

Q. 2 (a) RECOGNIZING NONVERBAL COMMUNICATION:

Paying special attention to non-verbal signals in the workplace will enhance ability to communicate successfully. Moreover, as we interact with business associates from other backgrounds, we will discover that some nonverbal signals don't necessarily translate across cultures. The range and variety of nonverbal signals are almost endless, but we can grasp the basics by studying six general categories:

□ Facial Expression:

Your face is the primary site for expressing your emotions; it reveals the type and the intensity of your feelings. Your eyes are especially effective for indicating attention and interest, influencing others, regulating interaction, and establishing dominance.

□ Gesture and Posture:

By moving or not moving your body, you express both specific and general messages, some voluntary and some involuntary. Many gesture a wave of the hand, for example have a specific and international meaning. Other types of body movement are unintentional and express a more general message. Slouching, leaning forward, fidgeting, and walking briskly are all unconscious signals that reveal whether you feel confident or nervous, friendly or hostile, assertive or passive, powerful or powerless.

□ Vocal Characteristics:

Your voice carries both intentional and unintentional messages. Consider sentence "What have you been up to?" If you repeat that question, changing your tone of voice and stressing various words, you can consciously convey quite different messages. However, your voice can also reveal things of which you are unaware. Your tone and volume, your accent and speaking pace, and all the little ums and ahs that creep into your speech say a lot about who you are, your relationship with the audience, and the emotions underlying your words.

□ Personal Appearance:

People respond to others on the basis of their physical appearance sometimes fairly and other times unfairly. Although an individual's body type and facial features impose limitations, most people are able to control their appearance to some degree. Grooming, clothing, accessories, style you can control all of these. Adopt the style of the people you want to impress.

□ Touch:

Touch is an important way to convey warmth, comfort, reassurance or control. Touch is so powerful, in fact, that it is governed by cultural customs that establish who can touch whom and how in various circumstances. In the United States and Great Britain, for instance, people usually touch less frequently than people in France or Costa Rica. Even within each culture's norms, however, individual attitudes toward touch can vary widely. A manager might be comfortable using hugs to express support or

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congratulations, but his or her subordinates could interpret those hugs as either a show of dominance or sexual interest. Touch is a complex subject.

□ **Time and space:**

Like touch, time and space can be used to assert authority. Imply intimacy, and send other nonverbal messages. For instance, some people try to demonstrate their own importance or disregard for others by making other people wait; others show respect by being on time. The manipulation of space works in a similar way. When top executives gather for lunch in a private dining room, they send a strong signal to all the employees crowding into the cafeteria downstairs.

Q. 2 (b) No fixed answer to this question can be framed. Various examinees would treat the task differently.

Letters are used for written messages to individuals outside an organization and also used to communicate formal written messages to employees within an organization. Most letters contain seven standard parts:

- Heading
- Inside address
- Salutation
- Body
- Complimentary close
- Signature block
- Reference initials

Q. 3 (a) Responding to a Claim When Your Company is at Fault:

Before you respond after your company has made a mistake, make sure you know your company's policies, which might even dictate specific legal and financial steps to be taken. For serious terms that go beyond routine errors, your company should have a crisis management plan that outlines communication steps both inside the organization.

Most routine responses should take company's specific policies into account address the following points:

Acknowledge receipt of the customer's claim or complaint:

Even if you can't solve the problem immediately, at least let the other party know that somebody is listening.

Take (or assign) personal responsibility for setting matters straight:

Customers want to know that someone is listening and responding.

Sympathize with the customer's inconvenience or frustration:

Letting the customer see that you're his or her side helps defuse the emotional element of

the situation.

Explain precisely how you have resolved or plan to resolve the situation:

If you can respond exactly as the customer requested, be sure to communicate that, you can't explain why.

Take steps to repair the relationship:

Keeping your existing customers is almost ways less expensive than acquiring new customers, so look for ways to mend the relationship and encourage future business.

Follow up to verify that your response was correct:

Follow-up not only helps improve customer service but also gives your another opportunity to show how much you care about your customer.

In addition to these positive steps, maintain professional demeanour by avoiding key negative steps as well: Don't blame anyone in your organization by name; make exaggerated, insincere apologies; don't imply that the customer is at fault; don't promise more than you can deliver.

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- Q. 4**
- (a) Consensus.
 - (b) The old-model calculators do not solve complex problems effectively.
 - (c) I need money to live.
 - (d) In future.
 - (e) Probably we may have a price increase.
 - (f) Apparently someone entered illegally.
 - (g) Danish is a hard worker and knows book-keeping.
 - (h) The memo was ready for signature after proof reading.

- (i) The super market plans to reduce warehouse inventory next month.
- (j) The Vice President performed auditing procedure on the books.

Q. 5 (a) Prefatory Parts:

Prefatory parts are front-end materials that provide key preliminary information so that readers can decide whether and how to read the report. Note that many of these parts such as the table of contents, list of illustrations, and executive summary are easiest to prepare after the text has been completed because they directly reflect the contents. When your text is complete, you can use your word processor to automatically compile the table of contents and the list of illustrations. You can prepare other parts at almost any time.

Cover:

Many companies have standard covers for reports, made of heavy paper and imprinted with the company's name and logo. If your company doesn't have such covers, you can usually find something suitable in a good stationery store. Look for a cover that is attractive, convenient, and appropriate to the subject matter. Also, make sure it can be labelled with the report title, the writer's name (optional), and the submission date (also optional).

