a regular customer, spending over \$3,000 at our store in the next year. My manager used this as a training example for new staff."

Why this works: Shows empathy, problem-solving, going beyond minimum requirements, and long-term business impact.

## Common STAR Mistakes

Mistake	Example	Fix
Too much Situation	Spending 2 minutes describing the company history	Keep Situation under 30 seconds
Vague Task	"I had to do something about the problem"	Be specific: "I had to reduce costs by 20% "
"We" instead of "I"	"We decided to change the strategy"	Say: "I proposed the strategy change and convinced the team"
No specific Action	"I worked hard and fixed it"	List actual steps you took
Weak Result	"It went well"	Use numbers: "Sales increased 15% "
Forgetting the lesson	Ending with the result	Add what you learned for growth questions

## How to Prepare STAR Stories

### Step 1: Predict Questions

Common behavioral questions ask about:

- Teamwork and conflict
- Leadership and influence
- Problem-solving and creativity
- Handling pressure and deadlines
- Failure and learning
- Customer service
- Adaptation to change

### Step 2: Create Your Story Bank

Prepare 5-7 STAR stories from your experience that can answer multiple questions.

Example versatile story:

- Leading a project (leadership question)
- Dealing with a difficult team member (teamwork question)
- Handling tight deadline (pressure question)
- Learning from mistakes (failure question)

### Step 3: Practice Out Loud

- Time yourself (2-3 minutes per story)
- Record yourself on your phone
- Ask a friend to listen and give feedback

### Step 4: Customize for Each Job

Read the job description. Identify key skills they want. Choose STAR stories that prove you have those specific skills.

### STAR in Action: Before and After

Question: "Describe a time you improved a process."

BEFORE (No STAR): "At my old job, I noticed we were wasting time on reports. I suggested using software instead. My boss liked the idea. It saved time. I'm good at finding efficiencies."

AFTER (With STAR):

Part	Answer
Situation	"As an administrative assistant at a law firm, the attorneys spent three hours every Friday manually compiling client billing reports from spreadsheets."
Task	"I was asked to help with this task and saw an opportunity to free up attorney time for billable work."
Action	"I researched Excel macros and taught myself basic automation over one weekend. I created a template that pulled data automatically and formatted reports with one click. I tested it for two weeks to ensure accuracy, then presented it to the managing partner with a comparison showing time savings."
Result	"Report preparation time dropped from three hours to 15 minutes. The firm recovered 12 attorney hours weekly—worth approximately \$4,800 in billable time. The managing partner implemented my system firm-wide and promoted me to Operations Coordinator to identify similar improvements."

### Quick STAR Checklist

Before your interview, ensure each story has:

- [ ] Specific setting (company, role, rough time period)
- [ ] Clear responsibility (what was YOUR job)
- [ ] Detailed actions (what exactly did YOU do)

- [ ] Quantified results (numbers, percentages, time saved)
- [ ] Lesson learned (for failure or growth questions)

### Practice Exercise

Try writing a STAR answer to this question:

"Tell me about a time you had to learn something quickly."

Use this template:

STAR	Your Answer
Situation	
Task	
Action	
Result	

### Key Takeaways

1. STAR keeps you organized so you don't ramble or forget key points.
2. The Action part matters most—spend half your time here.
3. Use "I" not "we" so interviewers know what YOU did.
4. Numbers prove success—always include metrics when possible.
5. Prepare stories ahead so you're not inventing examples under pressure.
6. Practice out loud until STAR feels natural, not robotic.
7. Be honest—interviewers can tell fake stories. Use real examples, even if imperfect.

## Question Bank

### Part A (2 Marks)

1. Define an appointment letter.
2. What is the purpose of an enquiry letter?
3. List any two features of a sales letter.
4. What is included in a promotion letter?
5. Give an example of a circular letter in a college setting.

### Part B (10 Marks)

1. Explain the components and structure of an interview letter with an example.
2. Draft a letter placing an order for 50 computer chairs for a college lab.
3. Write a complaint letter to a courier service about damaged delivery of documents. Part

### C (15 Marks)

1. Draft an enquiry letter to a publisher asking about availability and discount for bulk purchase of textbooks for a college library.
2. Write an appointment letter offering the role of Junior Accountant to a recent commerce graduate in your college.
3. Prepare a sales letter promoting a “Back to School” offer by a stationery company with Indianized context.

Let us sum up:

In this unit, we explored various kinds of business letters including interview, appointment, acknowledgement, promotion, enquiries, replies, orders, sales, circulars, and complaints. Each letter serves a unique function in professional communication. Knowing how to draft them properly enhances employability and communication skills.

## Glossary

Term	Meaning
Business Letter	A formal written communication between organizations or individuals.
Enquiry	A request for information about goods or services.
Complaint	A written expression of dissatisfaction.
Circular	A letter intended for mass communication to a group.
Acknowledgment	Confirmation of receipt of goods, documents, or information.

## Suggested Reading

1. *Essentials of Business Communication* – Rajendra Pal & J.S. Korlahalli
2. *Communication for Business* – Shirley Taylor, Pearson Education

## CHECK YOUR PROGRESS - 2

### PART A: MATCH THE FOLLOWING (1 mark each)

Column A	Column B
1. Interview Letter	a. Confirms receipt of documents/payment
2. Appointment Letter	b. Requests information or quotation
3. Acknowledgment Letter	c. Official job offer with terms
4. Promotion Letter	d. Invites candidate for selection process
5. Enquiry Letter	e. Informs about career advancement
6. Order Letter	f. Communicates same info to multiple recipients
7. Sales Letter	g. Places purchase request with specifications
8. Circular Letter	h. Promotes products/offers to customers
9. Complaint Letter	i. Responds to business inquiry
10. Reply Letter	j. Expresses dissatisfaction and seeks resolution

### PART B: IDENTIFY THE LETTER TYPE (1 mark each)

Read the following scenarios and identify which type of business letter should be written:

1. ABC Corporation wants to inform Mr. Sharma that he has been shortlisted for Senior Manager position and should attend interview on October 1, 2024.
2. XYZ Pvt. Ltd. confirms Ms. Priya Sharma's employment as Marketing Executive effective October 10, 2024, with annual CTC of ₹6,00,000.
3. DEF Enterprises confirms receiving ₹50,000 payment from Mr. Verma towards Invoice No. 1023.
4. PQR Industries informs Mr. Rajan Iyer about his promotion to Sales Manager with revised compensation structure.

5. GROW HIGH Enterprises requests catalogue and pricing for 100 office chairs from Premium Developers.
6. Premium Developers responds to above with product specifications, bulk discounts, and delivery timelines.
7. Penguin Academy requests supply of stationery items with detailed specifications and terms.
8. HOPKINSON SMART SHOPPE announces Back-to-School special offers with 20% discount on laptops.
9. Company announces launch of new e-commerce website to all registered customers.
10. ROOST Pvt. Ltd. expresses concern about delayed shipment of Order No. 4589 placed on June 10, 2025.

### ANSWER KEY

**Part A:** 1-d, 2-c, 3-a, 4-e, 5-b, 6-g, 7-h, 8-f, 9-j, 10-i

### Part-B: Answers with explanations

No.	Scenario	Letter Type	Justification
1	ABC Corporation wants to inform Mr. Sharma that he has been shortlisted for Senior Manager position and should attend interview on October 1, 2024.	<b>Interview Letter / Interview Call Letter</b>	This is an invitation to a candidate to appear for a job interview. It includes essential details like date, time, and venue of the interview. The purpose is to formally communicate the shortlisting and schedule the selection process.
2	XYZ Pvt. Ltd. confirms Ms. Priya Sharma's employment as Marketing Executive effective October 10, 2024, with annual CTC of ₹6,00,000.	<b>Appointment Letter</b>	This is an official confirmation of employment offered to a selected candidate. It contains key employment terms including designation, start date, and compensation (CTC). The candidate must accept by signing and returning a copy.
3	DEF Enterprises confirms receiving ₹50,000 payment from Mr. Verma towards Invoice No. 1023.	<b>Acknowledgment Letter</b>	This letter formally acknowledges receipt of payment or important documents. It serves as proof of transaction and thanks the sender for prompt payment. It maintains goodwill and records the financial

No.	Scenario	Letter Type	Justification
			transaction.
4	PQR Industries informs Mr. Rajan Iyer about his promotion to Sales Manager with revised compensation structure.	<b>Promotion Letter</b>	This communicates career advancement to an existing employee. It includes new designation, effective date, revised salary and allowances, and expanded roles and responsibilities. It recognizes performance and motivates the employee.
5	GROW HIGH Enterprises requests catalogue and pricing for 100 office chairs from Premium Developers.	<b>Enquiry Letter / Inquiry Letter</b>	This is a formal request for information, quotations, or clarifications from a business. It is concise, polite, and clearly states what information is needed (catalogue and pricing) to elicit a prompt response.
6	Premium Developers responds to above with product specifications, bulk discounts, and delivery timelines.	<b>Reply Letter / Response to Enquiry</b>	This is a formal response to a business enquiry. It provides requested information (catalogue details, pricing, specifications), highlights key features, and encourages further business discussion. It builds customer relationship.
7	Penguin Academy requests supply of stationery items with detailed specifications and terms.	<b>Order Letter / Purchase Order Letter</b>	This places a formal order for goods with specific quantities, quality specifications, and terms. It is legally binding and includes delivery date, payment terms, and packing instructions. It references a Purchase Order number.
8	HOPKINSON SMART SHOPPE announces Back-to-School special offers with 20% discount on laptops.	<b>Sales Letter</b>	This promotes products or offers to potential customers. It uses persuasive language, highlights benefits, creates urgency ("Offer Valid Only Until 31st July 2025"), and includes call-to-action to drive sales.

<b>No.</b>	<b>Scenario</b>	<b>Letter Type</b>	<b>Justification</b>
<b>9</b>	Company announces launch of new e-commerce website to all registered customers.	<b>Circular Letter</b>	This communicates the same information to multiple recipients (customers, stakeholders). It is designed for mass distribution, is concise and engaging, and serves publicity and information dissemination purposes.
<b>10</b>	ROOST Pvt. Ltd. expresses concern about delayed shipment of Order No. 4589 placed on June 10, 2025.	<b>Complaint Letter</b>	This communicates dissatisfaction regarding a product or service and requests resolution. It specifies the issue (delayed shipment), references order details, and demands immediate status update while maintaining professional tone.

#### **SUMMARY TABLE FOR QUICK REFERENCE**

<b>Letter Type</b>	<b>Purpose</b>	<b>Direction</b>
<b>Interview Letter</b>	Invite candidate for job interview	Company → Candidate
<b>Appointment Letter</b>	Confirm employment offer	Company → Selected Candidate
<b>Acknowledgment Letter</b>	Confirm receipt of payment/documents	Company → Client/Customer
<b>Promotion Letter</b>	Inform employee about career advancement	Company → Employee
<b>Enquiry Letter</b>	Request information/quotation	Buyer → Seller
<b>Reply Letter</b>	Respond to business enquiry	Seller → Buyer
<b>Order Letter</b>	Place purchase order	Buyer → Seller
<b>Sales Letter</b>	Promote products/services	Seller → Potential Customer
<b>Circular Letter</b>	Mass communication to multiple recipients	Organization → Stakeholders

Letter Type	Purpose	Direction
Complaint Letter	Express dissatisfaction, seek resolution	Customer → Company

### KEY DISTINCTIONS TO REMEMBER

Confusing Pair	How to Differentiate
Enquiry vs. Reply	Enquiry <i>asks</i> for information; Reply <i>provides</i> information
Sales vs. Circular	Sales Letter targets <i>potential buyers</i> with persuasive intent; Circular informs <i>existing stakeholders</i> about updates
Order vs. Enquiry	Enquiry seeks information <i>before</i> purchase; Order confirms purchase intent with specifications
Acknowledgment vs. Reply	Acknowledgment confirms receipt of something sent; Reply answers a question or request
Appointment vs. Promotion	Appointment is for <i>new</i> employment; Promotion is for <i>existing</i> employee advancement

Try it Yourself:

1. You are HR Manager at Infosys Chennai. Draft an Interview Call Letter for the position of Software Engineer to Mr. Arun Kumar, 234 Tech Park, Bangalore. Include all essential details.
2. You are Procurement Manager at a startup. Write a complete Order Letter for 50 laptops with specifications, terms, and conditions.
3. Analyze the following complaint letter and suggest improvements:  
*"You sent bad laptops. They don't work. Send new ones fast or we will complain."*

## **Unit III: Practices in Business Communication**

### Structure

- Overview
- Learning Objectives
- 3.1 Crafting a Professional CV
- 3.2 Designing Functional vs. Chronological CVs
- 3.3 ATS optimization for the digital age
- 3.4 The Art of the Persuasive Cover Letter
- 3.5 Group discussions
- 3.6 mock interviews
- Question Bank
- Let Us Sum Up
- Glossary
- Suggested

### Reading

#### **Overview**

This unit explains how to write a clear, professional, and effective CV. It covers the difference between a CV and a resume, the main sections of a CV, common mistakes, and practical examples. The unit helps learners present their education, skills, and experience in a way that employers can quickly understand and trust.

