BUSINESS COMMUNICATION

QUESTIONS & ANSWERS FOR UNIVERSITY EXAM, 2026

TIPS FOR THE EXAM

15/12/2025

Dear Student,

You should prepare for your BC semester exam through the following steps:

Step 1: Go through all PPTs unit-wise once.

Step 2: Read the answers (both Very Important and Important) sent herewith once quickly.

Step 3: Focus on each section one after another in the "Very Important" category:

A:(Short Answer Questions: 2x10 =20 marks)

B: (Answers of medium length:6x 8=48 marks)

C: (Long Answers: 16x2=32 marks)

You should study the sections at least thrice before the final study on the day before the BC exam.

Step 4: On the day before the exam, skim through PPTs and the "Important" answers, and then focus on the "Very Important" answers.

You must manage your time in the exam hall properly to score good marks. You must complete a short answer question in 3minutes, a medium long answer in 10 minutes, and a long answer in 30 minutes. You must keep the last 5 minutes for the final look-over. This way your performance will average out to a good score.

Wish you an excellent performance in Business Communication Paper.

Bijoy Bal

CONTENTS

SECTION A: SHORT ANSWER QUESTIONS

1. **What is Grapevine communication? Give examples.**

   Communication through informal channels existing within an organization is called 'grapevine' communication.. The Grapevine develops by itself without planning, in situations where the employees meet and talk, for example, in office corridors, at the water cooler, or in the company canteen. Gossips, false rumours, and sometimes useful information form the content of Grapevine communication.

2. **What is Proxemics?**

   Ans.: Proxemics is the study of use of personal space. Personal space is the space you place between yourself and others during communication. One's physical distance communicates mental attitudes. As the distance decreases, the degree of intimacy increases. However, most business transactions require a standard distance of 4 feet between two persons.

3. **What is a Resume? What are its types?**

   Ans.: A Resume is a brief record of one's personal history and qualifications, which is typically prepared by an applicant for a job. It shows how the candidate's education, work experience and achievements have prepared him for the job applied for.

   There are mainly three types of Resume, namely, Chronological, Functional, and Chrono-functional which combines the features of the previous two types.

4. **Define LSRW.**

   Ans. LSRW stands for the four major language skills of Listening, Speaking, Reading, and Writing. A language learner needs to learn these skills in order to acquire the language. Of these, Listening and Reading are called Receptive skills, and Speaking and Writing are known as Productive skills.

5. **How is listening different from hearing?**

   Ans. Listening involves hearing with total attention. Hearing is an involuntary physical act of receiving sound waves on the ear-drum and transferring them to the brain. On the other hand, listening is a conscious intellectual act involving conscious efforts to hear with attention and understand the message.

6. **What is Active listening? Give an example.**

   Answer: Active listening refers to listening with a purpose. Active listening demands that the listener should enter every interaction with a strong desire to understand the other person's point of view. He or she should not allow personal feelings, likes and dislikes to influence the listening activity. Active listening is a 4- step process that includes sensing, decoding, evaluating, and responding.

   As an example, Active listening is adopted in the process of negotiation, and brainstorming for problem-solving.

7. **What is Glossophobia? How can you overcome it?**

   Ans.: Glossophobia refers to the extreme psychological fear to make a speech or presentationbefore a group of people.To overcome glossophobia while making an oral presentation, one should:

   a. Concentrate on 3 P's: Planning, Preparation and Practice.
   b. Set realistic goals for the presentation.
   c. Avoid negative thoughts about your performance.
   d. Speak slowly when you begin.

8. **What is AIDA?**

   Ans.: More than a century ago, Sherwin Cody summarized the process of persuasion into 4 basic steps called AIDA. AIDA is a four-step process that involves:

   a) Gaining <u>Attention</u>
   b) Generating <u>Interest</u>
   c) Creating <u>Desire</u>
   d) Motivating <u>Action</u>.

This pattern is followed even todayin the sequence A.I.D.A. in persuasive communication in the form of Sales Talk or Sales Letter.

9. **What is an Agenda? What is its importance?**

   Ans.: An Agenda is a list of the items to be discussed in a meeting.

   Its importance lies in the fact that the proceedings of the meeting are kept on track and there is systematic discussion on the chosen topics in a meeting because of an Agenda.

Secondly, an Agenda gives prior information about the topics to be discussed in a meeting. This helps the participants attend the meeting well prepared.

10. **How is GD different from Debate?**

    Ans. : Group discussion is a non-formal systematic exchange of information, views and opinions in a group about a topic for a limited duration. A Debate is a form of argumentative speech on a topic.

    Debates are intended to advocate a particular point of view while GDs raise a particular issue for a positive exchange of views leading to a consensus. Unlike debates which are competitive in nature, GD is a co-operative group process.

11. **What is cross-cultural communication? Why has it become important in today's business*?***

    Ans.: Cross-cultural communication refers to communication among people of diverse cultures in today's work force. In the 21st. century, companies compete in global rather than   local markets. More and more businesses move beyond national boundaries and set up manufacturing and marketing operations in the emerging markets. As a result, the work force consists of   people   belonging   to different cultures. For effective performance on the job through team work among the culturally diverse work force, cross-cultural communication has assumed great importance.

12. What do you mean by NLP?

Ans.: NLP is a psychological approach that explores the connection between mind (neuro), language (linguistic), and behavior patterns learned through experience (Programming).

This approach helps individuals to understand and change their thoughts and behaviors to achieve specific goals. In business, it helps people to build rapport and influence others effectively.

NLP uses the VAKOG model to describe how people experience and process information through 5 primary sensory channels: Visual, Auditory, Kinesthetic, Olfactory, and Gustatory. The dominant sensory channel of a person can be used to effectively influence him or her.

13. Distinguish between stative and dynamic verbs.

Ans.: In terms of meaning, verbs are classified as verbs of state (= stative verbs) and event verbs (=dynamic verbs). The verbs which describe actions are called event verbs or dynamic verbs. For example, run, throw, fight, write, etc. express actions, and are therefore, dynamic verbs. There are certain other verbs, such as be, become, seem, like, love, see, hear, etc. which describe a state, and are called stative verbs.

14. Why are presentation skills important for a business executive?

Ans.: Oral Presentations have become a routine activity for a business executive in today's world for sharing ideas and influencing people's actions. As the executive's career progresses, the presentation skills become even more important as they rely more on their ability to sell their ideas and plans. Failure to professionally present one's work, one's ideas or one's company may significantly affect the company's reputation, and will most certainly affect the executive's ability to achieve his/her career goals.

15. Distinguish between Skimming and Scanning as sub-skills of reading.

Answer: Both 'Skimming' and 'Scanning' are sub-skills of Reading. Skimming is a more sophisticatedskill than scanning. It refers to the process of reading a text in order to get its main idea. It is a rapid reading technique that prepares the reader for detailed reading.

On the other hand, scanning refers to the sub-skill of locating specific information in a text as quickly as possible. While trying to look for a word in a dictionary or looking for a telephone number in the directory, we scan and look for specific information. Scanning is an important rapid glancing technique for searching a specific piece of information.

16. What is Paralanguage?

Ans.: Language deals with what is said; paralanguage deals with how it is said. Just as we can communicate various attitudes through our gestures and postures, we can express emotions and feelings with the help of different aspects of speech such as voice, tone, inflection, pitch, volume, and tempo. Paralanguage Is regarded as a very important aspect of Non-verbal communication.

17. What are the main reading faults? How can you correct them ?

Ans. :The three main reading faults are :

1. Sub-vocalizing: Forming the sounds of words and even murmuring them aloud.
2. Finger-pointing: Moving the finger from word to word while reading.
3. Regressive eye movement: Moving back the eyes to check previous words instead of steadily moving forward.

For correction of these reading faults, a reader can aim at intentionally saying 'No' to these habits, speed reading by taking in a group of words in one eye span, and keeping the mind alert for smart comprehension.

18. Correct the following sentences:
   a) One of the pupils in our class <u>own</u> a laptop.**(owns)**
   b) Ten grams <u>are</u> the smallest quantity they sell.**(is)**
   c) Some people dislike traveling by sea, as it <u>make</u> them sea-sick.**(makes)**
   d) Ill news <u>travel</u> fast.**(travels)**
   e) A lot of time <u>have</u> been wasted.**(has)**
   f) The scissors <u>is</u> on the table**.(are)**
   g) He will go to <u>the</u> Paris next year**.(X)**
   h) She is working in <u>an</u> university in <u>the</u> London**.(a, X)**
   i) The manager has joined <u>the</u> office <u>on</u> 10 AM**.(X, at)**
   j) Either the employees or the manager <u>are</u> responsible for the strike.**(is)**
   k) Their intention was to get good jobs and then <u>deceiving</u> people.**(deceive)**
      (X stands for 'Delete'.)
19. Fill in the blanks with the right form of the verbs given in brackets:
   a) We _____(stay) in this house since 2004.**(have been staying)**
   b) People in the ancient times _____(think) that the earth was flat.**(thought)**
   c) We hear the price of onions _____(go up) by twenty rupees a kilo next week.**(will go up)**
   d) Many a computer _____(be) there in the warehouse.**(are)**
   e) For achieving success, we often employ means which _____(be) unfair.**(are)**
20. Change into the passive:
   a) They say that elephants have good memories**.(It is said that elephants have…. memories.)**
   b) People expect that the govt. will implement the reforms in 2026. **(It is expected that….)**
   c) People use a thermometer to measure body temperature. **(A thermometer is used to….)**
   d) The convict gave the judge a flower bouquet. **(The judge was given a flower bouquet by the convict. / A flower bouquet was given to the judge by the convict.)**
   e) They do not allow us to talk in the prayer hall. **(We are not allowed to talk in the…hall.)**
   f) It is time to ring the bell. **(It is time for the bell to be rung.)**
   **g)** Shut the door**. (Let the door be shut.)**

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VERY IMPORTANT

FOCUSSED QUESTIONS (6x8marks)

Q1. Explain the process of communication. Why is the two-way communication model more effective?

Ans.: The word 'communication' is derived from the Latin word 'communis' which means 'to share'. Thus, Communication can be defined as "the sharing or exchange of information, ideas and feelings between two persons or groups through a common language or code of symbol.''

Process of Communication
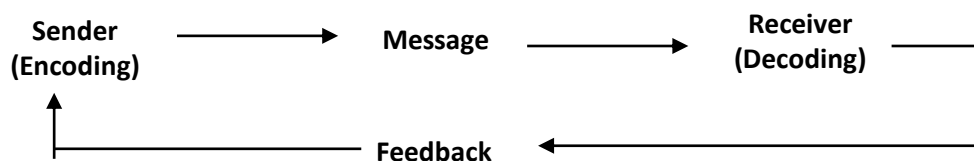
The process of communication involves decisions and activities by the two persons involved: the Sender and the Receiver.

Communication is a 5-step process in which (i) the sender hasan idea and encodes this idea into a message, and (ii) the message is transmitted through speech, writing or body language. As the next step (iii) this message is received, decoded and understood by the receiver. (iv) After understanding the message, (v) the receiver encodes a response, and finally sends appropriate feedback to the sender. This completes one cycle of the process of communication. There are multiple cycles of the process even in a brief interaction. Communication continues between the original Sender and the original Receiver, who take turns and co-operate with each other throughout the process of communication.

The two-way communication model is more effective because

(i)   it regards communication as an interactive process instead of a one-directional transmission of information;

(ii)   it ensures shared understanding, clarity of content, and engagement of the participants.

Q2. Why is good Listening skill essential for professionals? How can you improve your listening skill?

Ans.: Listening is the communication skill we use most frequently. Recent surveys have established its importance. 45% of the time of a business professional is spent in listening. Employees come to a manager with inquiries, suggestions, proposals, comments and

complaints. This requires effective listening on the part of the manager. The higher a manager is in the corporate ladder, the more time he/she spends in listening to others. The managers who are rated most highly by their subordinates are good listeners. However, most professionals are poor listeners. This is why effective listening is very important for business professionals.