Title Fly and Title Page:

The title fly is a single sheet of paper with only the title of the report on it. You don't really need one, but it adds a touch of formality. The title page includes four blocks of information: (1) the title of the report; (2) the name, title, and address of the person(s), group, or organization that authorized the report (if any one); (3) the name, title, and address of the person(s), group, or organization that prepared the report; and (4) the date on which the report was submitted.

Letter of Authorization and Letter of Acceptance:

If you received written authorization to prepare a report, you may want to include that letter or memo in your report. This letter of authorization (or memo of authorization) is a document you received, asking or directing you to prepare the report. If you wrote a letter of acceptance (or memo of acceptance) in response to that communication, accepting the assignment and clarifying and conditions or limitations, you might also include that in the report's prefatory parts.

Letter of Transmittal:

The letter of transmittal (or memo of transmittal), a specialized form of a cover letter, introduces your report to your audience. The letter of transmittal says what you'd say if you were handing the report directly to the person who authorized it, so its style is often less formal than that of the rest of the report.

The transmittal letter usually appears right before the table of contents. If your report will be widely distributed, however, you may decide to include the letter of transmittal only in selected copies so that you can make certain comments to a specific audience. If your

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report discusses layoffs or other issues that affect people in the organization, you might want to discuss your recommendations privately in letter of transmittal to top management. If your audience is likely to be sceptical of or even hostile to something in your report, the transmittal letter is a good opportunity to acknowledge their concerns and explain how the report addresses the issues they care about.

Table of Contents:

The table of contents (usually titled simply contents) indicates in outline form the coverage, sequence, and relative importance of the information in the report. The headings used in the text of the table of contents. Depending on the length and complexity of the report, you may need to decide how many levels of headings to show in the contents; you want to strike a balance between simplicity and completeness. Contents that show only first-level heads are easy to scan but could frustrate people looking for specific subsections in the report.

List of Illustrations:

If you have more than a handful of illustrations in your report, or if you want to call attention to your illustrations, include a list of illustrations after the table of contents. For simplicity's sake, some reports refer to all visuals as illustrations or exhibits. In other reports, as in Moreno's report, tables are labelled separately from other types of visuals, which are called figures. Regardless of the system you use, be sure to include titles and page numbers.

Synopsis or Executive Summary:

A synopsis is a brief overview (one page or less) of a report's most important points, designed to give readers quick preview of the contents. A synopsis often included in long informational reports dealing with technical, professional, or academic subjects and can also be called an abstract. Because it's concise representation of the whole report, it may be distributed separately to a wide audience; based on the information it contains, interested readers can request a copy of the entire report. The synopsis or abstract can also be indexed as a separate entry in electronic databases, so think carefully about the best way to preview the report's contents.

- Q. 5 (b)** Each examiners may compose his/her own conceived letter of transmitted using direct approach. The hand writing need to carry following concealment of the direct approach:
- (i) Planning the message
 - (ii) Description of the message
 - (iii) Completion of the message using appropriate vocabulary

Q. 6 (a) Common Types of Interviews:

Organizations use various types of interviews to discover as much as possible about you and other applicants. A structured interview is generally used in the screening stage. The employer controls the interview by asking a series of prepared questions in a set order. Working from a checklist, the interviewer asks you each question, staying within an allotted

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time period. All answers are noted. Although useful for gathering facts, the structured interview is generally regarded as a poor measure of an applicant's personal qualities. Nevertheless, some companies use structured interviews to create uniformity in their hiring process.

By contrast, the open-ended interview is less formal and is unstructured. The interviewer poses broad, open-ended questions and encourages you to talk freely. This type of interview is good for bringing out your personality and for testing professional judgment. However, some candidates reveal too much, rambling on about personal or family problems that have nothing to do with their qualifications for employments, their ability to get along with co-workers, or any personal interests that could benefit their performance on the job. So be careful. You need to strike a balance between being friendly and remembering that you're in a business situation.

Some organizations perform group interviews, meeting with several candidates simultaneously to see how they interact. This type of interview isn't as common as the other types, but some companies use it to assess interpersonal skills and the ability to work as part of a team. In contrast, the panel interview, in which a single candidate faces a panel of interviewers, is becoming more common. One key advantage of this approach for employers is the chance for everyone on the interview team to see the candidate's response to every question rather than relying on reports from each interviewer. To succeed in a panel interview, keep in mind that the panel is made up of individuals who represent different parts of the organization and therefore have different concerns about job candidates. Address each interviewer individually in your answers, tailoring each response to that person's concerns.

The most unnerving type of interview is the stress interview, during which you might be asked pointed questions designed to irk or unsettle you, or you might be subjected to long periods of silence, criticisms of your appearance, deliberate interruptions, and abrupt or even hostile reactions by the interviewer. The theory behind this approach is that you'll reveal how well you handle stressful situations, although some experts find the technique of dubious value particularly if the stress induced during the interview has no relationship to the job in question. If you find yourself in a stress interview, pause for a few seconds to collect your thoughts and then continue, knowing what the interviewer is up to.

Many companies have learned that no strong correlation exists between how well people answer interview questions in a traditional interview and how well they perform on the job. In response, these firms have adopted a variety of new interviewing strategies. In the situational interview, various on-the-job scenarios are described, and candidates are asked how they would respond. Similarly, a behavioural interview asks candidates to describe real situations in the past and explain how they responded. The most realistic approach is the working interview, in which the candidate is asked to perform the actual work that he or she would be doing on the job.

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