#### **Learning Objectives**

After completing this unit, learners will be able to:

- Understand the difference between a CV and a resume
- Identify the essential sections of a professional CV
- Write clear and achievement-focused content for each CV section
- Avoid common CV writing mistakes
- Customize a CV according to job requirements

#### **3.1 Crafting a Professional CV**

##### **Meaning of a CV**

A CV (Curriculum Vitae) is a document that gives information about your education, skills, work experience, and achievements. It is the first impression you give to an employer. A well-written CV helps you get shortlisted for a job interview.

In India, companies receive many applications for one job. So, a clear and professional CV increases your chances of getting selected.

### **Importance of a Professional CV**

- It shows your qualifications and skills clearly.
- It creates a good first impression.
- It highlights why you are suitable for the job.
- It helps employers quickly understand your background.

### **Main Parts of a Professional CV**

#### 1. Personal Details

Include:

- Full Name
- Phone Number
- Professional Email ID
- LinkedIn profile (if available)
- City and State

Do not include unnecessary details like religion, caste, or Aadhaar number.

Example (Indian Scenario):

Rahul Sharma

Phone: 9876543210

Email: rahulsharma@email.com

Location: Jaipur, Rajasthan

#### 2. Career Objective

This is a short statement about your career goals and what you can offer to the company.

Example:

“To work in a reputed IT company where I can use my programming skills and grow professionally.”

For freshers in India, a clear and simple objective is important.

#### 3. Educational Qualification

Mention your education in reverse order (latest first).

Example:

- B.Com, University of Delhi, 2023
- Class XII, CBSE Board, 2020
- Class X, CBSE Board, 2018

You may also add percentage or CGPA if it is good.

#### 4. Work Experience (if any)

Mention:

- Company Name
- Job Title
- Duration
- Key Responsibilities

Example:

Sales Executive, ABC Pvt. Ltd., Mumbai (June 2023 – Present)

- Managed customer inquiries
- Increased monthly sales by 15%
- Maintained client records

For freshers, internships and training can be included.

#### 5. Skills

List skills related to the job.

Examples:

- MS Excel and MS Word
- Tally
- Communication skills
- Teamwork
- Basic knowledge of Python

Choose skills that match the job description.

#### 6. Achievements and Certifications

Include:

- Certificates
- Awards
- Online courses

Example:

- Certified Digital Marketing Course from Google
- First Prize in College Debate Competition

#### 7. Hobbies and Interests (Optional)

Keep it simple and professional.

Example:

- Reading business news
- Playing cricket
- Volunteering in community programs

#### **Tips for Making a Professional CV**

1. Keep it short (1–2 pages).
2. Use simple and clear language.
3. Avoid spelling and grammar mistakes.
4. Use the same font style and size throughout.
5. Customize your CV according to the job.
6. Use bullet points instead of long paragraphs.

#### **Example from Indian Scenario**

If a student from Pune is applying for a banking job, they should highlight:

- B.Com degree
- Knowledge of accounting
- Internship in a bank
- Computer skills (MS Excel, Tally)
- Good communication skills

**If applying for an IT job in Bengaluru, they should highlight:**

- Technical skills (Java, Python, SQL)
- Projects completed
- Certifications
- Internship experience

### **3.2 Designing Functional vs. Chronological CVs**

When applying for a job, choosing the right type of CV is very important. Two common formats are Chronological CV and Functional CV. Each format highlights different aspects of a candidate's profile.

#### **1. Chronological CV**

##### **Meaning**

A chronological CV lists your work experience in order of time, starting with your most recent job and going backward. It focuses mainly on your work history.

##### **Structure**

- Personal Details
- Career Objective
- Work Experience (latest first)
- Education
- Skills
- Achievements

##### **When to Use**

- When you have regular work experience.
- When there are no big gaps in your career.
- When you are applying in traditional sectors like banking, government jobs, or corporate offices.

##### **Advantages**

- Easy for employers to understand.
- Clearly shows career growth.
- Preferred by many Indian companies.

##### **Example (Indian Scenario)**

Priya worked as:

- Assistant Manager at HDFC Bank (2022–Present)
- Sales Officer at ICICI Bank (2019–2022)

In a chronological CV, she will list HDFC Bank first, then ICICI Bank. This shows her career growth in the banking sector.

## **2. Functional CV**

### **Meaning**

A functional CV focuses on skills and abilities instead of work history. It highlights what you can do rather than where you worked.

### **Structure**

- Personal Details
- Career Objective
- Key Skills (with explanation)
- Projects or Achievements
- Work Experience (short summary)
- Education

### **When to Use**

- When you are a fresher.
- When you are changing your career field.
- When you have gaps in employment.
- When you have freelance or project-based experience.

### **Advantages**

- Highlights skills strongly.
- Hides employment gaps.
- Good for fresh graduates and career changers.

### **Example (Indian Scenario)**

Rohit completed B.Tech in Mechanical Engineering but wants to move into IT. He completed coding courses and worked on software projects.

In a functional CV, he will highlight:

- Programming skills (Python, Java)
- Software development projects
- Internship in IT company

His engineering degree will be mentioned, but the main focus will be on his IT skills.

## Difference Between Chronological and Functional CV

Point	Chronological CV	Functional CV
Focus	Work experience	Skills and abilities
Best for	Experienced professionals	Freshers or career changers
Order	Jobs listed by date	Skills listed first
Employer Preference	More common in India	Less common but useful in special cases

### Which One to Choose in India?

- For government jobs, banks, and traditional companies → Chronological CV is preferred.
- For startups, creative fields, freelancing, or career change → Functional CV can be useful.
- Freshers from colleges like Delhi University, Mumbai University, or Anna University can use functional CV to highlight internships and projects.

### 3.3 ATS (Applicant Tracking System) Optimization for the Digital Age

#### Meaning of ATS

An Applicant Tracking System (ATS) is software used by companies to manage job applications. It helps employers collect, scan, and shortlist CVs automatically. In today's digital age, especially in large Indian companies like TCS, Infosys, Wipro, Reliance, and HDFC Bank, most job applications are checked first by ATS before a human sees them.

#### Why ATS Optimization is Important

- Companies receive thousands of applications for one job.
- ATS filters CVs based on keywords.
- Only selected CVs are sent to HR managers.
- If your CV is not ATS-friendly, it may get rejected even if you are qualified.

## **How ATS Works**

1. You apply online through a job portal (like Naukri, Indeed, LinkedIn).
2. ATS scans your CV for keywords related to the job.
3. It checks skills, education, experience, and job titles.
4. It ranks applications based on matching keywords.

If your CV matches the job description, your chances of getting shortlisted increase.

## **Tips to Make an ATS-Friendly CV**

### **1. Use Simple Format**

- Avoid fancy fonts, graphics, tables, and images.
- Use simple headings like:
  - Education
  - Work Experience
  - Skills
  - Certifications

- ATS may not read complex designs properly.

### **2. Use Keywords from Job Description**

Carefully read the job advertisement and include important words.

Example (Indian Scenario):

If a company in Bengaluru is hiring for a “Digital Marketing Executive” and mentions:

- SEO
- Google Analytics
- Social Media Marketing
- Content Creation

Make sure these exact words appear in your CV (if you have those skills).

### **3. Use Standard Job Titles**

Instead of writing “Marketing Ninja,” write “Marketing Executive.”

Instead of “Tech Guru,” write “Software Developer.”

ATS recognizes common job titles better.

#### 4. Mention Skills Clearly

Create a separate “Skills” section.

Example:

Technical Skills:

- MS Excel
- Tally
- Python
- Data Analysis

Soft Skills:

- Communication
- Teamwork
- Time Management

#### 5. Save in Correct Format

Most companies in India prefer:

- PDF format (unless mentioned otherwise)
- Word document (.docx)

Always follow the instructions given in the job post.

#### **Example from Indian Scenario**

Suppose Anjali from Pune is applying for an HR Executive job at Infosys.

Job Description Includes:

- Recruitment
- Payroll
- Employee Engagement
- HRMS Software

To optimize for ATS, Anjali should:

- Include these keywords in her skills and experience section.
- Mention her internship in HR.
- Write clear headings and simple bullet points.

This increases her chances of passing the ATS screening.

#### **Common Mistakes to Avoid**

- Using too many graphics and designs.
- Not using keywords from the job description.
- Sending the same CV for every job.
- Spelling mistakes in important keywords.

Here is simple, easy-to-understand, plagiarism-free content with examples from the Indian context:

### **3.4 The Art of the Persuasive Cover Letter**

#### **Meaning of a Cover Letter**

A cover letter is a short letter sent along with your CV when applying for a job. It explains why you are interested in the job and why you are suitable for it.

While a CV lists your qualifications and experience, a cover letter tells your story. It shows your personality, interest, and confidence.

In India, many candidates send only a CV. But a good cover letter can make you stand out from other applicants.

#### **Why a Cover Letter is Important**

- It creates a strong first impression.
- It shows your communication skills.
- It explains why you are the right person for the job.
- It allows you to connect your skills with the company's needs.

#### **Elements of a Persuasive Cover Letter**

##### **1. Proper Greeting**

Address the hiring manager politely.

Example:

- “Dear Hiring Manager,”
- “Dear Mr. Sharma,”

Avoid informal greetings like “Hi” or “Hello.”

##### **2. Strong Opening Paragraph**

Start by mentioning:

- The job position you are applying for.
- How you found out about the job.
- A short statement showing your interest.

Example (Indian Scenario):

“I am writing to apply for the position of Marketing Executive at Reliance Retail, as advertised on Naukri.com. With my background in sales and digital marketing, I am confident that I can contribute to your team.”

### 3. Highlight Your Skills and Experience

Explain how your skills match the job requirements. Do not repeat your CV word by word. Instead, give examples.

Example:

“During my internship at an e-commerce startup in Mumbai, I managed social media campaigns that increased online engagement by 20%. This experience has helped me develop strong digital marketing and communication skills.”

### 4. Show Knowledge About the Company

Employers in India appreciate candidates who know about their company.

Example:

“I admire Infosys for its focus on innovation and digital transformation. I would be proud to contribute to such a respected organization.”

### 5. Confident Closing

End the letter politely and confidently.

Example:

“I would welcome the opportunity to discuss my application further in an interview. Thank you for considering my application.”

Finish with:

“Sincerely,”

Your Name

### **Example from Indian Scenario**

Suppose Rohan, a B.Com graduate from Delhi University, is applying for a banking job at HDFC Bank.

In his cover letter, he can:

- Mention his degree in commerce.
- Highlight his internship experience in a local bank.
- Explain his knowledge of accounting and customer service.
- Show interest in working in the banking sector.

This makes his application more convincing and personal.

## **Tips for Writing a Persuasive Cover Letter**

1. Keep it short (one page).
2. Use simple and clear language.
3. Avoid copying from the internet.
4. Customize it for each job.
5. Check for spelling and grammar mistakes.
6. Be confident but not overconfident.

## **Common Mistakes to Avoid**

- Writing very long paragraphs.
- Repeating the entire CV.
- Using informal language.
- Sending the same cover letter for every company.

## **3.5 Group Discussions (GD)**

### **Meaning of Group Discussion**

A Group Discussion (GD) is a process where a group of people discuss a given topic together. It is commonly used by companies, colleges, and institutions to select candidates.

In India, group discussions are an important part of:

- Campus placements (like in IITs, IIMs, Delhi University, etc.)
- MBA admissions
- Bank and corporate job selection processes

In a GD, employers check how well you communicate, think, and work in a team.

### **Purpose of Group Discussion**

Companies conduct GDs to check:

- Communication skills
- Confidence
- Leadership qualities
- Listening skills
- Teamwork
- Knowledge about the topic
- Ability to handle pressure

## **Types of Group Discussion Topics**

### 1. Current Affairs Topics

Example:

- “Impact of Artificial Intelligence on Jobs in India”
- “Digital India: Success or Failure?”

### 2. Social Issues

Example:

- “Is Social Media Creating More Harm Than Good?”
- “Women Empowerment in India”

### 3. Abstract Topics

Example:

- “Blue is the New Black”
- “Time is Money”

### 4. Case Study Topics

A situation is given, and the group must find a solution.

Example:

A company in Mumbai is facing low employee performance. What steps should management take?