Most of us are poor listeners, and Active listening requires efforts. We can improve our listening skill if we think strategically about listening and follow the steps given below:

1. **Decide your goals for the interaction.**
   Skilled listeners think about the purpose of their interaction, and act accordingly.

2. **Choose when to talk and when to listen during the interaction.**
   If one keeps the purpose in mind, one can then choose when to talk and when to listen, when to clarify and when to listen attentively. Good listeners always keep control over their listening and speaking.

3. **Avoid negative feelings and attitude towards the other participant(s).**
   Guard against personal biases, and avoid impatience, argumentation and criticism.

4. **Adopt Active listening practices of:**
   a. Asking questions
   b. Paraphrasing for clarification, and
   c. Interpreting and analyzing the speaker's message.

We can improve our listening skill significantly if we follow these steps systematically.

Q3.What is the Chairperson's role in a meeting?

Or

How is a meeting conducted?

The Chairperson of a meeting has one basic goal to accomplish the objectives of the meeting. The following sequential guidelines will be useful in outlining the Chairperson's role in a meeting.

a) StartingTime

Start the meeting on time. Nothing says more about the management than starting a meeting at the scheduled time. It has been commonly observed that starting a meeting in time immediately serves as an excellent attention-getting device and sends a right signal about the level of significance of the concerned meeting and the seriousness of the agenda.

b) Opening Remarks

Once you have the participants' attention, open the meeting with appropriate remarks and also make some introductory remarks about the objectives of the meeting to set the ball rolling.

c) Getting Down to Business

Once you are done with the opening remarks, move to the first item on the agenda. Be extremely careful in not allowing the opening remarks to serve as a springboard to others in the meeting to go off the track.

d) Participation

It is imperative to have a balanced participation in the meeting from all the members. A common observation has been that some participants talk too much while others talk too little. Effective meeting leadership must ensure that afewmembersdonot dominateat the expense of their less-assertive colleagues. A practical approach would be to put some direct questions to the quiet ones,specificallysolicitingtheircomments instead of tryingto prevent the more talkative participants from speaking.

e) Agenda

Use your agenda to keep the discussion on track. If the discussion starts to drift from the item being considered, remind the members of the specific agenda item and try and steer them back to the main issue.

f) Closing

Close the meeting at the appropriate time, once you have covered the items on the agenda, Meetings sometimes continue aimlessly after the items have been covered, and it is embarrassing to have someone inquire, "Is the meeting over?"

Before you close the meeting, signal the participants by asking for any final comments or questions. Offer a summary of what has been accomplished at the meeting. Tell the participants that the minutes will be sent to them shortly. Finally, be sure to thankthe group members for their time and consideration.

Q4. Mention various ways in which non-verbal communication helps managers to interact with their subordinates effectively.

Ans.: Firstly, non-verbal communication as a general rule takes place unconsciously. While interacting with subordinates, a manager can know from their non-verbal cues their true attitudes and feelings. For example, an employee's yawn can show that he is bored by what the manager is speaking, even though he may say that the manager's talk is interesting.

Secondly, non-verbal communication is more suitable than words in some situations. For example, it is often easier to point to an object than to describe it. Body movement is a silent means of communication and can be used in interactions when the manager is multi-tasking, *e.g.* when the manager is taking a phone call as well as looking for the soft copy of a document on his laptop.

Thirdly, different components of Kinesics such as facial expression, eye contact or avoidance, gestures and postures can help a perceptive manager to judge the others' feelings and attitudes towards the ideas under discussion. This can help the manager to take right decisions.

Q5. Prepare a Notice-cum-Agenda for a Board meeting of an organization which wants to decide on employee welfare measures, CSR activities, new product launch, and new ad campaigns.

Ans.   **NOTICE**

Dated 20 January 2026

A meeting of the Board of Directors of Arcon Estates Ltd. will be held on Friday, 30th January, 2026 at 3 pm in Conference Hall 1.

AGENDA

1. Minutes of the last meeting
2. Employee welfare measures
3. CSR activities in 2025
4. New product launch
5. New Ad campaigns
6. Any other matters

   Secretary

Q6. Explain the important sub-skills of Reading.

Reading is a complex communicative process of receiving and interpreting the written word. It involves recognizing the letters and words and understanding the main points and supporting points as well as the connections between different points of the written message.

<u>Sub skills/ Strategies of Reading:</u>

The following sub-skills of reading are important for communication in professional life:
        (i)   Skimming (for Global comprehension)
        (ii)   Scanning (for Local comprehension)
        (iii)   Inferring
        (iv)   Guessing the meaning of unknown words.
        (v)   Intensive Reading
        (vi)   Extensive Reading
        (vii)   Critical Reading

I.   Skimming:

An efficient reader always tries to have an over-all meaning of the text in the first reading. It stands to reason that a skilled reader goes from the 'whole' to the 'parts'. Having a whole view of the text and getting the 'over-all' meaning through reading is called **global comprehension**. Global comprehension requires the sub-skill of skimming (literally meaning 'moving along quickly'). The reader reads through the text at high speed to pick up the main idea or ideas.

II.   Scanning:

While skimming means going through a text to get an over-all idea, scanning refers to searching the text for a specific piece of information. A reader who is scanning a text for specific information will see little or nothing other than the information he is looking for. For example, we use scanning when we are looking up a newspaper page of advertisements. We look for an advertisement for a particular job and exclude all other advertisements from our focused attention. It may be noted here that both skimming and scanning require speed reading.

III.   Inferring:

Inferential comprehension refers to the reader's ability to understand the implications or indirect conclusions of what the writer has stated in the text. Inferential understanding of a text requires   the reader to look for clues provided in the text and think of them together to arrive at a conclusion. For example, if in a text a character is described as hiding something about himself   and there are blood stains on his shirt, one may infer that the man has perhaps murdered somebody, although this is not mentioned anywhere is the text.

IV.   Guessing the meaning of unknown words:

If a reader looks up a dictionary to find the meanings of all unknown words in a text, (s) he cannot simply proceed in reading and understanding the text. Therefore, every reader has to guess the meanings of most of the unknown words from the context in a text. An efficient reader needs to use the skill of guessing the meaning of words, using contextual clues. One does not need to know the meaning of all the words in a text to achieve comprehension of the text.

V. Intensive Reading:

In intensive reading, a reader reads a text at least three times. The first reading is speed reading done with the purpose of forming an overall impression of the textregarding its main idea. In the second reading, scanning for required information and local comprehension is attempted. In the third and later readings, the purpose may be to form an idea of how the ideas are organized in the text and how this structure of the text helps the writer's purpose. Most texts possess the unity of ideas, which refers to the way in which the supporting ideas are related to the main idea. A good reader must be able to comprehend the structure of a text to achieve an adequate comprehension.

VI. Extensive Reading:

It is noteworthy that one's reading speed varies according to the purpose of reading. For example, if a reader is skimming for global comprehension or scanning for specific information, the speed of reading increases, naturally. Intensive reading of a text requires the reader to slow down the reading speed. Thus, reading purpose determines the reading speed.

When one reads a novel or any long text for pleasure, one doesn't read for details. One has to read very rapidly, keeping the story outline in mind so that the long text can be covered. This is known as Extensive Reading strategy or skill.

VII. Critical Reading:

Critical reading or Evaluative comprehension refers to the reader's ability to judge the truth value of what the writer says in the text and how effectively(s) he has been able to express it. This kind of comprehension requires the reader to respond to the text critically and to judge the writer's bias(es) if any, the force and accuracy of argument, and finally, the effectiveness of expression.Thus, critical reading focuses on the writer's attitude and point of view expressed in the text.

A good reader needs to use the above sub-skills to get the best out of a reading text, and use specific sub-skills according to the reading purpose.

Q7. What is persuasive writing? Discuss some methods used for making communication persuasive.

Ans.: Persuasive writing has the purpose of influencing others to accept the writer's point of view. It is an honest, organized presentation of information, on the basis of which the reader agrees with the writer, and may choose to take the action desired by the writer.

The common techniques of persuasive writing include the following:

1. PLANNING: At the planning stage, the writer needs to
   (i) Have clarity about the purpose of persuasive communication,
   (ii) Know the details of the idea, product or service, for which persuasion is required,
   (iii) Analyze the audience profile and their needs, and
   (iv) Establish his credibility and emotional connect with them.

2. <u>AIDA</u>: At the writing stage, the writer should follow the AIDA plan for persuasive messages.

AIDA is a four-step process that involves :
(i) Gaining ATTENTION,
(ii) Generating INTEREST,
(iii) Creating DESIRE, and
(iv) Motivating ACTION.

The writer can gain attention by narrating a personal experience or a story, by opening with a quote or a What-if scenario, or by introducing a relationship between the reader and the idea, productor service.

In the next step of generating Interest, the writer needs to focus on the reader's benefits from accepting the idea.At this stage, only one central selling point is to be stressed.

In the third stage of creating Desire, convincing arguments with sound evidence should be provided. Facts and figures should be presented and interpreted, and testimonials, guarantees and offer of free trial may be included.

The final part of a persuasive message must motivate Action by accomplishing three important tasks:
(i) Stating the specific action wanted,
(ii) Encouraging quick action, and
(iii) Asking for the action confidently.

3. <u>BALANCING EMOTIONAL AND LOGICAL APPEALS:</u>
An emotional appeal calls on human feelings, basing the argument on audience needs or sympathies. On the other hand, a logical appeal starts with a claim and then supports the claim with reasons or evidence.

Mostpersuasive messages include both emotional and logical appeals. Emotional appeals are not effective by themselves. People need to find rational support for an attitude they have already accepted or embraced emotionally.

Thus, proper planning of a Persuasive message, the adoption of the AIDA plan, and the balancing of emotional and logical appeals can make it effective.

Q8. You are the owner of a furniture company. Write a Sales Letter to a potential customer about your products.

SWASTIK FURNITURE COMPANY LIMITED
M/17, Mancheswar Industrial Estate,
Bhubaneswar

9thJanuary, 2026

Mr. Rakesh Kumar Jena,
B/23, Dreamvilla,
Padasahi, Bhubaneswar.

Subject: More Happinessin your Dream Home

Dear Mr. Jena,

Greetings of the festive season.
May this festive season bring your family more happiness and prosperity.

Since you have been a valued customer of our firm for years, we thought it proper to inform you of an innovative and ergonomic product we are going to lunch this week.

We have been thinking for years how to design furniture that will enable our customers to eat their meals in a relaxed manner. And now we have produced a dining table and a set of chairs to go with it that make eating a pleasure.

With our Happy Home table and chairs in the house, it is a delight to feel hungry. The chairs will receive you with open arms and impart a feeling of comfort, and the table will provide enough space for all the members of your family. Their sleek look will fit in with the modern décor of your house. And then you have a choice from seven sophisticated colours.

At present we offer sets to suit families of four, six, eight, and twelve. Their detailed description and colour pictures are given in the enclosed Brochure for your perusal.

Our factory outlet at Mancheswar remains open from 10 a.m. to 7 p.m. on weekdays. You are most welcome to drop in and personally select what you need. Or, if you choose to order by post, we shall send the set of your choice by truck. An order form and a postage-paid envelope are enclosed for your convenience.

Awaiting your warm response to our offer

Yours sincerely,

PrakashKarmakar
Sales Manager

Encl. Happy Home Brochure

Q9. What is Netiquette? Explain the important rules of Netiquette.

Netiquette refers to the formal rules of correct and polite behaviour in respect of e-mails. Some basic rules of Netiquette are as follows :

1. Avoid all capital letters.
   Capital letters are reading aids that signal a reader about sentence beginnings, proper nouns, and acronyms such as ASAP. Generally they are used to emphasize the important parts of a text. However, writing a whole word or sentence in caps shows unprofessionalism and lack of e-mail etiquette. Writing in all capital letters is equivalent to shouting in e-mail language.
2. Provide an informative subject line.
   If you want your e-mail to be read and have the desired impact, make the subject line specific and compelling. Create an effective informative subject line that allows people to determine priorities from their in-box list.