## **Skills Required for a Good GD**

### 1. Good Communication

Speak clearly and confidently. Use simple language.

### 2. Listening Skills

Do not interrupt others. Respect their opinions.

### 3. Knowledge

Read newspapers like The Hindu or The Times of India to stay updated.

### 4. Leadership

Try to start the discussion or summarize it at the end.

### 5. Team Spirit

Support others’ ideas if they are good. Do not dominate the group.

## **Example from Indian Scenario**

Suppose a GD topic is:

“Is Online Education Better Than Offline Education in India?”

A good participant may say:

- Online education helps students in rural areas access quality learning.
- However, poor internet connectivity in villages is still a problem.
- Offline education allows better teacher-student interaction.

By giving balanced points and real examples, the candidate shows good thinking ability.

### **Do's in Group Discussion**

- Be confident and calm.
- Maintain eye contact with group members.
- Speak with facts and examples.
- Encourage silent members to speak.
- Stay on the topic.

### **Don'ts in Group Discussion**

- Do not shout or argue aggressively.
- Do not interrupt others.
- Do not speak without knowledge.
- Do not remain silent throughout the discussion.
- Do not go off-topic.

### **Structure to Speak in GD**

You can follow this simple method:

1. Introduction – Define the topic.
2. Body – Give 2–3 strong points with examples.
3. Conclusion – Summarize key points.

3.6 Here is simple, easy-to-understand, plagiarism-free content with examples from the Indian context:

## **3.6 Mock Interviews**

### **Meaning of Mock Interview**

A mock interview is a practice interview that is conducted before the real job interview. It helps candidates prepare and improve their performance. It is usually taken by teachers, placement officers, friends, or mentors.

In India, mock interviews are commonly conducted in colleges during campus placements and in coaching centers preparing students for banking, SSC, UPSC, or MBA interviews.

## **Importance of Mock Interviews**

Mock interviews are helpful because they:

- Reduce fear and nervousness
- Improve confidence
- Help identify mistakes
- Improve communication skills
- Prepare you for common interview questions

In a competitive country like India, where many candidates apply for one job, proper preparation can make a big difference.

## **How a Mock Interview Works**

1. An interviewer asks common job-related questions.
2. The candidate answers as if it is a real interview.
3. The interviewer gives feedback on:
  - Body language
  - Confidence
  - Clarity of answers
  - Dressing style
  - Overall performance

## **Common Questions Asked in Mock Interviews**

- Tell me about yourself.
- What are your strengths and weaknesses?
- Why do you want to join this company?
- Where do you see yourself in five years?
- Why should we hire you?

Practicing these questions helps you give clear and structured answers.

## **Example from Indian Scenario**

Suppose Neha, a B.Tech student from Chennai, is preparing for campus placement at Infosys.

In her mock interview:

- She is asked about her final-year project.
- She explains her role clearly.
- The interviewer tells her to improve eye contact and avoid speaking too fast.

After practicing 2–3 mock interviews, Neha becomes more confident and performs well in the actual interview.

### **Another Example:**

Ravi is preparing for a bank job interview at SBI. In his mock interview:

- He is asked about current banking schemes like Jan Dhan Yojana.
- He realizes he needs better knowledge of current affairs.
- He starts reading newspapers daily to improve.

### **Benefits of Mock Interviews**

- Builds self-confidence
- Improves speaking skills
- Helps manage stress
- Teaches professional behavior
- Increases chances of selection

### **Tips for Effective Mock Interviews**

1. Dress formally, just like a real interview.
2. Practice in front of a mirror.
3. Record your answers and listen to them.
4. Work on weak areas.
5. Research the company before practice.
6. Maintain good posture and eye contact.

### **Common Mistakes to Avoid**

- Memorizing answers word by word.
- Ignoring feedback.
- Speaking too fast or too softly.
- Showing lack of interest.

### **Question Bank**

#### **Part A – Short Answer Questions (2 Marks)**

1. What is a CV?
2. Define a resume.
3. Mention any two differences between a CV and a resume.
4. What is the purpose of a professional summary in a CV?

5. List any two sections of a CV.
6. What is meant by “tailoring a CV”?
7. What is an ATS?
8. Mention two common mistakes to avoid in a CV.
9. What type of email address should be used in a CV?
10. What is the ideal length of a CV for a fresh graduate?

### **Part B – Short Essay Questions (5 Marks)**

1. Explain the difference between a CV and a resume.
2. Describe the main sections of a professional CV.
3. Write a short note on the importance of work experience in a CV.
4. Explain how skills should be presented in a CV with examples.
5. Discuss common mistakes made while preparing a CV.
6. What is a professional summary? Write a sample summary for a fresh graduate.
7. Explain the role of education details in a CV.
8. How does tailoring a CV improve job opportunities?

### **Part C – Long Answer / Essay Questions (10 Marks)**

1. Explain in detail the steps involved in writing an effective professional CV.
2. Discuss the importance of CV formatting and design. Include do’s and don’ts.
3. Describe how a CV should be customized for different job roles with suitable examples.
4. Explain common CV mistakes and suggest solutions to avoid them.
5. Write a detailed note on how fresh graduates can prepare an effective CV with no work experience.
6. Compare and contrast CV and resume with examples and use cases.

### **Let’s Sum Up**

A CV is a professional document used to apply for jobs, academic roles, or research positions

A strong CV focuses on achievements, not just duties

Clear structure, correct formatting, and relevant details increase interview chances

Tailoring the CV for each job is more effective than sending the same CV everywhere

Simple language, numbers, and honesty matter more than fancy design

### **Glossary**

**CV (Curriculum Vitae):** A detailed document showing education, experience, skills, and achievements

**Resume:** A short summary of relevant skills and experience

**Professional Summary:** A brief introduction highlighting experience and strengths

**Objective:** A short statement describing career goals (used by fresh graduates)

**ATS (Applicant Tracking System):** Software used by employers to filter CVs

**Action Verbs:** Strong verbs like managed, created, improved used to describe achievements

**Tailoring:** Modifying a CV to match a specific job role

### **Suggested Reading**

What Color Is Your Parachute? – Richard N. Bolles

The Resume Writing Guide – Lisa McGrimmon

Harvard University – CV and Resume Writing Guides

Purdue OWL – Resume and CV Resources

LinkedIn Career Guides (Resume & Job Search section)

## CHECK YOUR PROGRESS - 3

### PART A:

1. Name the FIVE stages of the Interview Life Cycle in correct order.
2. What happens in "Training the Interviewers" stage? Why is it important?
3. Explain the "Bar Raiser" concept used by Amazon with its purpose.
4. What is "affinity bias" in interviewing? How can companies avoid it?
5. How did Unilever reduce hiring time from 4 months to 2 weeks? Explain their method.
6. STAR stands for: **S** - \_\_\_\_\_, **T** - \_\_\_\_\_, **A** - \_\_\_\_\_, **R** - \_\_\_\_\_
7. Which component of STAR answers "What exactly did you do?"
8. Why is the "Result" component crucial in STAR responses?

### ANSWER KEY

#### Part A:

#### Question 1: FIVE stages of the Interview Life Cycle in correct order.

Stage 1: Planning, Stage 2: Finding and Screening, Stage 3: Actual Interviews, Stage 4: Making the Decision, Stage 5: Offering the Job

#### Question 2: What happens in "Training the Interviewers" stage? Why is it important?

##### What happens:

- Companies train interviewers on how to ask good, consistent questions
- Interviewers learn to avoid personal bias in evaluation
- They are taught to focus on job skills rather than personal similarities with candidates
- Training includes using structured checklists to score answers
- Interviewers practice recognizing and eliminating "affinity bias" (preference for candidates similar to themselves)

##### Why it is important:

Reason	Explanation
Ensures Fairness	All candidates are evaluated on the same criteria
Reduces Bias	Prevents hiring decisions based on personal liking rather than competence
Improves Quality of Hire	Focuses on actual job skills needed for success
Legal Compliance	Structured process protects against discrimination claims

Reason	Explanation
Consistency	Same standards applied across all candidates

Microsoft trained all interviewers on bias and now requires diverse interview panels (different genders, backgrounds). This helped them hire 27% more women in technical jobs.

**Question 3: Explain the "Bar Raiser" concept used by Amazon with its purpose.**

**Concept:**

- A "Bar Raiser" is a specially trained interviewer at Amazon who is **NOT part of the hiring team**
- This person comes from a different department or function
- Their only job is to ensure the candidate is better than **50% of current employees** in similar roles
- They have the power to **veto any hire** even if the rest of the team wants to proceed

**Purpose:**

Purpose	How It Works
<b>Maintain High Standards</b>	Ensures every new hire raises the overall talent bar
<b>Objective Evaluation</b>	Removes team bias or urgency to fill position
<b>Quality Control</b>	Prevents "desperation hiring" when team is understaffed
<b>Long-term Focus</b>	Prioritizes candidate quality over immediate need

**Example Questions Bar Raisers Ask:**

- "Tell me about a time you fixed a big problem"
- "What exactly did you do?"
- "How did you know it worked?"
- "What would you do differently?"

**Key Power:** The Bar Raiser can say "**NO**" even if everyone else says "**YES**" — this keeps Amazon's quality consistently high.

**Question 4: What is "affinity bias" in interviewing? How can companies avoid it?**

**Definition:**

- **Affinity bias** is the natural tendency of people to prefer candidates who are similar to themselves
- Similarities can include: same school, same hobbies, same background, same interests, same communication style
- Example: A manager who loves cricket might prefer a candidate who also plays cricket, even if another candidate is better qualified for the job

**Why it is dangerous:**

- Leads to homogeneous teams lacking diversity
- Overlooks better-qualified candidates
- Perpetuates existing organizational biases
- Reduces innovation and creative problem-solving

**How Companies Can Avoid It:**

<b>Strategy</b>	<b>Implementation</b>
<b>Structured Interviews</b>	Ask the <b>same questions</b> to every candidate
<b>Scoring Checklists</b>	Rate answers using predefined criteria
<b>Focus on Job Skills</b>	Evaluate competencies, not personal similarities
<b>Diverse Interview Panels</b>	Include interviewers from different backgrounds
<b>Blind Resume Review</b>	Remove names/schools initially to focus on skills
<b>Training</b>	Educate interviewers about unconscious bias

Research shows people naturally like candidates similar to them. This is called "affinity bias." Without training, interviewers may hire "mini-versions" of themselves rather than the best person for the job.

**Question 5: How did Unilever reduce hiring time from 4 months to 2 weeks? Explain their method.**

**The Problem:**

- Unilever receives **2 million applications every year**
- Reading all resumes would take forever and introduce human bias
- Traditional hiring process took **4 months**

### Their Innovative Method:

Step	What They Did	Technology Used
<b>Step 1: Games</b>	Candidates play online games that test problem-solving skills	AI-powered gamification
<b>Step 2: Video Questions</b>	Candidates record answers to simple questions on their phone	Mobile video platform
<b>Step 3: AI Screening</b>	Computer analyzes if answers show the right skills	Artificial Intelligence/Machine Learning

### Key Features:

- **No resume needed** for initial screening
- Games test actual skills, not educational pedigree
- AI evaluates responses objectively without human bias
- Video responses analyzed for content, not appearance

### Results Achieved:

Metric	Before	After
Hiring Time	4 months	2 weeks
Diversity	Limited	More diverse hires
Bias	High (fancy school names mattered)	Low (computer doesn't care about school names)
Efficiency	Low	High

### Why It Worked:

- Computer screening removed human prejudice about "prestigious" institutions
- Skills-based assessment identified capable candidates regardless of background
- Automated process handled volume without sacrificing quality

**Question 6: STAR stands for:**

<b>Letter</b>	<b>Stands For</b>	<b>Meaning</b>
<b>S</b>	<b>Situation</b>	Describe the context or background of the specific event
<b>T</b>	<b>Task</b>	Explain your responsibility or what you needed to accomplish
<b>A</b>	<b>Action</b>	Describe exactly what YOU did (not the team)
<b>R</b>	<b>Result</b>	Share the outcomes, quantifying success where possible

**Complete Answer:**

**S - Situation, T - Task, A - Action, R - Result**

**Question 7: Which component of STAR answers "What exactly did you do?"**

**Answer: ACTION**

<b>Component</b>	<b>Answers What...</b>
Situation	"What was the context?"
Task	"What was your responsibility?"
<b>Action</b>	<b>"What exactly did you do?" ←</b>
Result	"What was the outcome?"

**Why Action is Critical:**

- This is where you demonstrate **your specific contribution**
- Use "I" statements, not "we" (e.g., "I analyzed the data," not "We analyzed the data")
- Interviewers want to know **your** role, not the team's collective effort
- Should be the **longest part** of your STAR response

**Example:**

Weak: "We worked on the project and fixed the problem."

Strong: "**I** conducted root cause analysis, **I** developed a new tracking system, and **I** trained 5 team members on the new process."

**Question 8: Why is the "Result" component crucial in STAR responses?**

The Result component is crucial because:

Reason	Explanation
<b>Proves Impact</b>	Shows that your actions made a measurable difference
<b>Demonstrates Value</b>	Proves you deliver outcomes, not just activities
<b>Provides Evidence</b>	Transforms stories from anecdotes to proof of competence
<b>Allows Comparison</b>	Helps interviewer evaluate your effectiveness vs. other candidates
<b>Shows Accountability</b>	Demonstrates you take ownership of outcomes

**What Strong Results Include:**

Element	Example
<b>Quantification</b>	"Reduced processing time by 40%"
<b>Timeframe</b>	"Within 3 months"
<b>Business Impact</b>	"Saved ₹5 lakhs annually"
<b>Recognition</b>	"Received Best Performer award"
<b>Learning</b>	"Learned to delegate effectively"

**Weak vs. Strong Result:**

Weak Result	Strong Result
"The project was successful."	"The project was completed 2 weeks ahead of schedule, under budget by ₹50,000, and increased customer satisfaction scores from 3.2 to 4.6 out of 5."
"My team was happy."	"Team retention improved from 70% to 95%, and productivity increased by 25% as measured by output per employee."

**Key Insight:** Without Result, your story is just a description of what happened. With Result, it becomes **proof of your capability**.

## SUMMARY : STAR TECHNIQUE

Component	Key Question Answered	Focus	Tip
S - Situation	"What was going on?"	Context setting	Keep brief (1-2 sentences)
T - Task	"What was your job?"	Your responsibility	Be specific about your role
A - Action	"What exactly did you do?"	Your specific behaviors	Use "I," not "we"; most detailed part
R - Result	"What happened because of you?"	Outcomes and impact	Quantify whenever possible

### Try this yourself:

1. The interviewer asks: *"Tell me about a time you faced a difficult team situation."*

Frame your answer using STAR technique.

2. Analyze this response and improve it using STAR:

*"I once had a conflict with a colleague. We resolved it by talking. It was good."*

## **Unit IV: Internal Office Communication**

### **Structure**

- Overview
- Learning Objectives
- 4.1 Report Writing
- 4.2 Agenda
- 4.3 Minutes of Meeting
- 4.4 Memorandum
- 4.5 Office Order
- 4.6 Circular
- 4.7 Notes
- 4.8 structure of informative and analytical report
- 4.9 Meaning of ‘need to know’
- 4.10 Recording resolutions and action items
- 4.11 Oral communication mastery
- 4.12 Pitch ,Tone and Velocity
- 4.13 Using your voice as a tool
- 4.14 Active listening
- 4.15 Public speaking
- Question Bank
- Let Us Sum Up
- Glossary
- Suggested Reading

## **Overview**

Internal office communication is the backbone of effective organizational functioning. It involves the exchange of information, directives, and feedback within an organization to coordinate activities and ensure smooth workflow. This unit introduces various forms of internal communication essential for organizational efficiency like reports, agendas, minutes, memoranda, office orders, circulars, and notes, explaining their purposes, formats, and usage. Mastery of these forms enhances administrative efficiency, supports decision making, and ensures smooth internal communication.

## **Learning Objectives**

By the end of this unit, learners will be able to:

- Understand the purpose and importance of various official business documents.
- Identify the structure and key components of a professional report.
- Draft agendas and accurately record minutes of meetings
- Understand and write office orders with formal authority
- Create circulars and office notes for information dissemination
- Apply appropriate formats for different types of business correspondence.

## **4.1 Agenda**

An agenda is a list of items to be discussed at a meeting. It helps in preparing participants and ensures the meeting remains focused and organized.

Etymology & Origin: From Latin *agenda*, plural of *agendum*, meaning “things to be done.”

Purpose: To outline discussion points for a structured meeting.

Key Guidelines:

- Include date, time, and venue
- Prioritize topics logically
- Mention presenter names if applicable

Use Cases:

- Board and management meetings
- Departmental reviews
- Committee sessions

Components of an Agenda:

- Heading (name of the organization)
- Date, time, and location
- List of topics to be discussed
- Name of the person chairing the meeting

**Agenda - Monthly Team Review Meeting**

Date: 10th May 2025

Time: 10:00 AM - 12:00 PM

Venue: Conference Room, 3rd Floor

- Welcome and Opening Remarks - HR Head
- Sales Report - Sales Manager
- Marketing Review - Marketing Lead
- Budget Allocation Discussion - CFO
- Q&A and Closing

**4.2 Minutes of Meeting**

Minutes are the official written record of what occurred during a meeting. Etymology & Origin:

From Latin *minuta scriptura* ("small writing") — a concise record of discussions.

Purpose: To document meeting proceedings, decisions, and responsibilities.

Typical Format:

- Name of the organization
- Date, time, and place of the meeting
- Names of attendees
- Summary of proceedings
- Decisions taken and assigned responsibilities
- Signature of the person who recorded the minutes

Key Guidelines:

- Use past tense
- List attendees and absentees
- Highlight decisions and tasks
- Specify responsible individuals with deadlines

**Minutes - Monthly Team Review Meeting**

**Date: 10th May 2025 | Time: 10:00 AM - 12:00 PM**

Attendees: Rakesh (HR), Latha (Sales), Venkat (Marketing), Roy (Finance)

Discussion Summary:

- 8% increase in May sales
  - Marketing campaign pending review
    - Budget to be revised for training
- Action Items:
- Marketing report due by 15th May – Mr. Venkat
  - Revised budget to be submitted by 20th May – Mr. Roy

### 4.3 Memorandum (Memo)

A memo is a short, internal document used to convey policies, procedures, or official business within an organization. It is written by one person or department and sent to another person or department in the same company. Memos are used for **internal communication**, not for writing to people outside the organization. A memo is usually brief and to the point. The main purpose of a memo is to **inform** others about something important, such as a request, instruction, or update.

#### When is a Memo used?

- To share specific details with colleagues.
- To keep a record of communication within the organization.
- For matters like reminders, decisions, suggestions, or instructions.

#### Format of a Memo

Even though a memo is like a letter, its format is different. Organizations usually follow a standard format. Here's what a memo includes:

1. Letterhead: The top part shows the name and address of the office. It indicates that the memo is internal.
2. Word "Memo" or "Memorandum": This should be written clearly to identify the document type.
3. Memo Number: A unique number to help identify and refer to this particular memo.
4. To: The name(s) of the person, team, or department receiving the memo.
5. From: The name of the sender (person, department, or committee).
6. Date: The date the memo is written. Use full date format (e.g., 6 July 2025).
7. Subject: A short line that tells what the memo is about.
8. Main Content: This is the body of the memo. It should explain the issue clearly and briefly. You can include facts, actions required, or suggestions.
9. Cc (Carbon Copy): Other people who should also receive this memo.
10. Signature: The sender's signature and name (or department name).

While Writing a Memo, care should be taken to avoid using greetings like “Dear” or closings like “Yours sincerely” and keep the subject line clear and short. The tone should be direct yet friendly. Important information should come first and less important information can come at the end.

Features:

- Concise and formal
- Directed to specific individuals or departments
- No salutation or complimentary close

#### **Memo**

To: All Employees

From: HR Department

Date: 5th May 2025

Subject: Implementation of New WorkfromHome Policy

A new hybrid work policy will be introduced starting 1st June 2025. Details will be circulated via email.

#### **4.4 Office Order**

**Etymology & Origin:** From Latin *ordinare*, “to organize” — used for formal internal commands. An Office Order is a formal message sent by a higher authority to subordinates. It gives clear directions that must be followed. It is a type of memo used for downward communication. Disobeying an office order can lead to disciplinary action.

Common reasons for issuing office orders:

- Transfers
- Promotions or demotions
- Change in working hours
- Termination of service

### Office Order

Ref No: HR/TRANS/2025/17

Date: 8th May 2025

Subject: Transfer of Mr. K. Ram to Coimbatore

Mr. K. Ram, Senior Analyst, is hereby transferred to the Coimbatore Branch, effective 1st June 2025.

By Order

Sd/

HR Manager

#### 4.5 Circular

A Circular is used to share the same information with a large group of employees.

Etymology & Origin: From Latin *circulare*, meaning “to circulate or move around.”

Purpose: To communicate the same information to a wide audience.

Key Guidelines:

- Short and informative
- Mention the concerned audience
- Maintain uniformity in tone

Examples of circular topics: A company event, New policies and Visits by guests or experts

Purpose:

- Announcements
- Policy changes
- Notifications

Key Elements:

- Clear subject
- Brief and relevant content
- Circulation list

Circular No.005/2025

Date: 2nd May 2025

Subject: Holiday on 14th May 2025

All departments are informed that Wednesday, 14th May 2025, will be a holiday due to local elections.

Sd/

Administrative Officer

#### 4.6 Notes

Etymology & Origin: From Latin *nota*, meaning “mark or sign.”

Office notes are brief, informal internal communications usually exchanged between officials regarding routine matters or file movement. Used for informal internal communications.

Purpose: To exchange internal clarifications, approvals, or decisions.

Types:

- Routine Notes
- Draft Notes (seeking approval, suggestions)
- Informative Notes

#### Office Note

To: Finance Officer

From: Procurement Department

Date: 3rd May 2025

Subject: Approval for Stationery Purchase

Requesting approval for the purchase of essential stationery items (list enclosed). Budget availability confirmed.

Enclosure: Item List

Sd/-

Procurement Officer

## 4.8 Structure of Informative and Analytical Reports

Reports are written documents used to present information in an organized way. In academics, offices, and government work in India, informative and analytical reports are very common.

### 1. Informative Report

#### Meaning

An informative report only gives facts and details.

It does not give opinions, suggestions, or judgments.

#### Purpose

- To inform the reader
- To explain a situation or event clearly
- To present data as it is

#### Structure of an Informative Report

##### 1. Title Page

- Title of the report
- Name of the writer
- Date

##### 2. Introduction

- Explains the topic
- States the purpose of the report

##### 3. Body

- Main information
- Facts, figures, and observations
- Written in clear paragraphs or headings

##### 4. Conclusion

- Summarizes the information
- No opinion or recommendation

#### Example (Indian Scenario – Informative Report)

Topic: Report on Cleanliness Drive in a Government School

- Introduction:

This report describes the cleanliness drive conducted at a government school in Delhi under the Swachh Bharat Abhiyan.

- Body:

The drive was held on 2nd October. Students and teachers cleaned classrooms, playgrounds, and corridors. Dustbins were placed in every classroom. Awareness posters were also displayed.

## 4.8.2 Analytical Report

### Meaning

An analytical report not only presents facts but also analyzes them, explains reasons, and may give suggestions.

### Purpose

- To study a problem
- To analyze causes and effects
- To suggest solutions

### Structure of an Analytical Report

1. Title Page
  - Title
  - Author
  - Date
2. Introduction
  - Background of the topic
  - Purpose of the report
3. Data / Information Section
  - Facts, data, surveys, or observations
4. Analysis
  - Explanation of data
  - Causes and effects
  - Comparison if needed
5. Findings / Discussion
  - What the analysis shows
  - Key points discovered
6. Conclusion and Recommendations
  - Summary of findings
  - Suggestions or solutions

### Example (Indian Scenario – Analytical Report)

#### Topic: Report on Rising Traffic Problems in Bengaluru

- Introduction:  
This report analyzes the increasing traffic problems in Bengaluru city.
- Data Section:  
Traffic data shows a rise in the number of private vehicles. Peak hours face long delays.

- **Analysis:**  
The main reasons are rapid population growth, limited public transport, and narrow roads. Office timing overlaps increase congestion.
- **Findings:**  
Traffic jams cause loss of time, fuel wastage, and air pollution.
- **Conclusion and Recommendations:**  
Improving metro connectivity, promoting carpooling, and flexible office timings can reduce traffic problems.

#### Difference Between Informative and Analytical Reports

Informative Report	Analytical Report
Presents facts only	Analyzes facts
No opinion or advice	Includes suggestions
Simple and descriptive	Detailed and evaluative

#### Meeting Management

Meeting management means organizing meetings in a proper way so that time is not wasted and work is completed smoothly. One important part of meeting management is agenda setting. A good agenda helps participants understand what will be discussed in the meeting. While setting an agenda, it is very important to focus on the “need-to-know” information.

#### 4.9 Meaning of “Need-to-Know”

“Need-to-know” means only the most important information that participants must know to:

- Understand the issue
- Make decisions
- Take action

It avoids unnecessary details that are not useful for the meeting.