3. Revise the e-mail before you hit 'send'.
   This is absolutely necessary as you might have inadvertently typed words which do not convey your message properly or which may hurt the feelings of the recipient.

4. Respect the copyright on extracts and quotes.
   E-mail communication must abide by copyright laws. Be certain to give credit for quoted material and seek permission to use copyrighted text or graphics from printed and electronic sources.

5. Do not make changes in the message being forwarded.

   Unless you inform the reader that editing has occurred, do not alter a message you are forwarding or reposting, and be sure to ask permission of the sender before forwarding it.

6. Allow cool-off time for a flame.
   Sending a negative message that contains insulting and critical comments is called a flame. Allow cool-off time before sending a flame, or any emotional or angry message.
7. Finally, respond to a message as early as you can.

Q10. You are the factory manager of ARS ltd. You have witnessed improper use of mobile phones in the factory by employees. Write a memo to all staffabout mobile etiquette.

ARS Co. Ltd.
 F/36, Chandaka Industrial Estate
Infocity Area, Patia, Bhubaneswar

MEMORANDUM

Date: 9ᵗʰJanuary, 2026
To: All staff
From: AmitavKanungo
        Factory Manager
Subject: Proper use of mobile phones in factory premises

As you all know, the use of mobile phones has become indispensable in every business including ours. However, some of our employees make improper use of their mobile phones in the factory premises, as I have observed this week. I would therefore request all our staff members to follow the following rules of mobile etiquette in the interest of smooth functioning of our factory.

1. Use a mobile ringtone which is neither loud nor annoying.
2. Avoid using the phone for personal calls during working hours as far as practicable.
3. Talk in lower tones so as not to bother your co-workers.
4. Put your phone in the silent mode when you are in a meeting.
5. Avoid inappropriate topics of chat in the factory premises.
6. When calling on your mobile phone, be brief and to the point.
7. Always keep in mind the fact that you can message a text instead of calling or receiving a call.

I would expect every one of my fellow workers to comply.

AmitavKanungo

Q11. Briefly discuss the Do's and Don'ts of GD.

'Group Discussion' is a non-formal, friendly discussion in which all the members comprising the group (usually between 8 and 12) are expected to participate, It is used as a means to assess one's over-all personality.
Some of the ways in which one can distinguish oneself in a GD are stated as DO's below.

1. Make an attempt at initiating the discussion. Even if you could not be the first speaker, try to get an opportunity as early as possible. It is absolutely essential that

you talk and express your views. Further, youmust talk as much as possible, effectively and sensibly, to impress others.

2. Make original points and back them with substantial reasons.

3. If some other member has already made the point you wanted to make, do not worry. Even then, you can either support or oppose the point by sound reasoning, or add some additional information that might have been left out.

4. Listen to the other participants patiently and attentively, and make a mental note of the points they make. If their points are good, readily accept them and advance your reasons, If you find their arguments
unacceptable, offer your arguments to refute them.

5. As soon as you find your argument has been refuted by someone else, you must try to justify your point of view by bringing in fresh ideas or arguments.

6. Show flexibility in your views. Don't hesitate to accept criticism. If someone points to flaws in your argument, do not feel offended or insulted. Instead, change your original opinion willingly, if proved wrong.

7. Be considerate to the feelings of the others in the group. A friendly discussion requires co-operation, not confrontation. You need not shout at others. You must use polite language throughout.Your helpful, accommodative and encouraging attitude will surely be appreciated by the evaluator.

8. Be an active and interested participant. Remain cheerful, smiling, and alive to whatever is going on in the group.

9. While speaking, address the whole group, making eye-contact with each participant in turn.

10. Sit erect and project the image of an attentive person.

In order to do well in a GD, a candidate should avoid the following non-functional behavior patterns.

1. Don't try to monopolize the discussion.
2. Don't interrupt a participant in the middle of an argument.
3. Don't make fun of any participant even if his arguments are illogical.
4. Don't engage yourself in sub-group conversations.
5. Avoid being frivolous and expressing irrelevant ideas.
6. Don't get emotional and criticize others without valid arguments.
7. Never ever lose your temper.
8. Don't sit casually with the legs crossed or stretched in front.
9. Don't shake your legs.
10. Don't move your hands excessively.

Q12. How can you prepare well for GD?

Ans.: A candidate can follow certain strategies by way of preparing for effective Group Discussions.

1. First and foremost, (s)he must try to create an **extensive knowledge base** by reading newspapers and magazines and listening to talks on the radio and television.
2. Secondly, (s)he should adopt an **analytical way of thinking**. Note down points in favour of and against an issue, and then come to a decision regarding your stand.
3. Finally, (s)he must develop the **art of discussion**. This involves accurate expression of your ideas using appropriate language, and display of sensitivity to the other members of the group.
4. One must brush up one's **communication skills** and interpersonal skills in order to make a mark in a Group Discussion.

Q13.Discuss the skills and personality traits of participants that are evaluated in a GD.

Ans. Group discussion has emerged as an effective and potentially powerful technique for evaluating personality traits of candidates for job selection or admission to professional courses. These selection GDs may vary from a brief discussion on a simple topic to an exhaustive interactive discussion of a controversial issue or an actual company problem. However, they all intend to evaluate the depth and range of the candidate's knowledge, his or her ability to orally present that knowledge in a convincing manner, and his/her effective group communication, leadership, and team management skills.

Subject Knowledge: As all participants must possess a thorough understanding of the topic on which they are supposed to speak, subject knowledge is the first requirement of effective participation in a group discussion. Participants need to have a fair amount of knowledge on a wide range of subjects. They should know all about national and international affairs, burning social and economic topics, scientific and environmental issues, key newsmakers, controversial topics, and a lot more. Subject knowledge also implies the ability to analyze facts or information in a systematic way to correlate them with personal experiences and exposure. It is this ability to analyze existing knowledge and assimilate new ideas that can give birth to bright and brilliant ideas and schemes. In all group discussions, people with ideas carry the day.

Oral Communication Skills: The participants in a group discussion must possess not only subject knowledge but also the ability to present that knowledge in an effective way. As the exchange of ideas in a group discussion takes place through speech, one of the prerequisites of success in group discussion is the ability to speak confidently and convincingly. In fact, a vital part of every successful group discussion in high quality oral communication. The members of the selection committee closely evaluate the oral communication skills of the candidates. They generally assess the oral competence of a candidate in terms of team listening, appropriate language, clarity of expression, positive speech attitudes and adjustments, clear articulation, and effective non-verbal communication.

Leadership Skills: A candidate's success in a GD test will depend not only on his / her subject knowledge and oral skills but also on his/her ability to provide leadership to the group. The examiners evaluate a candidate's unique set of personal skills, which allow him/her to prove himself/herself as a natural leader in a GD. Thus, it is necessary to reflect the qualities of leadership in order to create the right impression on one's examiners. Adaptability, analysis, assertiveness, composure, self-confidence, decision making, discretion, initiative, objectivity, patience, and persuasiveness are some of the leadership skills that are tremendously useful in proving oneself as a natural leader in a GD.

Team Management: Apart from subject knowledge, oral communication, and leadership skills, every participant needs team management skills in order to be successful in a GD test. The leader in a group discussion should be able to manage the group despite differences of opinion and steer the discussion to a logical conclusion within the fixed time limit. The examiners will assess whether each participant is a team player who can get along with people or an individualist who is always fighting to save his/her ego. Employers today look for candidates who can work in a team-oriented environment. GD participants need a number of team management skills in order to function effectively in a team. Some of the skills needed to manage a group effectively include adaptability, positive attitude, cooperation, and coordination.

Q14. Explain the features of a good business report.

Ans.: There are some inherent features that make a report good and worthwhile to read. A good Business Report should be accurate, objective, well-structured, and complete.

1. Accuracy: A good report should be accurate in the information and data it presents. The information must be correct and backed by data.
2. Objectivity: The analysis of the data and information must be bias-free and impartial as the primary purpose of a report is to help make a decision. If the decision is taken on wrong data or wrong analysis, it will certainly harm the interests of the organization.
3. Structure: There are four formats of a Business Report, namely, Printed Form, Memo, Letter, Manuscript. Firstly, a report should be submitted in the proper format according to its length and level of formality. If it is a routine informational report, the Printed Form format is suitable. A short report meant for someone inside the company is best put into the Memo format. A short report to an outsider requires the Letter format. The Manuscript format is reserved for long formal reports.
   Moreover, the parts of a good report must be presented in logical sequence. For example, a short formal report must have the following sequence : Title, Terms of Reference, Procedures, Findings, Conclusions, and Recommendations.

4. <u>Completeness</u>: The report must be complete in terms of its presentation and logical flow. If all the required data, illustrations and explanations are provided in the report, it will help the reader to take an informed decision.

Thus, a good report exhibits the four features of accuracy, objectivity, structure, and completeness.

Q15. How would you answer the following questions in a job interview?

1. Why do you want to join our company? / What makes you interested in our organization? / Why are you interested in our company?

Interviewers would like to test the candidate's knowledge about their organization and his/her interest and motivation to work with them. This question should be answered in the light of the company analysis that the candidate has done, projecting the strengths of the company.

Example :

- *The professional excellence maintained and pursued by your company has impressed me. Your company's experience and innovation, combined with the user-friendliness, reliability, and quality of its products and solutions have made it a leader in the sector. Working with such a growing organization has been one of my career objectives since the very beginning.*

2. What are your strengths?

Interviewers would like to know if the candidate's strengths match the needs of the job. This question should be answered in the light of the candidate's self-analysis highlighting his/her strong points as well as his/her suitability for the job.

Example:

- *I have strong communication and interpersonal skills. I have been able to achieve my goals and live up to commitments with sincerity and enthusiasm. Last year my company wanted me to convince the government authorities in the industry department to approve starting a new Entrepreneurship Cell in the college and I was successful in getting the project approved.*

3. **What is your greatest weakness?**

Interviewers want to know how the candidate would handle a question like this. It is best to mention a mild weakness or a weakness that is actually a strength and also tell them how one attempts to improve the weakness.

Examples:

(a) I aim at perfection in everything I do, and I become nervous when I am not able to do something up to my satisfaction. However, I know that this may sometimes delay a work. So I try to compensate with very hard work.

(b) Public speaking has always been stressful for me. So, I have started attending two weeks' course in Public Speaking at Arifin Tutorials.

(c) For a long time, making an oral presentation was a terrifying experience for me. As a result of good preparation and hard practice during the last one year, I have been able to overcome the fear to a great extent.

4. **Why should we hire you?**
   Example:
   You are looking for someone for marketing and sales activities. My specialization in marketing during the course work and my experience of marketing and selling during my SIP make me a very eligible candidate for the job. Moreover, I love travelling and interacting with people. I cannot rest until I achieve my purpose or target. These are the reasons why I should be hired.

5. **Where do you see yourself five years from now?**
   Example:
   Five years from now, I want to see myself in a senior management position in a reputed company. I would then be recognized as an expert in marketing and a great project manager.

6. **Are you a leader or a follower?**
   Example:
   I am both a leader and a follower. I have successfully completed several live projects in marketing as a leader in my course work. But at the same time I have worked in cross-functional teams as a member and have done well.

7. **How long do you plan to work for us?**
   Example:
   I will continue to work for my company as long as I contribute in my humble way to the achievement of company goals and as long as I enjoy working towards my professional growth with ever-increasing skill-sets.

Q16. Explain the importance of body language in presentations.

Inall formats of oral communication, non-verbal aspects assume great importance and have great impact on the audience. In business presentations, the non-verbal aspects including body language have crucial importance as they can make or mar the presentation in spite of substantial content.

Your appearance, facial expressions, eye contact, postures, and gestures – all communicate your interest, enthusiasm, dynamism, intention, and confidence to your audience. Whatever the occasion, the following tips with help you to use non-verbal cues effectively during your presentation:

1. *Appearance*. Though appearance is important in any setting, how you dress is even more important when you stand in front of an audience for delivering a message. However, dressing effectively does not always mean dressing up. If the occasion calls for casual attire, an overly formal appearance can be inappropriate.
2. *Posture*: The best stance for delivering a presentation is relaxed, but firm. Your feet should be planted firmly on the ground, and spaced at shoulder'-width. Your body should face your audience with your head upright, turning naturally to look at them.

Moving about can add life to your presentation and help you release nervous energy. You can move towards the visual aids, walk away from them, return to your original position, and then approach your audience.

3. *Gestures*: People are more likely to pay attention to what we are showing them from the stage, rather than what we are telling them. So, our words and our body language must be in sync. Gestures should enhance – not distract from --- the message. The following are a few helpful hints:

*   Gesture in your personal power zone. It is the length of your arm span, out in front of you and above your head. The gestures may feel 'big' at first, but they will look natural to your audience.
*   Refrain from pointing at your audience.
*   Resist the temptation to stick your hands in your pockets or behind your bank. Your audience may think you are hiding something from them.

4. *Eye Contact*: Whether you are proposing an innovative, new product line, reassuring your employees about the effects of recent budget cuts, or trying to explain to your customers that your company is not involved in a scandal, your impression on the audience can determine your ultimate success. The impression that brings in success is possible to cultivate only when you talk directly to your audience, sharing your involvement and sincerity.
5. *Vocal Elements*: Your voice can serve as an important tool to support your verbal message. How you sound is as important as how you look or what you say. Your vocal elements, namely, the tone, pitch, rate, and volume reflect your attitude about yourself, your message, and your audience. Try the following tips to help you use your vocal elements to enhance the impact of your presentation.

*   Speak with enthusiasm and sincerity.
*   Adjust the volume of your voice.
*   Avoid disfluencies or vocalized pauses.
*   Use your optimal pitch.
*   Avoid fast delivery.
*   Use silence and pauses effectively.
*   Articulate each word clearly.

A speaker making a presentation can give the right kind of message and make an impact by following the instructions listed above.

Q17. Explain the features of a good business presentation.

Answer:

A good business presentation should have the following features.

1. Planning: A good presentation should be well-planned and targeted to its audience. It must be based on audience analysis so that the presentation can fulfil audience expectations and can be positioned for proper impact.

2. Structure: The structure of a presentation needs to be understandable and memorable. Listeners expect a logical pattern among the ideas presented for clear understanding. Memorable presentations arouse positive sentiments but they also depend on memorable phrasing and quotations.

3. Visual aids: A good presentation always uses visual aids, such as PPTs, handouts, and flipcharts. Educational psychology has shown that people learn easily and quickly when multiple channels are used to present the information to be learned.

4. Right content: The ideas in a good presentation should be appropriate for the audience. The presentation will fail if the ideas are too difficult or too easy.

5. Preparation and Mastery: The listeners will perceive the presenter as credible and knowledgeable if she displays signs of preparation and mastery of the subject.

6. Lively Delivery: In a lively presentation, the presenter is convinced about the message, and therefore, there is passion in his voice. The dress and gestures of the presenter should draw attention to the presentation rather than to him. The presenter needs to maintain eye contact with the whole audience, indicating confidence and ease.

Q18. What are the advantages and drawbacks of Social media?

Social media refers to online platforms and technologies that enable users to create, share, and interact with content, information, and communities in real-time. These platforms facilitate communication and engagement through various formats such as text, images, videos, and audio.Some of the popular social media platforms are WhatsApp, Facebook, Twitter, LinkedIn, Instagram, YouTube, TikTok, and Pinterest.

Global reach is a major advantage of social media. It helps people to stay connected across the world and supports real-time communication.
Social media also provides easy access to information, spreading awareness about public events and social issues.

For students and professionals, it offers learning opportunities, networking,and scope for creativity.

Finally, businesses use social media as a cost-effective marketing tool and a medium of reputation management.

However, Social Media has the following drawbacks:

1. The rapid spread of misinformation in social media has misled targeted sections of people and created social unrest and violence.
2. The misuse of data gathered from Social Media has given rise to cybercrimes and has raised privacy and security concerns.
3. Excessive usage by students and professionals has led to addiction and waste of time, affecting productivity in their respective domains.
4. Finally, cyber-bullying and online harassment on social media can cause stress and mental health issues.

On the whole, Social Media is a powerful tool, and its responsible and balanced usage is essential for maximizing its benefits and minimizing its harmful effects.

Q19. Edit the following sentences to achieve clarity (Parallel structure):

a) **Edit the following sentences for parallel structure:**

1. We want to talk to our System Administrator and then <u>taking</u> the petition to the CEO.
   Ans.: We want to talk to our System Administrator and then take the petition to the CEO.
2. Their intention was to get good jobs and then <u>deceiving</u> customers.
   Ans.: Their intention was to get good jobs and then deceive customers.
3. The natural forces are neither malicious nor <u>helping</u> people.
   Ans.: The natural forces are neither malicious nor helpful to people.
4. We don't know whether the guest has arrived and <u>his liking for</u> long speeches.
   Ans. : We don't know whether the guest has arrived and whether he likes long speeches.
5. The new manager is tall and well-built but <u>coward</u>.

Ans.: The new manager is tall and well-built, but cowardly

b) **Edit the following sentences for clarity. (Parallel Structure)**

I. The Baker Project would have gone smoothly if <u>reports were prepared on time</u>, we returned their calls, and <u>would have included some sort of follow- up</u>.

Ans.: The Baker Project would have gone smoothly if we prepared the reports on time, returned their calls, and included some sort of follow-up.

II. The team envisioned a successful future through strong leadership, <u>making decisions effectively, and new approaches being tried</u>.

III. The team envisioned a successful future through strong leadership, effective   decision making, and new approaches.

IV. Complete the inventory, <u>calls should be made to distributors, and the accounts   tabulated</u>.

   Ans.: Complete the inventory, make calls to distributors, and tabulate the accounts.

V. Your new investment should perform well in these markets and <u>a high dividend   produced</u>.

   Ans.: Your new investment should perform well in these markets and produce a high dividend.

VI. The issues we need to discuss are <u>accounts that are delinquent</u> and the revised   budget.

Ans.:   The issues we need to discuss are delinquent accounts and the revised budget

c) Edit for clarity. (Parallel Structure)
I.   When you have time, call the distributor and the delivery date shouldbe confirmed.
II.   At the meeting, we plan on discussing the survey and to make recommendations.
III.   Open the file, make changes, and then the information should be saved.
IV.   Jamie's duties include answering phones, to file dockets, and greet clients.
V.   The instructions were to develop a policy and staffs should be informed.

Q20. (a) **Correct the error of modifiers in the following sentences:**

I.   The client will meet you in the reception area <u>for the new account</u>.
   Ans.:   The client for the new account will meet you in the reception area.
II.   He referred to the economics book located on the top of the shelf <u>with the missing cover</u>.
   Ans.:   He referred to the economics book with the missing cover located on the top of the shelf.
III.   A green truck pulled into the lot <u>with red fenders</u>.
   Ans.:   A green truck with red fenders pulled into the lot.
IV.   Items returned by the customers <u>that are broken</u> should go directly to customer service.
   Ans.:   Items that are broken and returned by the customers should go directly to customer service.
V.   The package arrived safely at the front desk <u>filled with new application forms</u>.
   Ans.:   The package filled with new application forms arrived safely at the front desk.
VI.   Employees are often unable to come to the office in time, <u>living in outlying areas</u>.
   Ans.: Employees living in outlying areas are often unable to come to the office in time.

(b) Correct the error of modifiers in the following sentences:
(i)   George will give a presentation at this week's meeting <u>on how to select the best cellphone package.</u>

(ii)   Our merger created a chaos <u>with the other company</u> for us.

(iii)   The truck was pulled into the dock area <u>with huge dents</u>.

(iv)   The applicant was the best candidate <u>arriving late for the interview</u>.

(i)   The report is due in September <u>on policy change</u>.

(c) Use Capital letters and punctuation marks wherever necessary:
   (i)   You are under arrest said the policeman.
Ans.: "You are under arrest", said the policeman.

   (ii)   At the time of independence JawaharLal Nehru said at the stroke of midnight hour when whole world sleeps India would awake to life and freedom.

Ans.: At the time of independence Jawaharlal Nehru said, "At the stroke of midnight hour when the whole world sleeps, India would awake to life and freedom."

LONG ANSWERS (16x2)

Q1.You are the Sales Manager of a Pharmaceutical company. The demand for your products is declining due to competition from other companies. Prepare a report for your boss explaining the reasons and possible ways to overcome the problems.

Charak Remedies Pvt. Ltd.,
Mancheswar Industrial Estate
Bhubaneswar.

TITLE: A report on decline in demand for Pharmaceutical Products.

TERMS OF REFERENCE
The Director (Sales) in his memo of 21stDecember 2025, requested me to:
 (a)Investigate the reasons for the fall in demand for our pharmaceutical products in July-September, 2025.
(b)Suggest corrective steps in the light of the findings.

PROCEDURE:
1. The sales records for the period July-September, 2025 were compared with those for the April-June of 2025.
2. Recent products of other companies comparable to our Pharmaceutical products and their sales records were inspected.
3. One hundred and five customers were interviewed near different medicine shops.
4. The pharmacy shop managers(27) and sales assistants(80) were consulted.
5. Our sales staff (25) were interviewed.

FINDINGS:
1. A study of the sales records shows that sales fell from a monthly average of 8% (April-June of 2025) to an average of 5% during the period July-September, 2025.
2. The sale of comparable products of other companies increased by 4% during July-September, 2025.
3. The customers (105) generally perceived our products as inferior in quality to the products of branded companies. This view was reinforced by poor packaging of our products.
4. The pharmacy shop managers and sales assistants said that they had to dispense medicines according to the doctors' prescriptions, and our products were prescribed by a few doctors only.
5. Our sales staff has been reduced to 25 from the original 40 since 1st January, 2025 and therefore, our contact with doctors and medicine shops has been reduced.

Q2. HDFC Bank has invited job applications from fresh MBA graduates for the position of Assistant Manager (Trainee). Apply for the position with your Resume. The letter should be addressed to the HR Manager (Talent Acquisition), HDFC Bank Corporate Office, Mumbai.

Answer:

Job Application for the Post of Assistant Manager (Trainee)

Date: [Mention Date]

From:
[Your Name]
[Address]
[City, State, PIN]
[Mobile Number]
[Email ID]

Date: [Mention Date]

To
The HR Manager (Talent Acquisition)
HDFC Bank Ltd.
Corporate Office
Mumbai

Subject: Application for the Position of Assistant Manager (Trainee)

Respected Sir/Madam,

I am writing to apply for the position of Assistant Manager (Trainee) at HDFC Bank, as advertised. I have recently completed my MBA with specialization in [Finance/Marketing/HR/Operations – mention your specialization] from [XUniversity], and I am keen to begin my professional career with a reputed organization like HDFC Bank.

During my MBA program, I have developed a strong foundation in banking operations, financial analysis, customer relationship management, and business communication. I also possess good analytical skills, problem-solving ability, and a customer-centric approach, which I believe are essential for this role. I am a quick learner, adaptable, and eager to contribute positively to the organization while enhancing my professional skills.

I have enclosed my resume for your kind consideration. I would be grateful for an opportunity to attend an interview and further discuss my suitability for the role.

Thank you for your time and consideration.

Yours sincerely,

Enc. Resume

_____

_

RESUME

Name:
Address: [Your Address]

Mobile: [Your Mobile Number]
Email: [Your Email ID]

Career Objective

To begin my career as an Assistant Manager (Trainee) in a reputed bank like HDFC Bank with the goal of becoming an expert in the banking sector with an innovative mindset in five years from now

Education

MBA – [Specialization], [University/Institute], [Year]

Bachelor's Degree – [Course], [University], [Year]

Junior College – [Course], [Board], [Year]

School Final – [Course], [Board], [Year]

Work Experience

Internship / Project
Completed internship/project on [Title] at [Organization], gaining exposure to practical business and banking concepts.