#### Importance of Prioritizing “Need-to-Know”

1. **Saves Time**  
Meetings finish on time because only important points are discussed.
2. **Improves Focus**  
Participants pay attention to key issues instead of side topics.
3. **Better Decisions**  
Clear and relevant information helps in quick decision-making.
4. **Reduces Confusion**  
Simple and important points are easier to understand.

### Steps to Prioritize “Need-to-Know” in Agenda Setting

1. Define the Purpose of the Meeting  
Decide why the meeting is being held.
2. List All Possible Topics  
Write down all points related to the meeting.
3. Select Only Important Topics  
Keep topics that need discussion or decisions. Remove minor or routine matters.
4. Arrange Topics by Importance  
Discuss the most important points first.
5. Fix Time for Each Topic  
This prevents over-discussion.

### Example from Indian Scenario

Situation:

A meeting in a government hospital in Tamil Nadu to improve patient services.

Agenda Without “Need-to-Know”:

- General complaints
- Staff personal issues
- Old reports
- Casual discussions

Agenda With “Need-to-Know”:

1. Patient waiting time
2. Availability of doctors and nurses
3. Shortage of medicines
4. Immediate solutions
5. Responsibility and deadlines

This agenda focuses only on essential information, helping the hospital improve services quickly.

## **4.10 Recording Resolutions and Action Items**

Introduction

In meetings, discussions are held and decisions are made. To make sure that these decisions are not forgotten, it is important to record resolutions and action items. Proper recording helps the organization follow up on work and achieve meeting goals.

What are Resolutions?

A resolution is a final decision taken in a meeting after discussion. It shows what has been agreed upon by the members.

Example:

“It was resolved to repair the school building before the monsoon.”

What are Action Items?

Action items are specific tasks that need to be completed after the meeting. They clearly mention:

- What work has to be done
- Who is responsible
- By when it should be completed

#### **4.11 Oral Communication Mastery**

Introduction

Oral communication means speaking and sharing ideas using spoken words. Oral communication mastery means speaking clearly, confidently, and effectively so that the listener understands the message properly. It is an important skill in education, workplaces, and daily life.

Meaning of Oral Communication

Oral communication is the process of exchanging information through speech. It includes:

- Conversations
- Presentations
- Meetings
- Interviews
- Speeches

Good oral communication helps people express their thoughts clearly and build strong relationships.

Importance of Oral Communication Mastery

1. Clear Understanding  
Helps listeners understand the message correctly.
2. Builds Confidence  
Speaking well increases self-confidence.
3. Better Professional Growth  
Good speakers perform better in interviews and meetings.
4. Improves Relationships  
Clear speaking reduces misunderstandings.
5. Helps in Leadership  
Leaders must communicate ideas clearly to others.

Key Elements of Oral Communication Mastery

1. Clarity of Speech  
Speak slowly and clearly.
2. Good Pronunciation  
Correct pronunciation makes speech understandable.
3. Tone and Voice Modulation  
Change tone to keep listeners interested.
4. Body Language  
Eye contact and gestures support spoken words.
5. Listening Skills  
Good communication also means listening carefully.

#### How to Improve Oral Communication Skills

- Practice speaking regularly
- Prepare before speaking
- Use simple and correct words
- Listen to others and respond properly
- Ask for feedback

#### Example from Indian Scenario

##### Situation:

A student from a government college in Uttar Pradesh is giving a presentation on digital education.

##### The student:

- Speaks in simple English
- Explains points clearly
- Maintains eye contact with teachers and classmates
- Answers questions confidently

As a result, the audience understands the topic well, and the student gains appreciation. This shows oral communication mastery.

#### **4.12 Pitch, Tone, and Velocity:**

##### Introduction

The human voice is a powerful tool in oral communication. How we speak is often more important than what we speak. Pitch, tone, and velocity play a major role in making speech clear, interesting, and effective. Using these elements properly helps the speaker connect better with listeners.

### Meaning of Pitch

Pitch refers to how high or low a person's voice sounds.

- High pitch may show excitement or nervousness
- Low pitch often sounds calm and confident

Proper use of pitch makes speech pleasant and easy to listen to.

### Meaning of Tone

Tone shows the feeling or emotion in the voice.

Examples of tone:

- Friendly
- Serious
- Polite
- Angry

A polite and positive tone helps in building trust and respect.

### Meaning of Velocite

Velocity means the speed of speaking.

- Speaking too fast may confuse listeners
- Speaking too slow may make the speech boring

A balanced speed helps listeners understand the message clearly.

### Importance of Using Voice Effectively

#### 1. Improves Understanding

Listeners understand the message better.

#### 2. Keeps Audience Interested

Variation in voice avoids monotony.

#### 3. Shows Confidence

Controlled voice makes the speaker sound confident.

#### 4. Creates Positive Impact

Good voice control leaves a strong impression.

### **4.13 Using Your Voice as a Tool**

- Change pitch according to the message
- Use a polite and respectful tone
- Maintain moderate speaking speed
- Pause at important points
- Practice speaking aloud

## Example from Indian Scenario

### Situation:

A teacher in a government school in Rajasthan is explaining a lesson to students.

- The teacher uses a normal pitch to sound calm
- Uses a friendly tone to encourage students
- Speaks at a moderate speed so all students understand

## 4.14 Active Listening: The Bridge to Better Collaboration

### Introduction

Active listening is an important communication skill. It means listening carefully and understanding the speaker, not just hearing the words. Active listening helps people work together smoothly, making it a bridge to better collaboration.

### Meaning of Active Listening

Active listening is the practice of:

- Paying full attention to the speaker
- Understanding the message
- Responding in a thoughtful way

It involves both listening and showing interest in what is being said.

### Importance of Active Listening in Collaboration

1. Builds Trust  
When people feel heard, they trust each other more.
2. Improves Teamwork  
Team members understand each other's ideas clearly.
3. Reduces Misunderstanding  
Careful listening avoids mistakes and confusion.
4. Encourages Participation  
People feel confident to share ideas.
5. Better Problem Solving  
Different viewpoints are understood and respected.

### Key Elements of Active Listening

- Giving full attention
- Maintaining eye contact
- Avoiding interruptions
- Asking questions for clarity
- Giving feedback through words or gestures

## How Active Listening Improves Collaboration

Active listening helps team members:

- Share ideas freely
- Resolve conflicts peacefully
- Take better decisions together
- Work towards common goals

### Example from Indian Scenario

Situation:

A team meeting in an IT company in Bengaluru to discuss a project deadline.

- The team leader listens patiently to each member
- Asks questions to understand problems
- Acknowledges everyone's suggestions

Because of active listening, the team agrees on a new plan and works together efficiently. This shows how active listening acts as a bridge to better collaboration.

## 4.15 Public Speaking: Overcoming Anxiety and Structuring a Pitch

### Introduction

Public speaking means speaking in front of a group of people. Many people feel nervous while speaking in public, but this fear can be reduced with practice and preparation. Learning how to overcome anxiety and structure a clear pitch helps a speaker communicate confidently and effectively.

### Overcoming Anxiety in Public Speaking

What is Public Speaking Anxiety?

Public speaking anxiety is the fear or nervousness felt before or during a speech. It may cause:

- Fast heartbeat
- Shaking hands
- Forgetting points
- This fear is common and can be managed.

Ways to Overcome Anxiety

#### 1. Preparation

Knowing the topic well increases confidence.

## 2. Practice

Practicing in front of a mirror or friends helps reduce fear.

## 3. Deep Breathing

Slow breathing calms the mind and body.

## 4. Positive Thinking

Believing in yourself reduces nervousness.

## 5. Start with a Simple Opening

A comfortable beginning helps gain confidence.

### Structuring a Pitch

A pitch is a short and clear presentation of an idea. A well-structured pitch makes the message easy to understand.

#### Simple Structure of a Pitch

##### 1. Introduction

Greet the audience and introduce the topic.

##### 2. Main Message

Explain the idea or problem clearly.

##### 3. Supporting Points

Give facts, examples, or benefits.

##### 4. Conclusion

Summarize the main points and end confidently.

### Example from Indian Scenario

#### Situation:

A student from a college in Maharashtra is giving a pitch for a startup idea during a college competition.

- The student feels nervous at first but practices well
- Uses deep breathing before speaking
- Starts with a simple introduction
- Clearly explains the startup idea and its benefits
- Ends with a confident conclusion

As a result, the audience understands the idea clearly, and the student speaks with confidence.

## Question Bank

### Part A – Two Marks

1. What is an agenda?
2. Mention any two types of business reports.
3. Define memorandum.
4. What is the purpose of an office circular?

### Part B – Five Marks

1. Write a short note on the importance of minutes of meeting.
2. What are the essential components of a formal report?
3. Differentiate between a memo and a circular.
4. Draft a simple office order regarding a change in office working hours.

### Part C – Ten Marks

1. Explain the structure and types of business reports with examples.
2. Draft an agenda and corresponding minutes for a departmental meeting on quarterly performance review.
3. Write a detailed note on the uses and differences between memo, office order, and circular.
4. Prepare a circular announcing a workshop on soft skills for employees of a company.

## Let Us Sum Up

In this unit, learners explored various formats of written communication used in organizations such as reports, agenda, minutes, memos, office orders, circulars, and notes.

## Glossary

<b>Term</b>	<b>Meaning</b>
<b>Agenda</b>	List of topics to be discussed at a meeting.
<b>Minutes</b>	Written record of decisions taken at a meeting.
<b>Memo</b>	A short internal communication.
<b>Office Order</b>	An official directive issued within an organization.
<b>Circular</b>	A notice distributed to a group of people in the organization.
<b>Note</b>	A brief internal communication used for daily administrative purposes.

## **CHECK YOUR PROGRESS - 4**

### **Unit IV: Internal Documentation & Reporting**

**Instructions:** Test your understanding of internal communication tools and oral communication skills. Verify responses with the answer key. Score below 70% indicates need for section review.

#### **PART A: CONCEPTUAL UNDERSTANDING (1 mark each)**

**Select the most appropriate option:**

1. A document that examines data, draws conclusions, and suggests future actions is classified as:
  - a) Informational summary
  - b) Evaluative report
  - c) Descriptive narrative
  - d) Instructional manual
2. When organizing a board meeting, placing critical decision items early follows which principle?
  - a) Chronological ordering
  - b) Significance-based sequencing
  - c) Alphabetical arrangement
  - d) Random selection
3. The official record of what transpired during a meeting, including decisions reached and tasks assigned, is called:
  - a) Meeting transcript
  - b) Proceedings documentation
  - c) Deliberation log
  - d) Conference recording
4. For routine departmental updates that don't require formal signatures, the appropriate channel is:
  - a) Executive directive
  - b) Interoffice brief
  - c) Policy mandate
  - d) Legal notification

5. Instructions that carry organizational authority and require compliance are issued through:
- a) Suggestion box
  - b) Authoritative directive
  - c) Informal chat
  - d) Social media post
6. The vocal quality that conveys emotional nuance and attitude is:
- a) Volume
  - b) Resonance
  - c) Vocal coloring
  - d) Articulation
7. The communication approach where the receiver confirms understanding through feedback loops is:
- a) Passive hearing
  - b) Attentive reception
  - c) Reflective engagement
  - d) Silent observation
8. A presentation opening that presents a startling statistic or provocative question aims to:
- a) Demonstrate expertise
  - b) Capture immediate attention
  - c) Establish formal credentials
  - d) Display technical knowledge

**PART B: TERMINOLOGY & APPLICATION (1 mark each)**

**Complete each statement:**

1. Reports that present raw information without interpretive commentary are termed \_\_\_\_\_ documents.
2. Effective agendas distinguish between items requiring \_\_\_\_\_ versus those needing only information sharing.
3. Task allocations in meeting records must specify responsible parties and \_\_\_\_\_ dates.
4. Brief written exchanges between colleagues within the same organization are commonly called \_\_\_\_\_.
5. Organization-wide policy announcements distributed through official channels are known as \_\_\_\_\_.

6. The three dimensions of vocal effectiveness are pitch variation, tonal quality, and speech \_\_\_\_\_.

7. Techniques such as paraphrasing and probing questions characterize \_\_\_\_\_ listening.

8. Managing nervousness before speaking often involves breathing exercises and mental \_\_\_\_\_.

### **TRY IT YOURSELF (Practical Skill Building)**

#### **Exercise 1: Report Architecture**

**Context:** As Regional Sales Head, you've observed declining customer retention in your territory. Prepare a document for senior leadership.