Special Skills

Banking and Financial Fundamentals

Customer Relationship Management

Communication and Interpersonal Skills

MS Office (Word, Excel, PowerPoint)

Teamwork and Problem Solving

Achievements

Personal Details
Date of Birth: [DD/MM/YYYY]
Languages Known: English, Hindi, [Others]
Nationality: Indian
References: (1)   (2)

Declaration

I hereby declare that the information given above is true to the best of my knowledge and belief.

Place: [City]
Date: [Date]

Signature:

Q3. You have been called for a job interview scheduled for the next week. Discuss how you would prepare for it.

Ans.: Almost all employers require one or more employment interviews before making a job offer. The employer's purpose in these interviews is to verify information in the Resume, explore any issues raised by the Resume, and get some indication of the candidate's suitability for the job and the probable chemistry between the applicant and the organization. A candidate needs to prepare well for an interview as it is more or less a sales presentation on oneself.

Preparing for a job interview:

1. Researching the organization.
As a result of having developed the resume, the candidate has probably done enough general homework on himself or herself. He / She has a reasonably accurate picture of what he / she wants out of a career. Now is the time to zero in on the organization.

You should learn everything you possibly can about the organization. Research the specific organization in deptt. Go online to learn what has been happening recently with the company. You must read up the Annual reports of the company. Study them and other sources for current product information, profitability, and plans for the future. Learn about the company's history, products and services, corporate structure, its recent stack activity, and the names of its officers.

Compare the individual company with its competitors. Relate what you discover about the company to what you have learned about the industry in general. This broad perspective of the industry will help you to discuss matters more intelligently during your interview.

2. Practising Interview Questions.
The following is a sample of typical questions asked during an employment interview. These questions provide the interviewer with important clues about the applicant's level of knowledge, personality, poise and communication skills.

Before going for your interview, rehearse answering these questions:
- Tell us about yourself.
- Tell me something about yourself that I won't find in your resume.
- Why should we hire you?
- Why would you like to work for our organization?
- What courses did you like best and least during your MBA?
- What are your long-range career objectives?
- What would you like to change in your past?

These questions are fairly straight-forward and easy to answer if you have practiced them. However, your inter viewer may pose more difficult questions and may even try

to create a stressful situation by asking pointed questions, interrupting, or pretending disbelief.

The strategy to use in such a situation is to keep the desired job firmly in mind and to highlight your ability to perform the desired job competently.

Apart from the general FAQs listed above, the interviewer may ask you a few questions from the functional areas, such as Marketing, HR, or Finance. You need to anticipate these questions and practice answering them before attending the interview.

3. **Preparing your Own Questions**

An interview is a two-way communication. So it is legitimate for you to ask relevant questions when invited, and you should prepare such questions beforehand:

- How is an employee evaluated and promoted in your company?
- How would you describe a typical day on the job?
- What are your expectations from new employees?
- What are the organization's plans for the future?

Each of these questions not only secures the need information to help you make a decision but also sends a positive non-verbal message to the interviewer that you are interested in this position as a long-term commitment.

Finally, avoid asking about salary and fringe benefits during the initial interview. There will be plenty of time for such questions later.

4. **Dressing for Success**

The importance of making a good first impression during the interview can hardly be overstated. Apart from bolstering up your confidence, the most effective strategy for making a good impression is to plan your dress, grooming and posture for the interview.

These are the four crucial steps for a candidate in preparing for a job-interview.

Q4.Discuss the points you will bear in mind while preparing a presentation. What tips would help you deliver a persuasive and powerful presentation?

Ans.: An oral presentation is a live mode of sharing information with a select audience. It is a participative two-waycommunication process characterized by the formal and structured presentation of a message, using visual aids. There are three stages of preparation before the delivery of an effective presentation:

1. Planning   2. Preparing   3.Practising

One should bear the following important points while preparing a presentation.

The **first stage** of planning involves purpose identification, audience analysis, analysing the occasion, and the process of selecting and narrowing the topic of presentation. While preparing a presentation, one should define the purpose. This will make the presentation focused and give it clear objectives. A general purpose as well as a specific purpose should be identified. General purposes include:

> • *To inform—to share information*
> • *To persuade—to change behaviour, attitude, belief, values, and so on*
> • *To demonstrate—to help listeners know how to do something*

Identifying the specific purpose of a presentation involves identifying an observable measurable action that the audience should be able to take as a result of the presentation. For example,

> • *At the end of my presentation, the audience will be able to describe three advantages of using HPprecision Scan LT software.*

Secondly, the presenters should analyze the Audience. The desired results cannot be achieved in a presentation unless the person making the presentation knows his/her audience well. Audience analysis is an integral part of the process of oral presentation. It includes identifying audience characteristics, analyzing audience needs and expectations, and identifying factors for getting and maintaining audience attention.

Thirdly, the presenter should analyze the Occasion and give a suitable title to the presentation. The occasion includes the venue and the duration of the presentation. The venue should have the necessary infrastructure and facilities such as lighting and projector. Whether the presentation is for 15 minutes or half an hour will determine the content of the presentation.

The **fourth step** of preparation requires the presenter to develop the central idea of the presentation and the main ideas that will support the central idea.

Once an outline of the main ideas is ready, the presenter should collect all relevant supporting ideas from various sources of information including the Internet.

The **fifth step** is organizing the ideas collected into the 3 parts of the presentation: Introduction, Body, Conclusion. The introduction should capture the audience attention, introduce the subject, and give an overview of the presentation. The body contains the main content of the presentation. Each main point should be supported by appropriate augments or examples. The speaker must use the right transitional devices to indicate a change of point. The body must be structured well for clarity of presentation. The conclusion part of the presentation should summarize the presentation and motivate the audience to respond. While structuring the presentation in the above way, the presenter should also decide on the visual aids to be used. (S)he should also anticipate the audience's questions to be faced after the presentation.

In the **sixth and final step** of preparation, the presenter should rehearse or practice the presentation at least twice before the delivery. The timing and clarity of presentation can be improved on the basis of feedback from a live audience of friends or fellow workers.

The above are the six steps in the preparation for a persuasive and powerful presentation.

Some of the **useful tips for effective delivery** of a presentation are:

1. Start with confidence. Communicate confidence, warmth and enthusiasm for the presentation.
2. Maintain steady eye contact with the audience in different parts of the room.
3. Refine gestures to project a relaxed, approachable appearance.
4. Move from behind the lectern and towards the audience to reduce the distance.
5. Exercise strong vocal qualities.
6. Use the visuals effectively.
7. Close in a memorable way.
8. Keep within the time limit.

Q5. How would you plan and prepare for writing a business report?

Ans.: Whether one has to write a short informal report or a long formal report, one needs to plan and adopt effective strategies. As reports are systematic attempts to discuss problems, situations or conditions, and stimulate thinking or action in individuals and groups, a systematic plan of writing should be followed.

The following steps will help in organizing and presenting the report systematically.
1. Analyze the problem andpurpose.
2. Determine the scope of thereport.
3. Determine the needs of theaudience.
4. Gather all theinformation.
5. Analyze and organize theinformation.
6. Write the firstdraft.
7. Revise, review, andedit.
8. Write the finaldraft.

Analyze the Problem and Purpose

The process of writing an effective reportbegins with an objective analysis of the problem that is to be discussed and the objectives of writing the report. In other words, the following two questions need to be answered before beginning to write a report:
1. What do you want to present or discuss in thereport?
2. Why do you want to write it?

Answers to these questions will help in identifying the problem that led to the writing of the report and determining the purpose of the report. Defining the purpose of the report will give it direction and make it focused.

Determine the Scope of the Report

In order to keep the report precise and to the point, the amount of information gathered should be limited to the most essential and important facts. It is important to define a reasonable scope of the report. By determining the scope of the report, the writer will be able to decide what should be covered in it, and gather appropriate background information and supporting data. The scope of the report should be narrowed down and made specific so that a reasonable length is maintained.

Determine the Needs of the Audience

When a report is being planned, the writer should know who will eventually read it. However, many report writers ignore their readers. A report will be effective only if the writer is able to connect his/her purpose with the interests and needs of his/her readers. The following questions are relevant in this context.

- Who make the audience? (age, education, subject knowledge, status, language level, and soon.)
- How is the report relevant to the audience?
- How much background information will the audience need?

Answers to these questions will provide essential information about the readers that will help the writer to make important decisions about the content, the nature of information that he/she needs, and the level of language that he/she should use in his/her report.

Gather All the Information

Once the problem and purpose has been analyzed, the scope is defined, and the audience has been analyzed, the writer is ready to gather information. As he/she knows what he/she is looking for, he/she may find it very easy to gather information. He/she may gather information through primary sources (discussions, interviews, observation, surveys, questionnaires, experiments, and so on) or secondary sources (Internet, reports, books, journals, dissertations, magazines, pamphlets, newspapers, and so on) However, it is important to ensure that the information is accurate, bias free, current, and relevant.

Analyze and Organize the Information

Once the information has been gathered, the report writer needs to analyze and organize it. Analysis of information involves evaluating the information objectively, making comparative analyses of different sets of information for obtaining new ideas, and interpreting facts and figures for their relative importance. Organizing the information involves using an appropriate logical pattern to arrange the information in the report. Before actually organizing the information, an outline may be prepared by putting them

under the following headings:

- Title
- Terms Reference
- Procedures
- Findings
- Conclusions
- Recommendations

Writing the First Draft

Once the outline has been prepared and the organizational pattern of the report has been decided, the first working draft can be written.

Reviewing and Revising

Once the rough draft of the report has been written, it should be reviewed, edited, and revised in order to improve the quality of its content and presentation. Reviewing is the process of analyzing whether the report achieved its purpose. Revision focuses on improving the content and language of the report.

Writing the Final Draft

Once the rough draft of the report has been reviewed and revised, the final draft can be composed. When writing the final draft, the following points should be taken care of:

- The report should be simple, clear, concise, direct, and readable.
- Appropriate words, short sentences and meaningful paragraphs should beused.
- Important points should be emphasized.

These are the steps through which one can plan and prepare for writing an effective Business Report.

Q6. Discuss the Barriers to Communication? How can you reduce their effect?

The important barriers commonly found in the communication process are :

(i) Semantic Barriers
(ii) Psychological Barriers
(iii) Organizational Barriers
(iv) Cultural Barriers
(v) Physical Barriers
(vi) Non-verbal Barriers

(i) **Semantic Barriers:** Semantic barriers refer to the fact that different people assign different meanings to one particular message. These barriers arise from :

a. _Words having similar pronunciation but different meanings:_ Take for example, the three homonyms, *sight*, *site*, *cite*. While the sender says 'sight'(meaning scene), the receiver may understand it as "site' (meaning location).

b. _Improper encoding:_ Lack of clarity and precision in the message at the encoding stage leads to confusion and misunderstanding.

c. _Faulty decoding:_ The receiver's assumptions about a concept may be different from those of the sender, and result in the faulty decoding of the message.

d. _Specialist language:_ The use of technical jargon or specialist language by the speaker leads to incomprehension by the listener who may not be familiar with their meanings.

(ii)   Psychological Barriers:
   a. *Filters:* When we communicate, our personal experience and view of the world serve as the background of the message. Each of us sees the world through some mental or psychological filters. The sender of a message sees the world through one set of filters and the receiver has a different set of filters. Ordinarily, we manage to communicate in spite of these varying sets of filters. However, if the filters are very powerful and opposed to each other, they can totally block the communication and become barriers.

   b. *Halo Effect:* Sometimes, two persons in a communication situation do not listen carefully to each other because of fixed impressions based on their earlier interactions. This is known as the halo effect which may disrupt communication.

   c. *Emotional Interference:* Communication is a purposeful activity based on reasonable and calm interaction. For effective communication, the people involved should be in a composed emotional state; they should not be emotionally charged (for example, very excited/nervous/angry). Over-arousal of emotions may adversely affect both encoding and decoding of messages.

(iii)   Organizational Barriers

a. *Organizational Culture:* The culture and climate of an organization has a great influence on the freedom, trust and interaction pattern among its employees. The rigid rules and regulations of an organization may channelize the flow of information in the wrong direction.

b. *Bypassing:* 'Bypassing' refers to miscommunication resulting from missed meanings. Bypassing prompts the employees to hide their inner feelings. This leads to the absence of free and transparent exchange of feelings and facts which is an essential aspect of effective communication.

c. *Information Overload:* Information overload describes a situation where too much of information is communicated to an employee. As a result, (s)he is unable to cope with the large quantum of information and misses the important pieces of information. Thus, information overload acts as a barrier in communication.

(iv) Cultural Barriers :

People of different socio-economic and cultural backgrounds often form different perceptions because of differing cultures. Thus, differing cultural values may become barriers in inter-cultural communication. For example, when a Japanese says "Yes,(s)he means – "Yes, I am listening", whereas an American would take it as meaning "Yes, I agree".

(v) Physical Barriers :

Physical distractions can easily disrupt communication. Any element in the environment that restricts one's ability to concentrate on the communication at hand hinders effective communication. Such distractions are called noise. Examples of environmental noise are: music played in high volume, poor sound system (acoustics), extreme temperature, uncomfortable seating, poor telephone connections and unclear photocopies of handouts.

(vi) Non-verbal Barriers: Non-verbal signals, often referred to as body language, can provide valuable feedback on verbal communication. Such signals include facial expressions, gestures, body movements, eye contact and head movement. Non-verbal barriers to communication include (a) inappropriate signals and (b) conflicting signals.

a) Inappropriate Signals

Many non-verbal signals vary from culture to culture. People belonging to different cultures are likely to use and interpret non-verbal signals in quite different ways. This may result in miscommunication.

b) Conflicting Signals

It may so happen in a communication situation that the body language of the speaker conveys a feeling or a message opposite to what his/her words convey. This may cause confusion and miscommunication.

To conclude, communication may not always be smooth and total as there are various barriers which hinder the smooth flow of communication and result in miscommunication. However, success in communication can be achieved,

i) if the sender uses clear and unambiguous language at the encoding stage,

ii) if the receiver practices Active Listening,

iii) if noise and distractions in the physical environment are avoided, and

iv) finally, if a flat organizational structure and harmonious work culture is developed.

****

Short-Answer Questions (2 marks)

Module – I

1. **Define two-way communication.**

   Ans. **Two-way** Communication may be defined as "the sharing or exchange of information, ideas and feelings between persons or groups through a common language or code of symbols". In Two-way Communication model, the Receiver's Feedback is very important for the communication cycles to continue.

2. **Why is feedback important in the process of communication?**

   Answer: Feedback refers to the reverse flow of information from the Receiver to the Sender. Through feedback, the Receiver indicates to the Sender whether and how far the sender's message has been received and understood. Without feedback, communication becomes one-sided and thus loses the qualities of 'sharing' and completeness.

3. **Why is communication crucial in an organization?**

   Ans. : Communication is of crucial importance in an organization because :

   i)   It is essential for successful and smooth running of the organization through communication of goals, policies and instructions and creation of a healthy, conductive environment;

   ii)   Communication failures can affect productivity and lead to organizational sickness;

   iii)   Communication is essential for performance of various managerial functions.

4. **What do you mean by the 'grapevine'? How is it useful in internal business communication?**

   Answer : Informal channels of communication existing within an organization are called the 'grapevine'. Informal channels develop by themselves without planning, in situations where the employees meet and talk.

   An informal communication network is useful in the following ways:

   a. It is speedy and spontaneous in comparison with formal communication.
   b. It is multidirectional; it can flow in any direction.
   c. It strengthens the social relations in an organization.
   d. It supplements formal communication in an organization.

   Certain matters which are difficult to communicate through formal channels can be easily and effectively communicated through the grapevine. For example, feedback on

the feelings of employees towards executives regarding a particular decision can easily be obtained through informal channels.

5. **"The grapevine cannot be completely eliminated from organizations." Explain.**

Ans.: The grapevine refers to the informal communication channels in an organization. It exists in all workplaces, and it is an informal extension of the formal system of organizational communication. In a way, it is a corrective to the management's information system. The gap in formal communication is filled by informal gossip circulated among employees who form relationships. Since the grapevine

(ii)   Satisfies a deep-seated human need to share information,
(iii)   Gives psychological satisfaction to the participants, and
(iv)   Fills a gap in formal communication, it cannot be completely eliminated from organizations.

6. **What are the characteristics of horizontal communication? Mention its advantages.**

Ans.: Horizontal communication refers to the flow of information and ideas between persons of equal rank either of the same or different departments in a company. Horizontal communication can   also take place between professional peer groups working at the same level in the company hierarchy.

The following are the advantages of horizontal communication:

a) It is less formal and structured than downward or upward (vertical) communication.
b) It creates mutual trust and understanding among different departments and solves interdepartmental problems.
c) It facilitates co-operation and co-ordination among different individuals and departments   in an organization.

7. **What are the characteristics of diagonal communication? What are its merits?**

Answer: Diagonal communication takes place when persons in an organization interact with each   other   irrespective of their hierarchical status and established reporting relationships. For   example, the Production Manager talking with a salesperson to get his opinion on customer   preferences is an example   of diagonal communication. The merits of diagonal communication   are:

a.   It facilitates quick decisions.
b.   It builds an atmosphere of trust and co-operation.
c.   It boosts the morale of the bottom-level employees.

8. **What is Oculesics? What is the significance of Eye Contact as non-verbal communication?**

Ans.: Oculesics is the study of the ways eyes are used during a communication exchange. This includes eye contact and the avoidance of eye contact. Eye contact is an effective tool for indicating attention and interest, for influencing others, for or regulating interaction, and establishing dominance. Through eye contact, a speaker captures the audience's attention and convinces the listeners of his sincerity and confidence. The avoidance of eye contact can signal a lack of confidence or honesty. It can also help maintain psychological distance. This is the significance of Eye Contact as non-verbal communication.

9. How is Haptics useful in non-verbal communication?

Ans. Haptics or communication by touch is an important form of non-verbal communication. Although used most frequently during greetings and departures, touching may occur in a variety of circumstances, including a conversation. Touching comes in the form of pats, hugs and handshakes. It is now well accepted that people greet each other and introduce themselves to one another with a handshake.

Touch is an important way to convey warmth, comfort and reassurance.

10. How is Critical listening different from Content listening ?

Ans.: The purpose of content listening is only to receive information. An example of content listening is listening to the highlights of the company's performance during the CFO's live talk on the intranet. There is no scope for evaluation and judgment in content listening. On the other hand, in critical listening one has to analyze the situation and the speaker and focus on the logical aspects, implications, and the intention of the speaker. For example, when a salesperson gives a product demo and talks about only the merits of the product while undermining competitors, the listener has to move into critical listening.

11. What rules of etiquette would you follow while using your cell phone?

Ans.: Some rules of etiquette to follow while using a cellphone are:

a) Keep your voice low when using your cellphone in a public place so that you do not disturb others.
b) Avoid receiving calls during meetings.
c) Keep the duration of the call as short as possible.

12. What do you mean by the minutes of a meeting? Explain its importance?

Ans.: The minutes of a meeting is an accurate written record of the discussions and decisions in a meeting.

Its importance lies in the fact that a written record is essential for future reference and action guidance. Moreover, for many business meetings, keeping the minutes is a legal requirement under the Company law.

13. What are the main contents of the minutes of a meeting?

Ans.: The main contents of the minutes of a meeting include:

(a)   The date and time when the meeting was held.

(b)   Names of the persons present.

(c)   Discussions and decisions taken on each item of the Agenda sequentially.

MODULE –II(IMPORTANT)-Short answers-2marks

14. What are the differences between an efficient reader and an inefficient reader ?

Ans.: The following are the differences between an efficient reader and an inefficient reader.

An efficient reader	An inefficient reader
1. Reads by word-groups	1. Reads word by word
2. Adjusts reading speed to the reading purpose.	2. Reads every text at a slow speed.
3. Sets the purpose of reading before reading.	3. Reads every text casually without a purpose.
4. Uses different sub-skills of reading according to .	4. Reads every text in the same way.

15. Why is the subject line of an e-mail important?

Ans.: The subject line of an e-mail is important because while browsing mail, a manager has to pick and choose which mails to read on the basis of the subject line.

16. Some employers prefer a chronological resume instead of a functional resume. Why?

Ans.: Some employers prefer to see a chronological resume instead of a functional resume, because:

a.   They are familiar with the chronological format and can easily find the required information;

b.   It highlights growth and career progression; and

c.   It highlights employment continuity and stability.

17. What is a Resume?How is a Chronological resume different from a Functional resume?

Ans.:A Resume is a brief record of one's personal history and qualifications, which is typically prepared by an applicant for a job. It shows how the candidate's education, work experience and achievements have prepared him for the job applied for.

The differences between a chronological resume and a functional resume are as follows:
a) In a chronological resume the educational qualifications and the work-experience sections dominate and are placed immediately after the career objective. A

functional resume, on the other hand, emphasizes a list of skills and accomplishments and puts education and work-experience in subordinate sections.

b) The chronological resume is appropriate if your career and employment history show continuity. In contrast, the functional resume is appropriate if you lack continuous academic progress or continuous employment

18. **What is the purpose of a Report introduction?**

Ans.: The purpose of a Report introduction is to state the purpose of the report, to give background information on the issue / problem under investigation, and to furnish the Terms of Reference.

MODULE – III(IMPORTANT) **Short answers-2 marks**

19. **What is consensus in a group discussion?**

Ans.: A consensus in a group discussion means that all members of the group have come to have a common viewpoint regarding the topic under discussion and are in complete agreement.

20. **Mention some non-functional behavior patterns in GD.**

Ans.: Some non-functional behavior patterns in GD are:
1. Speaking too much and trying to monopolize the discussion
2. Interrupting a group member in the middle of a sentence
3. Making fun of group members
4. Engaging in sub-group conversations
5. Losing temper

21. **Why should we use visual aids in a presentation?**

Ans.: We should use visual aids in a presentation because
1. They can serve the purpose of speech notes, and raise our confidence level;
2. They increase audience interest; and
3. They add to the clarity and precision of the presentation.

22. **What is an impromptu presentation?**

Ans.: An impromptu presentation is a presentation made unexpectedly on the spot without preparation and demanded by a situation. *For example*, when a manager has started giving a presentation on a project he comes to realize that the audience has no background knowledge of the project, and so he has to make an impromptu presentation on the background before coming to the prepared presentation.\

23. **How do rehearsals before a presentation help the presenter?**

Ans.: Rehearsals before a presentation help the presenter to:

- Co-ordinate speech with visual projections,
- Know if the information has been properly edited,
- Check the duration and make adjustments in time, and
- Reduce stage fright.

SECTION - B

ANSWERS OF MEDIUM LENGTH (6 marks Questions)

Module – I

Q-1: **"The Grapevine can be used for the management's benefit." How?**

In the larger perspective , grapevine is often described as the barometer of public opinion. Therefore, in the organisational framework howsoever well structured or disciplined it is—the importance of grapevine is a well recognised truth. Its advantages

- Grapevine acts as a safety valve in time of stress and threat, and provides emotional relief to all those who are a part of the grapevine.
- It can raise the morale in times of difficulties at the personal or group levels.
- Functions in addition to official channels of communication with the distinct advantage of greater speed of transmission.
- Provides much needed feedback to the management when many other channels have dried up.
- If properly used and efficiently handled, the management of an organisation can turn it into a constructive tool.