- Determine whether an informational or evaluative approach suits this situation
- Outline the structural components your document will contain
- Compose a 4-5 line overview paragraph that summarizes key findings and proposed interventions

## COMPREHENSIVE ANSWER KEY

### Part A: Detailed Explanations

Question	Correct Response	Rationale
1	<b>b) Evaluative report</b>	Documents analyzing data with interpretive conclusions and forward-looking recommendations fall under this category. Pure information presentation without analysis serves different purposes.
2	<b>b) Significance-based sequencing</b>	Prioritizing by importance ensures critical matters receive adequate attention when participants are most alert, rather than arbitrary or chronological ordering.
3	<b>b) Proceedings documentation</b>	This formal record captures substantive outcomes and commitments rather than verbatim exchanges or unofficial summaries.
4	<b>b) Interoffice brief</b>	Routine internal communications use this format, distinguishing them from formally executed directives or external-facing documents.
5	<b>b) Authoritative directive</b>	Communications carrying institutional weight and mandatory compliance requirements are distinguished from voluntary suggestions or informal exchanges.
6	<b>c) Vocal coloring</b>	This term describes how voice conveys feeling and stance, separate from loudness, clarity, or acoustic properties.
7	<b>c) Reflective engagement</b>	This approach involves active processing, verification of comprehension, and responsive interaction rather than mere sound reception.
8	<b>b) Capture immediate attention</b>	Opening hooks using surprising data or challenging questions serve to instantly engage audiences before establishing credibility or demonstrating knowledge.

### Part B: Completed Statements

Question	Answer	Contextual Explanation
1	<b>informational / reference</b>	Documents presenting facts without analytical overlay help readers draw own conclusions
2	<b>decision / determination</b>	Distinguishing deliberation items from information-only items streamlines meeting efficiency
3	<b>completion / target</b>	Effective task tracking requires both ownership assignment and temporal deadlines
4	<b>memoranda / office notes</b>	These informal written exchanges facilitate routine coordination without ceremonial formality
5	<b>administrative notices / circulars</b>	Broad-distribution internal announcements ensure policy awareness across organizational units
6	<b>pace / tempo / rate</b>	Vocal effectiveness combines frequency variation, emotional tone, and speed modulation
7	<b>active / participatory</b>	This engaged reception style involves confirming understanding through responsive techniques
8	<b>rehearsal / preparation / imaging</b>	Pre-presentation anxiety management combines physiological control with cognitive techniques

### Try It Yourself: Approach Guidelines

Exercise	Implementation Framework
<b>Exercise 1</b>	Select evaluative structure: Title → Overview → Context → Methodology → Findings → Interpretation → Recommendations → Appendices. Overview should quantify retention decline percentage and preview three proposed interventions.

## Unit V: Modern Forms of Communication

### Structure

- Overview
- Learning Objectives
- 5.1 Fax Communication
- 5.2 Email Communication
- 5.3 Video Conferencing
- 5.4 Internet and Websites
- 5.5 Basic Rules of Email Etiquette
- 5.6 Hierarchy of CC vs BCC and the 24-Hour Response Protocol
- 5.7 Workplace Etiquette
- 5.8 Physical Decorum
- 5.9 Dress Codes: Business vs. Smart Casual
- 5.10 Digital Decorum
- 5.11 “Camera-On” Protocols and Muting Etiquette in Virtual Meetings
- 5.12 Interpersonal Skills
- 5.13 cross-cultural sentivity and gender-neutral communication
- 5.14 Cultural Sensitiveness and Cultural Context
- Question Bank
- Let Us Sum Up
- Glossary
- Suggested Reading

### Overview

In the modern era, communication technologies have significantly reshaped the way businesses function. Unlike earlier methods that depended on physical mail or faceto face meetings, today’s communication is rapid, global, costeffective, and largely digital. This unit focuses on the key modern tools of communication—Fax, EMail, Video Conferencing, the Internet, and Websites—highlighting their purpose, advantages, limitations, and applications in business. Understanding these tools helps students develop practical skills to engage effectively in professional environments.

## **Learning Objectives**

By the end of this unit, learners will be able to:

- Understand the evolution and importance of modern communication methods.
- Explain how different tools like fax, email, and video conferencing operate.
- Identify the strengths and limitations of each communication medium.
- Select the most suitable communication tool for a given business scenario.
- websites and Use internetbased tools for professional and business communication.

### **5.1 Fax (Facsimile)**

#### **Definition:**

A fax machine sends copies of documents over a telephone line. It scans the document, converts it into a bitmap image, and transmits it to another fax machine, which prints it. Business Uses:

- Sending signed legal documents.
- Transmitting purchase orders, invoices, and quotations.
- Communicating with government agencies or legacy systems still using fax.

#### **Advantages:**

- Provides hardcopy documentation instantly.
- Legally recognized in many industries.
- Useful in areas with limited internet access.

#### **Limitations:**

- Declining usage due to digital alternatives.
- Requires a dedicated machine and landline.
- Not environmentally friendly due to paper use.

#### **Example Use:**

A supplier sends a signed contract via fax to a client who does not use email for sensitive documents.

### **5.2 EMail (Electronic Mail)**

#### **Definition:**

Email is a digital method of exchanging messages and documents using internet protocols. It is the most widely used tool in professional communication.

**Features:**

- Allows attachments (documents, images, videos).
- Can be sent to multiple recipients at once.
- Accessed via platforms like Gmail, Outlook, Yahoo, etc.

**Business Uses:**

- Sending internal memos, reports, or updates.
- Customer support communication.
- Marketing via newsletters and promotional emails.

**Advantage:**

- Fast and costeffective.
- Enables written records for accountability.
- Scalable for mass communication.

**Limitations:**

- Vulnerable to phishing and spam.
- Can be impersonal if misused.
- Requires internet access and literacy.

**Example Use:**

An HR manager sends joining instructions to a new employee via email with an attached onboarding handbook.

### 5.3 Video Conferencing

**Definition:**

A technology that enables realtime video and audio communication between individuals or groups at different locations using the internet.

**Popular Tools:**

Zoom, Microsoft Teams, Google Meet, Cisco Webex, Skype.

**Business Uses:**

- Virtual team meetings.
- Interviews with remote candidates.
- Global training and collaboration.

**Advantages:**

- Saves travel time and costs.
- Enhances collaboration across geographies.
- Encourages visual interaction, improving clarity.

**Limitations:**

- Requires highspeed internet.
- Technical glitches can disrupt meetings.
- Time zone differences in international settings.

**Example Use:**

A company holds a quarterly review meeting between its head office in Chennai and branch offices in Bengaluru and Delhi via Microsoft Teams.

## 5.4 Internet and websites

**INTERNET****Definition:**

The internet is a global network that enables data exchange and access to digital services. It is the backbone of most modern communication tools.

**Business Uses:**

- Email, cloud storage, ecommerce.
- Online marketing, advertising.
- Remote work, customer service chatbots.

**Advantages:**

- Unlimited access to information.
- Enhances speed and flexibility of business processes.
- Facilitates global outreach and connectivity.

**Limitations:**

- Cybersecurity risks (hacking, viruses).
- Overdependence may lead to productivity issues.
- Requires digital infrastructure and training

**Example Use:**

An entrepreneur uses cloud platforms like Google Drive and Gmail to collaborate with designers, marketers, and clients remotely.

**Websites****Definition:**

A website is a digital platform hosted on the internet, designed to provide information or services to visitors. Businesses use websites to promote products, deliver services, and build their brand identity.

**Types of Business Websites:**

- Corporate Website: Represents the company, shares mission, services, careers.
- ECommerce Site: For online selling (e.g., Amazon, Flipkart).
- Customer Service Portal: FAQs, support tickets, live chat.
- Blog/Content Site: Sharing knowledge and updates.

**Business Uses:**

- 24/7 accessibility to customers.
- Information dissemination (about products/services).
- Online transactions and lead generation.

**Advantages:**

- Enhances brand visibility and credibility.
- Costeffective marketing tool.
- Enables global reach.

**Limitations:**

- Needs regular updates and maintenance.
- Requires investment in design and cybersecurity.
- Intense competition for visibility.

**Example:**

A fashion brand uses its website for online sales, customer reviews, blog articles on styling tips, and contact forms for customer support.

## **5.5 Basic Rules of Email Etiquette :**

### **1. Use a Clear Subject Line**

The subject line should clearly explain the purpose of the email.

Example (Indian scenario): Subject: Leave Application for 12 February

This helps the teacher or manager understand the email quickly.

### **2. Use a Proper Greeting**

Always start the email with a polite greeting.

Examples:

- Dear Sir/Madam
- Respected Principal
- Hello Rahul Sir

Indian context: Students often use respectful words like “Respected” while emailing teachers or principals.

### **3. Write in Simple and Clear Language**

Use short sentences and simple words. Avoid slang, shortcuts, or texting language. wrong:

“Pls chk d doc n revert asap”

Correct: “Please check the document and let me know your feedback.”

### **4. Be Polite and Respectful**

Always use polite words like please, kindly, thank you, and sorry when required.

Example: “Kindly grant me permission to attend the family function.”

This is very important in Indian culture where respect matters a lot.

### **5. Avoid Using ALL CAPITAL LETTERS**

Writing in capital letters looks like shouting and is considered rude.

WRONG: “I NEED THE DETAILS TODAY”

Correct: “I need the details today.”

### **6. Keep the Email Short and to the Point**

Do not write unnecessary details. Focus only on the main topic.

Indian office example: If you are requesting a meeting, mention the date, time, and purpose clearly.

## 7. End with a Proper Closing

End the email politely.

Examples:

- Thank you
- Regards
- Yours sincerely

Then write your name and designation.

Example: Regards, Anjali Sharma B.Com Student

## 8. Check Before Sending

Always check spelling, grammar, and recipient's email address before clicking "Send".

### **Example Email (Indian Scenario)**

Situation: A student writing an email to a college teacher for leave.

Subject: Leave Application for 10 February

Dear Madam,

I hope you are doing well. I would like to inform you that I will not be able to attend college on 10 February due to a family function at my hometown.

Kindly grant me leave for the same. I will complete all the missed work.

Thank you for your understanding.

Regards, Rohit Kumar B.A. First Year

Importance of Email Etiquette

- Creates a good impression
- Avoids misunderstandings
- Shows professionalism
- Improves communication
- Builds respect in academic and workplace environments

### **5.6 Hierarchy of CC vs BCC and the 24-Hour Response Protocol**

In professional email communication, especially in Indian offices, colleges, and organizations, understanding CC, BCC, and the 24-hour response rule is very important. These rules help maintain clarity, respect, and proper communication flow.

## 1. Hierarchy of CC (Carbon Copy)

CC is used when you want to inform other people about the email, but they are not required to reply.

Key Points:

- All recipients can see who is CC'd
- Used for information sharing
- CC recipients are lower priority than the main recipient (To)
- 

Indian Scenario Example:

An employee emails the Manager about project progress and CCs the Team Leader.

To: Manager

CC: Team Leader

This shows that the Manager is the main decision-maker, and the Team Leader is only informed.

Hierarchy Rule:

- To → Main person responsible
- CC → People kept in the loop

## 2. Hierarchy of BCC (Blind Carbon Copy)

BCC is used when you want to send a copy secretly. BCC recipients are not visible to others.

Key Points:

- Other recipients cannot see BCC addresses
- Used for privacy and confidentiality
- Often used by HR departments or administration

Indian Scenario Example:

A college sends a notice to many students.

To: Students

BCC: College Administration

Here, students cannot see internal email IDs, and privacy is maintained.

Hierarchy Rule:

- BCC recipients are the least visible
- Used only when confidentiality is required

### **Difference Between CC and BCC (Simple)**

Feature	CC	BCC
Visibility	Visible to all	Hidden from others
Purpose	Inform others	Privacy/confidentiality
Priority	Lower than "To"	Lowest

### **3. The 24-Hour Response Protocol**

The 24-hour response protocol means that official emails should be replied to within 24 hours, even if a full solution is not ready.

Why It Is Important:

- Shows professionalism
- Builds trust
- Avoids confusion or delay
- Very common in Indian corporate culture

Indian Office Example:

An employee receives an email from a senior manager on Monday.

Even if the work needs more time, the employee should reply within 24 hours:

“Thank you for the mail, Sir. I have received your request and will share the details by tomorrow.”

### **4. Priority While Responding**

- Emails from seniors, clients, or teachers should be replied to first
- CC emails can be read later if no action is required
- BCC emails usually do not need a reply, unless instructed

### **Importance of Following These Rules**

- Maintains professional hierarchy
- Avoids unnecessary replies
- Protects privacy
- Improves workplace communication
- Creates a respectful email culture in Indian organizations

In Simple Words:

- To = Main person
- CC = Just for information
- BCC = Hidden copy
- 24-hour rule = Always acknowledge emails within one day

## **5.7 Workplace Etiquette**

Workplace etiquette means the correct and polite way of behaving at the workplace. It includes how we talk, dress, behave, and communicate with colleagues, seniors, and clients. Good workplace etiquette helps create a positive work environment and builds respect. In Indian offices, where teamwork and respect for seniors are important, workplace etiquette plays a big role.