Effective Use of the Grapevine
Management can use it as a constructive tool in the following ways :
1. Keep the employees well-informed about policy matters and future plans and prospects to check speculation.
2. Organize group activities to enhance knowledge, skills and self-worth of the employees.
3. Follow open-door policy without an eye on popularity.
4. Identify leaders and win their confidence.
5. Associate them with the decision-making process.
6. Plant desirable stories in the interest of the organization

Finally, managers need to combat the identified causes and disseminators of the rumours. As counter measures,managers should feed the grapevine with actual information and seek to get the facts through the informal channels of communication.

Q-2: Why are formal channels indispensable to an organization? Describe different types of formal channels.

Formal Communication Channels are those channels which are designed by the management to channelize the flow of communication along the formal structure of the organization. Such communication flow is created along official positions to ensure regular, smooth, orderly, accurate and timely flow of information. Without this communication flow, an organization cannot function and achieve its goals. Therefore, the formal channels are indispensable to an organization.

The advantages of formal channels are:

    (1) They maintain the authority structure of the organization, and ensure accountability.

    (2) They facilitate co-operation and co-ordination.

    (3) They circulate reliable information.

However, on the downside, they are time-consuming, and they do not contribute to the social and emotional bonding among employees.

Formal channels are of the following four types according to the direction of the flow of communication.

    (i)   **Downward Communication:** Downward communication refers to the flow of information from the superiors to subordinates in an organization. A communication from the general manager of a company to the branch managers is an example of downward communication. Downward communication is essential for the efficient functioning of an organization.

            The first problem associated with downward communication is that information is quite often lost or distorted in its journey down the chain of command. It is time consuming; the more the levels, the more chances of delay or dilution of information.

    (ii)   **Upward Communication:** Upward communication is the flow of information in an organization from lower levels to higher levels. As an example, when a Marketing Manager submits a report of a market survey to the Vice President (Marketing), (s)he is using the upward channel to communicate. The main purpose of upward communication is to provide feedback and suggestions on different areas of organizational functioning.

The upward flow of communication often creates a psychological problem. Generally the higher-ups do not like to be 'told' by their subordinates or to take their suggestions. As a result, the employees may feel let down and reluctant to participate in upward communication.

(iii) **Horizontal Communication:** In horizontal communication, messages flow among members of the same work group or among managers at the same level belonging to different departments or divisions. The communication between the Marketing Manager and the Production Manager is an example of horizontal communication. The purpose of horizontal communication is to facilitate co-ordination and harmony among work groups or departments in an organization.

Horizontal communication takes place mostly during committee meetings or conferences where peers interact with one another and take decisions or prepare inter-departmental reports. This channel of communication is necessary for inter-departmental conflict resolution and co-ordination.

(iv) **Diagonal Communication:** Diagonal communication takes place when employees in an organization communicate with one another beyond hierarchical status and established reporting relationships. The Production Manager (higher level) communicating with salesmen(bottom-level employees) of the marketing department to get their suggestions is an example of diagonal communication. Diagonal communication is the result of the growing realization of fraternity and common concerns in the corporate sector. It promotes trust and co- operation among managers and employees and expedites work.

On the downside, however, diagonal communication can encourage indiscipline and power-play among employees. It can also create coteries or favoured groups around a power – loving manager to the detriment of the organization.

These four types combine to create the network of formal channels in an organization.

Q-3:   What is Ethos, Pathos, Logos, and Syllogism?

Ans.: Aristotle, the versatile philosopher of ancient Greece, proposed three kinds of appeals in persuasive communication, namely, Ethos, Pathos, and Logos.

- ❖ ETHOS: An ethical appeal or ethos refers to information or an association that provides credibility for us, or our product or position.

 Examples:

- Cite recognized authorities on the subject of discussion.

- Establish yourself as an expert in the subject.

- Show yourself as being fair-minded, balanced, and objective.

- ❖ PATHOS: An emotional appeal or pathos works by eliciting an emotional response from the reader.

Examples:

- Appeals to the desire for social status

-Appeals to the desire to be loved or admired, to be popular or respected

- ❖ LOGOS: A logical appeal or logos consists of factual information and data with logical reasoning. Business audiences prefer to be persuaded by logical information.

- ❖ SYLLOGISM: A syllogism is a form of deductive reasoning introduced by the Greek philosopher Aristotle. It consists of 2 premises – one Major, and the other Minor, and a conclusion that logically follows from them.

Example:

1. *Major premise(a general statement): All humans are mortal.*

2. *Minor premise(a specific statement): Aristotle is a human.*

3. *Conclusion: Therefore, Aristotle is mortal.*

- • Logos often employs syllogisms as a tool to persuade through logical reasoning.

Q-4:   "Time and tense are not the same". Explain.

Answer:
Time is an essential element in states, actions and events expressed by the verb. The finite verb in a sentence tells us when an action or event takes place withreference to the time of

speaking or writing. The time of speaking is Now or the present. We look backwards from the point NOW into the past or look forwards from that point into the future.

Examples :
Sunita has a headache (now).-Present Time
Sunita had a headache (yesterday).-Past Time
Sunita will have a headache (tomorrow).-Future Time

Thus, time which is an element of our experience has three divisions : present, past and future.

The term 'tense' refers to the different forms which a verb takes to indicate 'time reference'. Tense is not time, although it refers to time. Time is something that exists outside language. Verbs take different forms when they are used to refer to actions or events taking place in different 'periods' of time, and it is these forms of verbs that we call tense.

Tense is a grammatical marker on the verb. In English, there are only two such markers – Present and past. In English, there are only two tenses through which we can express actions and events happening in all these three divisions of time.

Examples :
We like ice-cream very much.
We liked ice-cream very much.

English does not have a future tense. The speakers of English use the present tense forms to express future actions and events.

Examples :
It is going to rain tomorrow.
We will visit you next Sunday.

Module – III (6 marks Questions)IMPORTANT

Q-5:Discuss various types of interview conducted in business organizations.

Ans. : Most companies conduct various types of interviews before hiring a new employee. While the number and type of interviews vary among companies, applicants typically begin with a screening interview, an in-depth interview, an on-site interview with multiple interviewers, and sometimes a stress interview. Depending on the goals of the interviewer, interviews may follow a structured or an unstructured approach.

Structured Interviews:
In a structured interview, generally used in the screening process, the interviewer follows a predetermined agenda, including a checklist of items or a series of questions and statements designed to elicit the necessary information or interviewee reaction. Because each applicant answers the same questions, the interviewer has comparable data to evaluate. A particular type of structured interview is the behaviour-based

interview, in which applicants are asked to give specific examples of occasions in which they demonstrated particular behavious or skills. The interviewer already knows what skills, knowledge, and qualities successful candidates must possess. The examples you provide will allow him or her to determine whether you possess them.

Unstructured Interviews:

An unstructured interview is a freewheeling exchange that may shift from one subject to another, depending on the interests of the participants. Some experienced interviewers are able to make a structured interview seem unstructured. The goal of many unstructured interviews is to explore unknown areas to determine the applicant's ability to speak comfortably about a wide range of topics.

Behavioral interviews: In behavioral interviews, interviewers ask how the candidate behaved in a particular situation in the past. The basic idea is that past behavior of the candidate is an indicator of how he/she is likely to respond in similar situations in the futures for example, the interviewer may ask- "Tell me one situation in office when y9ou had a conflict and how you dealt with it"

Stress Interviews:

A stress interview is designed to place the interviewee in an anxiety-producing situation so an evaluation may be made of the interviewee's performance under stress. In all cases, interviewees should attempt to assess the nature of the interview quickly and adapt to the changing demands of the stress interview. An example of a stress interview questions is: "What would you do if a customer insulted you in front of your fellow workers?" Or "I think, you are ineligible for this job. You cannot do well in this job, even if you try your best. Can you accept our assessment?"

Telephone / Video Interviews: Many companies from Microsoft to Nike, are now screening candidates through video or telephone interviews and are saving money and time in the process. They have direct hookups with the career services centres of colleges and universities to interview students. These virtual interviews allow students to meet large companies who typically would not visit colleges with small applicant pools and to interview with companies who could not travel because of financial constraints or other reasons. Students simply sit in front of a camera, dial in, and interview with multiple interviewers; in some cases, several applicants are interviewed simultaneously.

As expected, some candidates who interview well in person may fail on camera. Because of the additional stress of functioning under the glare of a camera, video conferencing is an excellent method to screen out candidates who cannot work under pressure. Likewise, a candidate who can't operate the controls would likely be eliminated from a highly technical position.

You should prepare for a virtual interview differently than you would for a traditional interview. Arrive early and acquaint yourself with the equipment; know how to adjust the volume, brightness, and other camera functions so you can adjust the equipment for optimal performance after the interview begins. Second, concentrate on projecting strong nonverbal skills; speak clearly but do not slow down; be certain you are centered in the frame, sit straight; look up, not down; and use gestures to communicate energy and reinforce points while avoiding excessive motion that will appear blurry.

Q-6: You attended an interview for the position of Management Trainee (Marketing) in X-Company last week. Write an e-mail to the HR Manager of the company who interviewed you, thanking him/her for your experience during the interview.

Ans. :

8th January,2026

To
Ms. JayalaxmiSamant,   <>
Manager(HR)
X Company Ltd.
Chennai.

Subject : Thanks.

Dear Ms. Samant:

I am writing this mail to express my thankfulness to you for conducting the best interview of my life during X company(India)'s Campus placement at BIITM, Bhubaneswar on 5th January, 2026.

I feel glad to say that your way of making the candidates feel easy to answer questions and give their best account during the interview was remarkable. Your style of communication and empathetic treatment of a job-seeker like me are unparalleled within my experience.

I would not hesitate to confess that my experience of the interview was so satisfying and edifying that I won't feel very unhappy even if I am not selected for the sinecure job in your esteemed company. However, I would consider myself very lucky if get an offer, because my image of your esteemed company has gone a notch higher due to your excellence.

Thank you again. I would have missed much if I did not attend the interview.

Respectful regards.

Anupama

Q7. What are the important things to remember while video-conferencing?

OR

Write some important rules to maximize the effectiveness of video-conferencing.

Video-conferencing entails the transmission of images (Video) and speech (Audio) back and forth between two or more physically separate locations. It is used for business meetings, interviews, and urgent interactions facilitating quick decision-making. Used effectively, video conferencing gives significant benefits of increased productivity and reduced costs for a business organization.

Some of the ways to maximize the effectiveness of video-conferencing are as follows:

1. Room Dynamics: Blue colour should be used as background colour on the wall facing the camera. Curtains should be drawn and doors kept shut while conducting the conference. Lighting should come from overhead, and there should be no bright light behind the participant.

2. Microphone: The microphone should be positioned at an equal distance of about 2 – 3 feet from all participants. One should avoid moving the microphone while conferencing because movement sounds are amplified by the microphone.

3. Clothes and colours:Colours of clothes that work well in video conferences are blue, pink and green. Avoid white and black and stripes.

4. Call preparation: Familiarize yourself with the room, the equipment and its operation. Arrive in advance to check if everything works: from dial-up connection to camera, lighting, and seating arrangements.

5. Meeting etiquette: In a video conference, a protocol may be agreed upon regarding asking participants to raise their hand to speak or ask a question so that people do not talk over each other.

6. Speaking: Wait for the image of the other person and your own image to appear on the screen before beginning the discussion. First introduce yourself and your team. Always try to speak clearly and slowly. Direct your message or question by specifying the person you are addressing. Maintain face-to-face connection as much as possible. And finally, plan for a 10-minute break every 50 minutes.

SECTION – C

LONG ANSWERS (16 marks Questions)

Q-1: How is listening important for a professional? Briefly discuss the barriers to listening and the strategies for improving the listening skill.

Ans. : Listening is the communication skill we use most frequently. Recent surveys have established its importance. 45% of the time of a business professional is spent in listening. Employees come to a manager with inquiries, suggestions, proposals, comments and complaints. This requires effective listening on the part of the manager. The higher a manager is in the corporate ladder, the more time he/she spends in listening to others. The managers who are rated most highly by their subordinates are good listeners. However, most professionals are poor listeners. This is why effective listening is very important for business professionals.

Listening is the process of receiving and interpreting the spoken word. Listening begins with physical hearing or sensing of the oral message. Once the listener is able to recognize the sound patterns, he or she has to decode and interpret the message. After the message has been decoded and interpreted, its truth value and significance are evaluated, and an appropriate response is given by the listener. Thus, the process of listening consists of sensing, decoding, evaluating, and responding.

STRATEGIES FOR IMPROVING THE LISTENING SKILL

Most of us are poor listeners and active listening requires efforts. But the good news is that we can improve our listening skill. Research at the university of Minnesota shows that individuals who receive training in listening improve their listening skill by 25% to 40%. We can achieve similar results if we think strategically about listening and make a few simple deliberate choices as follows :

(a) Decide what your goals are for the interaction :

Skilled listeners think about the purpose of their interaction and act accordingly. The purpose of oral communication in a business organization include :

    (i) To exchange information

    (ii) To build working relationships

    (iii) To arrive at a decision

    (iv) To feel good

    (v) To make someone feel good

(b) Be aware of your options during the interaction :

If you have the purpose of the interaction in mind, you can then choose when to talk and when to listen during the conversation, when to clarify and when to listen attentively. Good listeners always consciously make a decision when to talk and when to listen. This awareness helps one to keep control over one's listening and speaking.

There are a few effective suggestions on when to speak and when to listen :

(i) Don't assume that you have to talk more : Very often, one who listens more influences the interaction more. So one must stop talking more and then try to listen more.

(ii) Show your interest in the interaction : If the listener gives the impression that (s)he is listening to understand rather than to oppose, this will create a friendly climate for information exchange and co-operation.

(iii) Remove distractions : Certain activities such as playing with a pencil or pen, shuffling papers, looking at the watch and multi-tasking by the listener distract the speaker. In order to get better input from the speaker, the listener should stop doing such things and focus fully on the speaker's words.

(iv) Empathize with the speaker : If the listener places him or her in the speaker's position and looks at things from his or her point of view, (s)he has a better chance to improve his listening ability.

(v) Ask questions : While interruptions by the listener should be avoided, positive interventions by the listener are desirable. The listener should ask appropriate questions at the right opportunity to elicit more information and clarify doubts. In fact, most speakers would welcome this as it not only provides feedback but also provides an opportunity to clarify the message and correct misunderstandings. Asking questions also tells the speaker that the listener has interest and involvement in the communication process.

(vi) Refocus, when the conversation lags : When the conversation seems to become uninteresting for some reason, it is for the listener to ask the other person questions that will again make the conversation warm, or to talk more about a relevant topic and invite the other person to talk about it.

(vii) Concentrate on contents and listen for signposts : Bring your total focus on the contents of the speaker's input and be aware of the signposts for his / her organization of ideas such as "To begin with …", "Secondly …", "On the other hand…", "In conclusion…", etc.

(c) Avoid negative feelings and attitude

(i) Guard against your personal biases interfering with your understanding.

(ii) Refrain from argumentation and criticism.

(iii) Avoid impatience : Patience is an important attribute of good listening. The listener should wait for the speaker to complete his or her part of the talk and avoid derogatory or cynical comments. Every speaker has a train of thought, and gestures of impatience on the part of the listener may disturb the speaker's train of thought.

(iv) Don't lose your temper : Good listening calls for the right temperament. Even if the listener thinks that the speaker is not right, this does not give him or her a right to instant reaction and bad tempers.

The above three strategies with their sub-points, if adopted, has every chance of improving one's listening skill.

4. (d) FINALLY ADOPT ACTIVE LISTENING PRACTICES OF:

   a) **Asking questions**

   b) **Paraphrasing for clarification, and**

   c) **Interpreting and analyzing the speaker's message.**

Q2. How would you plan and prepare for a meeting?

Ans.: In planning a business meeting, one should plan for both the meeting content and the meeting process. The meeting content will address task needs while the meeting process attends to social needs. The following are the important steps in the planning process.

1. **Be clear about the purpose:**
   Most people agree that a productive meeting will follow an agenda. The most productive meetings, however, are the ones in which, even before considering the items on the agenda, attendees are clear about the overarching objective of the meeting. A clear objective provides a clear direction for the meeting. For even greater clarity, the objective can be stated in terms of desired results or outcomes. An outcome is a clear description of what you will deliver by the end of the meeting.

For instance:

Objective: Finalize budget recommendation

Outcome: Finalize departmental fiscal year budget for corporate budget review.

2. **Create an Agenda:**
   An agenda is an outline of things to be discussed at the meeting, along with a time frame for each item. To create your agenda, first look to the meeting objective, since your agenda is a path to achieving it. Then look to the participants since they will also have ideas about what is important. Two important tips about the agenda are:
   - Prioritize agenda items in terms of importance to most participants.
   - Assign realistic amounts of time to each agenda item.

3. **Prepare in Advance**
   Take the time to prepare for the meeting. This may take only a few minutes to collect your thoughts and jot them down or it may take hours for a formal presentation. Advance preparation allows the meeting to move forward smoothly, eliminating wasted time and the impression that the meeting was unproductive.

   After paying attention to the above aspects of meeting content, one should plan the meeting process as follows:

4. Who will participate?

On a small project team or task force, it will be easy to determine who should participate in meetings. However, in other situations, it is not always a clear choice. These questions provide a useful filter for choosing participants:

- Whose inputs do we need?
- Who is needed to make a decision?
- Whose consent do we need to move forward?

Answers to these questions will help determine who needs to attend the meeting or even whether the meeting needs to be held or not. Many meetings are held whether or not key participants are available. These meetings have then to be held again when all participants are present. Save time by choosing participants appropriately and scheduling meetings to accommodate key participants' calendars.

5. What should be the Discussion-management Process?

Planning for discussion management or facilitation is a critical skill for leaders wishing to conduct great meetings. This is of overwhelming importance for participants' satisfaction. Start with clarity about who is to run the meeting and whether the leader will also act as the facilitator. The default choice – that the group leader or manager runs the meeting and calls on others to talk – is not necessarily the best choice for all meetings. A more participative format allows for the manager or leader to set the meeting objective and then take a seat with the members while another team member actually facilitates the discussion. This format encourages all members to participate.

6. Plan, Discuss and Assign

At least the following four important roles are played in any well-conducted meeting:

- Facilitator
- Recorder
- Leader
- Participant

Some add a fifth role, the timekeeper.
Different individuals can play each of these roles or one person can play all of them. But they all have to be accounted for if the meeting is to flow well and produce results. Planning for these roles can be an ongoing process. Determining role assignments in the beginning engages everybody in the process and validates the expectations and contributions.

7. Pre-meeting Communication

The best way to create commitment to and participation in meetings is to be clear about why you are meeting. Involve as many potential attendees as possible in

planning either the content or the process of the meeting. Before the meeting, be sure to consider the following:

- Advance agenda
- Participants
- Time and place
- Preparation of materials
- List of audio / visual equipment available to presenters
- Requests for any special needs.

If the planning for a meeting is done in a systematic manner as stated above, the meeting will have good chances of being productive with expected outcomes.

Q3. How important is the Resume in the whole recruitment process? What are the strategic points in the Resume that require special attention by candidates?

Ans.: A Resume is a brief record of one's personal history and qualifications, which is typically prepared by an applicant for a job. It shows how the candidate's education, work experience and achievements have prepared him for the job applied for.

Few people are actually hired on the basis of their Resumes alone. However, many people are *not hired* because of their poorly written Resumes. Applicants are generally hired on the basis of their performance during the interview.

Thus the purpose of the Resume is to get you an interview, and the purpose of the interview is to get you a job. It must, however, be remembered that the Resume is crucial in advancing you beyond the large mass of initial applicants and into the much smaller group of potential candidates invited to an interview.

Strategic points about the Resume

1. *Resume Length:* A recruiter typically spends less than one minute to look up each Resume and decide whether to call the candidate for interview or to screen him out. Therefore, most managers prefer a one-page Resume for the entry-level positions, with a two-page Resume being reserved for higher-level positions.

2. *Resume Format:* Your Resume must be attractive and easy to read. Choose a simple font style in one or two different sizes. Use a simple format, with lots of white space, short paragraphs and a logical organization. And your resume should be free from errors in content, spelling and grammar.

3. *Resume Content:* Every Resume must give the following information about the candidates:

    - Name, address, telephone number, and E-mail ID.
    - Career Objective
    - Educational qualifications

- Job experience: employing company, dates of employment, and job responsibilities
- Special aptitudes and skills.

Therefore, the standard parts of a Resume include Heading, Career Objective, Education, Work Experience, Special Skills and Abilities, Activities and Interests, Achievements, and References, which may be called strategic points in a Resume.

The following is a brief discussion of each of these strategic points.

Heading:The heading of a resume includes contact information, which contains the applicant's name, full postal address with pin code, telephone number with area code, and e-mail address.

Career Objective: Career objective is a special part in a resume. It occurs just above the main experience and education parts. The resume should include the applicant's career objective, which should be tailored to the position he/she is seeking. It should be a specific one-sentence focused statement expressing his career goals in relation to the targeted position. It should convey his/her motivation and interest in the job he/she is seeking. The following are some examples:

(a) *To obtain a challenging position in a large software consulting organization providing business consulting, application development, and product engineering services, where understanding and experience of business process modelling and organizational change management to suit customer needs can be used to achieve set targets.*

(b) *To work as a product architect in an innovative software company where I will be able to use my experience in the areas of product and system architecture with expertise in enterprise applications.*

*Education:*In this part of the resume, specific details regarding the applicant's education and professional training must be included. The name and location of the school / college / university / institute attended, dates of attendance, major areas of study, degrees/certificates received should be mentioned. The applicant's grade point average/class/division may also be mentioned. Relevant training programmes, special courses, seminars and workshops that the applicant might have completed, attended, or conducted should also be included. Reverse chronological order is used to list educational information that is, starting from the most recent educational information.

Work experience:This part of the resume should provide a brief and specific overview of the applicant's work and professional experience. As prior work experience is a vital part of any hiring decision, the applicant must draft this part of the resume very carefully. If he/she has

impressive work experience relevant to the position he/she is seeking, it makes more sense to mention it before providing the educational information.

Work experience should be given in reverse chronological order, by listing the most recent employment first. Title of the position, employer's name or name of the organization/company, location of work (town, state), dates of employment, and important Job responsibilities, activities, and accomplishments should be included. Emphasis should be placed on those aspects of the applicant's experience and employment achievements that illustrate his/her capabilities and positive personality traits such as motivation, willingness to learn, positive attitude, confidence, ability to get along with others, and communication and interpersonal skills.

Special Skills and Abilities:In this part of the resume, the applicant's special skills, abilities and aptitudes that are of significance and of direct relevance to the job applied for are listed. Examples of learned skills include computer programming, computer processing, data processing, foreign languages, machinery operation, consulting, drafting, technical writing, and so on. It is necessary to be selective and specific, highlighting only those skills and talents that are relevant to the targeted job.

Activities and Interests: Extra-curricular, co-curricular, professional activities, and hobbies and interests must be mentioned. These activities must show that the applicant is a dynamic and energetic person who can accept challenges. Companies prefer such people.

Achievements: The applicant's achievements, accomplishments, and awards distinguish him from the rest. They convince the employer that he/she is an achiever and therefore, worth hiring. This part should include scholarships, fellowships, awards, distinctions, commendations, certificates, or anything that shows achievement or recognition.

References:Some employers need references from persons who know the applicant's work or professional competence through formal and professional interaction with him / her. When applying for a solicited position where the employer wants references, the names of two persons who can give letters of recommendations or references should be mentioned. These persons may be the applicant's previous employer, teacher, immediate supervisor, research guide or colleague. The name of the reference must be mentioned, and his or her designation and full contact address with telephone number and e-mail address should be given.

While preparing a Resume, one should carefully include these strategic points and follow the principles of clarity, honesty and preciseness in providing information.

-Best of Luck-