### **Important Rules of Workplace Etiquette**

#### **1. Be Punctual and Respect Time**

Coming to work and meetings on time shows discipline and responsibility.

Indian example:

Reaching the office before 9:30 AM or joining a meeting on time shows respect for the manager and team.

#### **2. Dress Professionally**

Employees should dress neatly and according to company rules.

Indian example:

Men wearing formal shirts and trousers, and women wearing sarees, salwar suits, or formal western wear in offices like banks or IT companies.

#### **3. Be Polite and Respectful**

Always speak politely to colleagues, office staff, and seniors.

Example:

Using words like *Sir*, *Madam*, *Please*, and *Thank you* while talking to managers or clients.

#### **4. Maintain Proper Communication**

Communicate clearly and professionally, especially in emails and meetings.

Indian office example:

Using formal language while emailing HR or senior officers instead of casual chat language.

### 5. Respect Workplace Hierarchy

Follow the reporting structure and respect seniority.

Example:

An employee should first report issues to the Team Leader before approaching the Manager.

### 6. Maintain Cleanliness and Order

Keep your workspace clean and organized.

Indian example:

Keeping files properly arranged on the desk and not littering common areas like pantry or meeting rooms.

### 7. Be a Team Player

Cooperate with colleagues and help when needed.

Example:

Helping a teammate complete work before a deadline, especially during busy project periods.

### 8. Use Office Resources Responsibly

Office phones, internet, printers, and stationery should be used only for official work.

Indian scenario:

Avoid using office internet for long personal browsing during work hours.

### 9. Handle Conflicts Calmly

If there is a disagreement, talk calmly and professionally.

Example:

Discussing work issues politely instead of arguing loudly in front of others.

### 10. Follow Office Rules and Policies

Every organization has its own rules which should be followed sincerely.

Indian example:

Following attendance policies, leave rules, and official holiday schedules.

### **Importance of Workplace Etiquette**

- Builds a positive work culture
- Improves professional relationships
- Increases productivity
- Creates respect and trust

### In Simple Words

Workplace etiquette means behaving well at work. Being polite, punctual, neat, respectful, and cooperative helps employees succeed and keeps the workplace peaceful and professional.

## 5.8 Physical Decorum

Physical decorum means maintaining proper body behavior and appearance in public and professional places. It includes how we sit, stand, walk, dress, and use body language. Good physical decorum shows discipline, respect, and professionalism. In Indian society, where manners and respect are highly valued, physical decorum is very important.

### Elements of Physical Decorum

#### 1. Proper Posture

Sitting and standing in a correct manner shows confidence and respect.

Indian example:

Sitting straight during a classroom lecture or office meeting instead of slouching or lying back on the chair.

#### 2. Neat and Clean Appearance

Personal cleanliness and proper dressing are part of physical decorum.

Indian example:

Wearing clean clothes to office, college, or temple, and maintaining basic grooming like combed hair and clean shoes.

#### 3. Appropriate Body Language

Gestures, facial expressions, and eye contact should be polite and controlled.

Example:

Nodding the head while listening to a senior or teacher instead of showing impatience or disinterest.

#### 4. Respect for Personal Space

Do not stand too close or touch others unnecessarily.

Indian scenario:

Maintaining a proper distance while talking to colleagues or standing in a queue at a bank or railway counter.

#### 5. Controlled Movements and Actions

Avoid unnecessary or loud movements that may disturb others.

Example:

Not tapping the desk loudly or moving around repeatedly during an office meeting.

## 6. Proper Sitting and Standing Etiquette

Sit and stand respectfully, especially in formal places.

Indian example:

Standing up when a senior officer or teacher enters the room.

## 7. Avoiding Public Display of Improper Behavior

Actions that may seem casual among friends should be avoided in public or professional places.

Indian example:

Avoiding loud laughter, stretching, or yawning openly during meetings or formal events.

## **Importance of Physical Decorum**

- Creates a positive impression
- Shows respect for others
- Reflects discipline and good upbringing
- Helps in professional and social growth
- Maintains harmony in public places

### In Simple Words

Physical decorum means behaving properly with our body and appearance. Good posture, clean dressing, polite gestures, and respectful movements help us look confident and well-mannered in Indian society.

## **5.9 Dress Codes: Business vs. Smart Casual**

Dress codes are rules that tell us what kind of clothes are suitable for a particular place, especially at work. Two common dress codes followed in offices are Business and Smart Casual. Though they may look similar, they have clear differences.

### 1. Business Dress Code

Business dress code is formal and professional. It is usually followed in traditional offices where meetings with clients, seniors, or officials are common.

## Features

- Clothes look neat, serious, and professional
- Dark or neutral colours are preferred
- Formal shoes are compulsory
- Accessories are simple and minimal
- 

## Examples (Indian Scenario)

### For Men:

- Formal shirt (white, light blue, or pastel shades)
- Formal trousers (black, navy blue, grey)
- Tie and blazer (especially in banks or corporate offices)
- Formal leather shoes

Example: A manager working in SBI Bank or Tata Consultancy Services (TCS) during client meetings.

### For Women:

- Saree, salwar suit, or formal kurti with pants
- Formal western wear like a shirt with trousers or blazer
- Closed shoes or low-heel sandals

Example: A woman working in a government office, law firm, or corporate head office.

## 2. Smart Casual Dress Code

Smart casual is a mix of formal and casual clothing. It looks stylish but still professional. This dress code is common in modern offices.

## Features

- Comfortable but neat clothing
- More colour options
- No need for a tie or blazer
- Shoes can be semi-formal

## Examples (Indian Scenario)

### For Men:

- Polo T-shirt or casual shirt
- Chinos or well-fitted jeans
- Loafers or clean sneakers

Example: Employees working in start-ups, IT companies, or advertising agencies in Bengaluru or Hyderabad.

For Women:

- Kurti with leggings or jeans
- Tops with trousers
- Flats, wedges, or casual sandals

Example: Women working in media houses, design firms, or tech start-ups.

### **Key Differences Between Business and Smart Casual**

Business Dress Code	Smart Casual Dress Code
Very formal	Semi-formal
Used in banks, corporate and government offices	Used in start-ups and creative fields
Blazer and tie are common	Blazer and tie are optional
Formal shoes only	Semi-formal or clean casual shoes

### **5.10 Digital Decorum**

Digital decorum means behaving politely and responsibly while using digital platforms such as emails, social media, online classes, and workplace tools. Just like we follow good manners in real life, we should also follow proper behavior in the digital world.

#### **Importance of Digital Decorum**

In today's world, most communication happens online. Following digital decorum helps to:

- Create a positive impression
- Avoid misunderstandings
- Maintain professionalism
- Build trust and respect

#### **Rules of Digital Decorum**

##### **1. Be Polite and Respectful**

Always use respectful language while chatting, emailing, or posting online. Avoid rude words, insults, or arguments.

Indian Example:

While messaging teachers on WhatsApp or Google Classroom, students should greet them properly instead of sending short or rude messages like “Send notes now.”

## 2. Use Proper Language

Avoid using too many emojis, slang, or short forms in formal communication.

Indian Example:

While sending an email to a manager in an Indian IT company like Infosys or Wipro, write: “Respected Sir/Madam” instead of “Hi bro”.

## 3. Respect Privacy

Do not share someone’s personal photos, phone numbers, or messages without permission.

Indian Example:

Forwarding screenshots of office WhatsApp groups or online class discussions without permission is poor digital behavior

.

## 4. Be Careful on Social Media

Think before posting or commenting. What you post online can affect your reputation.

Indian Example:

An employee posting negative comments about their company on LinkedIn or Instagram may face disciplinary action.

## 5. Follow Online Meeting Etiquette

Maintain discipline during online meetings or classes.

Indian Example:

During Zoom or Microsoft Teams meetings in Indian offices or colleges:

- Keep your microphone muted when not speaking
- Dress neatly
- Join meetings on time

## 6. Avoid Spreading False Information

Do not share unverified news or rumors.

Indian Example:

Forwarding fake messages about government schemes or health issues on WhatsApp creates panic and confusion.

## Digital Decorum in Education and Workplace

- Students should attend online classes sincerely and avoid distractions
- Employees should respond to official emails on time
- Messages should be clear and professional

Example:

A college student in India attending online classes should not play games or post memes during lecture time.

### **5.11 “Camera-On” Protocols and Muting Etiquette in Virtual Meetings**

With the rise of online work and classes, virtual meetings have become common in India. Platforms like Zoom, Google Meet, and Microsoft Teams are widely used in offices, colleges, and schools. To keep these meetings smooth and professional, it is important to follow proper camera-on protocols and muting etiquette.

#### **Camera-On Protocols**

Camera-on protocol means knowing when and how to keep your camera on during a virtual meeting.

##### Why Camera-On Is Important

- Shows attention and interest
- Builds trust and connection
- Makes communication clearer

##### Good Camera-On Practices

- Keep your camera on when the meeting starts, unless told otherwise
- Sit in a quiet and well-lit place
- Dress neatly and appropriately
- Avoid lying on the bed or moving around
- 

Indian Example:

In an online office meeting of an IT company in Bengaluru, employees are expected to keep their cameras on during team discussions to show professionalism.

Student Example:

During online classes in Indian colleges, students are often asked to keep cameras on while attendance is being taken.

##### When Camera Can Be Off

- If there is a network issue
- If the host allows cameras to be off
- Inform the host politely if you cannot turn it on

## Muting Etiquette

Muting etiquette means using the mute button properly to avoid disturbing others.

### Why Muting Is Important

- Reduces background noise
- Helps everyone focus
- Makes the meeting more organized

### Good Muting Practices

- Keep your microphone muted when not speaking
- Unmute only when you are asked to speak
- Mute yourself if there is noise around

### Indian Example:

In a work-from-home meeting, background sounds like pressure cookers, traffic horns, or family conversations are common. Muting the mic avoids disturbance.

### Classroom Example:

In online school classes in India, students are expected to stay muted and unmute only when answering questions.

### Common Mistakes to Avoid

- Forgetting to mute and creating noise
- Talking while muted and repeating yourself
- Turning off the camera without informing
- Eating or using the phone during the meeting

## 5.12 Interpersonal Skills

Interpersonal skills are the skills we use to communicate and interact with other people. These skills help us build good relationships at home, in school, college, and at the workplace. Good interpersonal skills make it easier to work in a team and solve problems peacefully.

### Importance of Interpersonal Skills

Interpersonal skills are important because they help to:

- Communicate clearly with others
- Work well in a team
- Build trust and respect
- Handle conflicts calmly
- Create a positive environment

## **Key Interpersonal Skills**

### **1. Communication Skills**

This means speaking and listening clearly and politely.

Indian Example:

An employee in an Indian office should explain their ideas clearly during meetings and listen patiently to colleagues.

### **2. Listening Skills**

Good listening means paying full attention when someone is speaking.

Indian Example:

A teacher in an Indian classroom listens carefully to students' doubts instead of interrupting them

### **3. Teamwork**

Teamwork means working together to achieve a common goal.

Indian Example:

In an IT company in Hyderabad, employees from different states work together on the same project, sharing ideas and responsibilities.

### **4. Empathy**

Empathy means understanding others' feelings and situations.

Indian Example:

If a colleague takes leave due to a family function or illness, showing understanding is good interpersonal behavior.

### **5. Conflict Management**

This means solving disagreements calmly without fighting.

Indian Example:

If two team members disagree on a project idea, they discuss it politely instead of arguing in front of others.

### **6. Positive Attitude**

A positive attitude helps in building strong relationships.

Indian Example:

A shopkeeper who greets customers with a smile builds trust and attracts more customers.

### **Interpersonal Skills in Daily Life**

- Students use interpersonal skills to interact with teachers and classmates
- Employees use them to work with managers and clients
- These skills help in both personal and professional life

Example:

A college student participating in group projects needs good interpersonal skills to share ideas and respect others' opinions

.

### **5.13 Cross-Cultural Sensitivity and Gender-Neutral Communication**

India is a diverse country with people from different cultures, languages, religions, and backgrounds. In such an environment, it is important to communicate in a way that is respectful to everyone. Cross-cultural sensitivity and gender-neutral communication help in creating a safe, respectful, and inclusive atmosphere at workplaces, educational institutions, and public spaces.

#### **Cross-Cultural Sensitivity**

Cross-cultural sensitivity means understanding and respecting people from different cultures, traditions, and lifestyles. It helps us avoid misunderstandings and conflicts

.

#### **Importance of Cross-Cultural Sensitivity**

- Promotes mutual respect
- Improves teamwork
- Reduces conflicts
- Creates harmony in diverse groups

Examples from Indian Scenario

Workplace Example:

In an Indian multinational company, employees come from different states like Tamil Nadu, Punjab, Assam, and Maharashtra. Being respectful of different languages, food habits, and festivals shows cross-cultural sensitivity.

Educational Example:

In colleges, students should respect classmates who wear traditional dress or follow different customs.

Social Example:

Not forcing others to follow your food habits (vegetarian or non-vegetarian) during office lunches shows cultural understanding.

## **Gender-Neutral Communication**

Gender-neutral communication means using language that does not favor or discriminate against any gender. It treats everyone equally and respectfully.

### **Importance of Gender-Neutral Communication**

- Promotes equality
- Creates a safe environment
- Avoids stereotypes
- Builds professionalism

Examples from Indian Scenario

Workplace Example:

Using words like “everyone,” “team,” or “colleagues” instead of “guys” in office emails.

Educational Example:

Teachers saying “students” instead of “boys and girls” in classrooms.

Professional Titles:

Using “chairperson” instead of “chairman” and “police officer” instead of “policeman.”

### **Combining Both in Daily Communication**

- Respect cultural differences in greetings and traditions
- Avoid jokes or comments based on gender or culture
- Use inclusive and polite language
- Be open-minded and understanding

Indian Example:

In a virtual meeting with team members from different regions of India, using English or a common language and addressing everyone respectfully ensures inclusivity.

## **5.14 Cultural Sensitiveness and Cultural Context**

India is a country with many cultures, languages, traditions, and beliefs. People think, speak, and behave differently based on their background. Cultural sensitiveness and cultural context help us understand these differences and communicate respectfully with others.

### **Cultural Sensitiveness**

Cultural sensitiveness means being aware of and respectful toward other people’s culture, customs, values, and feelings. It involves accepting differences without judging others.

## **Importance of Cultural Sensitiveness**

- Builds mutual respect
- Prevents misunderstandings
- Improves relationships
- Creates harmony in society

### Indian Examples of Cultural Sensitiveness

#### Workplace Example:

In an Indian office, some employees may celebrate Diwali, Eid, Christmas, or Pongal. Respecting these festivals and giving leave accordingly shows cultural sensitiveness.

#### Social Example:

Not making fun of someone's accent, clothing, or food habits (like eating with hands or using chopsticks) shows respect for culture.

#### Educational Example:

Teachers allowing students to speak in their comfort language initially helps them feel included.

## **Cultural Context**

Cultural context means understanding the background, situation, and cultural meaning behind a person's words or actions. The same action or message can have different meanings in different cultures.

## **Importance of Cultural Context**

- Helps interpret behavior correctly
- Improves communication
- Avoids cultural mistakes
- Builds better understanding

### Indian Examples of Cultural Context

#### Greeting Example:

In India, folding hands and saying "Namaste" is a respectful greeting, especially for elders.

Understanding this cultural context helps avoid confusion.

#### Communication Example:

In many Indian cultures, people avoid saying "no" directly to elders or seniors. They may say "I will try" instead. Knowing this helps in better understanding.

#### Workplace Example:

Addressing seniors as Sir or Madam is common in Indian offices and shows respect. Understanding this context is important for effective communication.

## Relationship Between Cultural Sensitiveness and Cultural Context

- Cultural sensitiveness helps us respect differences
- Cultural context helps us understand the meaning behind actions
- Together, they improve communication and relationships

### Indian Example:

When working with colleagues from different states, understanding their traditions and respecting their communication style leads to better teamwork.

## Question Bank Part

### A – Two Marks

1. Define fax communication.
2. Name any two video conferencing platforms.
3. What is the primary use of email in business?
4. Mention one limitation of internetbased communication.
5. What is an ecommerce website?

### Part B – Five Marks

1. List the advantages and disadvantages of using video conferencing in a business meeting.
2. Explain how websites are used as a business development tool.
3. Compare email and fax as modes of business communication.
4. Write a short note on the use of internet for business communication.

### Part C – Ten Marks

1. Elaborate on the role of modern communication tools in today's business world with examples.
2. Discuss in detail the importance of websites and their different types in business communication.
3. Compare and contrast traditional communication tools with modern communication technologies.
4. Evaluate the effectiveness of email, video conferencing, and websites as communication media for remote business operations.

## Let Us Sum Up

Modern forms of communication—Fax, Email, Video Conferencing, Internet, and Websites—have revolutionized the way businesses communicate, collaborate, and grow. Each tool has unique strengths suited to specific purposes, whether it's the immediacy of email, the interactive nature of video conferencing, or the global reach of websites. As businesses become more digital, mastering these tools is essential for efficiency, connectivity, and competitiveness.

## Glossary

Term	Definition
Fax	Transmission of scanned printed material via telephone lines.
Email	Digital exchange of messages over the internet.
Video Conferencing	Realtime visual meetings via internetbased platforms.
Internet	A global network for sharing data and accessing digital services.
Website	A digital platform used by businesses to provide services or information.

## Suggested Reading

- Bovee, C.L., & Thill, J.V. *Business Communication Today*. Pearson Education.
- Sharma, R.C., & Mohan, K. *Business Correspondence and Report Writing*. Tata McGraw Hill.
- Courtland Bovee & John Thill. *Excellence in Business Communication*. Pearson Education.

## Reference Books

1. Commercial Correspondence – R.S.N. Pillai and Bagavathi
2. Business Communication – Rajendra Paul and Korlahalli
3. Business Communication – N.S. Raghunathan & B. Santhanam, Margham Publications.
4. Business Communication – Dr. K. Sundar, Vijay Nicole Publications.

## **CHECK YOUR PROGRESS - 5**

**Instructions:** Evaluate your readiness for professional digital interaction and cross-cultural engagement. Consult answer key for self-assessment. Scores below 70% warrant additional study.

### **PART A:**

1. Technology enabling simultaneous audio-visual interaction among geographically dispersed participants is:

- a) Telegraphic transmission
- b) Synchronous telepresence
- c) Asynchronous messaging
- d) Facsimile distribution

2. Established conventions governing respectful and effective online interaction constitute:

- a) Cybersecurity protocols
- b) Digital courtesy standards
- c) Bandwidth optimization
- d) Encryption algorithms

3. To communicate with multiple parties while concealing their identities from one another, use:

- a) Primary address field
- b) Visible copy function
- c) Concealed copy function
- d) Mass reply option

4. Professional email management expects acknowledgment within:

- a) One business week
- b) Two working days
- c) Twenty-four hours
- d) Immediate response

5. Workplace attire balancing professionalism with relaxed sensibility describes:

- a) Strict formalism
- b) Executive casual
- c) Relaxed professional
- d) Weekend leisure

6. Visual participation in remote meetings demonstrates:

- a) Technical capability
- b) Engagement commitment
- c) Bandwidth abundance
- d) Equipment ownership

7. Successfully navigating international business relationships requires:

- a) Universal standard application
- b) Cultural pattern recognition
- c) Avoidance of difference
- d) Dominant culture adoption

8. Communication eliminating gender-specific occupational terminology exemplifies:

- a) Technical precision
- b) Demographic inclusion
- c) Generational adaptation
- d) Regional localization

## **PART B: PROFESSIONAL PRACTICE (1 mark each)**

**Complete appropriately:**

1. \_\_\_\_\_ technology transmits printed documents via telephone networks.
2. Primary recipients requiring action belong in the \_\_\_\_\_ address field.
3. \_\_\_\_\_ professional attire permits collared shirts without neckties and modest dresses.
4. During remote conferences, activate microphone only when \_\_\_\_\_ to minimize disruption.
5. Societies where meaning derives heavily from situational context are termed \_\_\_\_\_ cultures.
6. \_\_\_\_\_ language employs terms like "chair" rather than gendered alternatives.
7. Email \_\_\_\_\_ determines whether recipient addresses remain visible or hidden.
8. \_\_\_\_\_ meeting standards include appropriate backgrounds, illumination, and positioning.

## TRY IT YOURSELF (Applied Competency Development)

### Task 1: Electronic Correspondence Crafting

**Background:** Leading a product development team at a technology services firm, your group failed to deliver a client milestone due to unforeseen technical integration challenges. You must communicate with the client organization.

#### Compose:

- Professional message to client representative (Ms. Ananya Desai, VP Operations, InnovateTech Solutions)
- Subject line following best practices
- Opening acknowledging existing relationship
- Clear explanation without excessive justification
- Revised delivery commitment with quality assurance
- Appropriate copying of your division head

**Additionally:** Explain your addressing strategy for any internal recipients.

### Task 2: Inclusive Expression Revision

Transform these statements:

Original Wording	Your Inclusive Revision
1. "The foreman must ensure his crew completes daily logs."	
2. "Each stewardess should verify her emergency equipment."	
3. "Gentlemen and their spouses are invited to the gala."	
4. "The strongest candidate will be selected for the position."	
5. "Handicapped workers have designated parking spaces."	

**Supplement:** Examine your previous electronic communications. Identify three instances where more inclusive terminology would strengthen your message. Provide original and revised versions.

## COMPLETE ANSWER KEY

### Part A: Elaborated Responses

Item	Correct Selection	Detailed Explanation
1	<b>b) Synchronous telepresence</b>	Real-time audio-visual technology (video conferencing platforms) enables immediate interaction across distances, distinct from delayed or text-only methods.
2	<b>b) Digital courtesy standards</b>	Netiquette encompasses respectful, clear, and considerate behaviors in electronic environments, separate from technical security or performance measures.
3	<b>c) Concealed copy function</b>	BCC (Blind Carbon Copy) hides recipient lists, protecting privacy when mass communicating or when recipients shouldn't see each other's contact information.
4	<b>c) Twenty-four hours</b>	Professional email etiquette establishes one business day as standard acknowledgment timeframe, though urgent matters may require faster response.
5	<b>c) Relaxed professional</b>	This dress code bridges strict business formal and casual wear, permitting flexibility while maintaining appropriateness.
6	<b>b) Engagement commitment</b>	Camera activation signals active participation and attention, fostering connection absent in audio-only participation.
7	<b>b) Cultural pattern recognition</b>	Effective international business requires understanding diverse communication norms rather than imposing single standards or avoiding cultural differences.
8	<b>b) Demographic inclusion</b>	Gender-neutral terminology ensures all individuals feel recognized, regardless of gender identity, promoting equitable professional environments.

### Part B: Completed Expressions

Item	Answer	Contextual Usage
1	<b>Facsimile / Fax</b>	Legacy document transmission technology still utilized for signature requirements
2	<b>To / Primary</b>	Field designating main recipients responsible for response or action
3	<b>Business casual / Smart professional</b>	Intermediate dress standard between formal business and casual attire

<b>Item</b>	<b>Answer</b>	<b>Contextual Usage</b>
4	<b>Contributing / Speaking</b>	Microphone discipline requires muting during listening periods to reduce ambient noise
5	<b>High-context</b>	Cultures where meaning embedded in situation and relationship rather than explicit verbalization
6	<b>Gender-neutral / Non-sexist</b>	Terminology avoiding gender specification in role descriptions
7	<b>Protocol / Conventions</b>	Rules governing visibility of recipient addresses in electronic distribution
8	<b>Virtual / Remote</b>	Standards for professional presentation in distributed meeting environments

<b>Task</b>	<b>Quality Indicators</b>
<b>Task 1</b>	Subject: Specific and actionable ("Project Phoenix Timeline Adjustment"). Opening: Relationship acknowledgment. Body: Fact-based explanation, no excessive apology, clear new date with quality commitment. Closing: Confidence expression, availability for discussion. CC: Division head for awareness; BCC: Internal project team if client shouldn't see distribution.
<b>Task 2</b>	<ol style="list-style-type: none"> <li>1. "The supervisor must ensure the team completes daily logs."</li> <li>2. "Each flight attendant should verify their emergency equipment."</li> <li>3. "Guests and their partners are invited to the gala."</li> <li>4. "The most qualified candidate will be selected for the position."</li> <li>5. "Employees with accessibility requirements have designated parking spaces."</li> </ol>

### Additional resources:

1. <https://online.hbs.edu/blog/post/leadership-communication>
2. <https://ocw.mit.edu/courses/15-280-communication-for-managers-fall-2016/pages/readings/>
3. <https://libguides.msjc.edu/c.php?g=791138&p=5683232>
4. [https://biz.libretexts.org/Bookshelves/Business/Business\\_English\\_and\\_Communication/Communication\\_for\\_Business\\_Success\\_\(LibreTexts\)](https://biz.libretexts.org/Bookshelves/Business/Business_English_and_Communication/Communication_for_Business_Success_(LibreTexts))