

Mohamed I University - OUJDA
Polydisciplinary Faculty
Nador



BUSINESS COMMUNICATION

Semester – S2

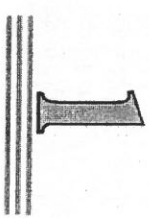
Dr. EL KOUY

Group A / B / *Dr. A skt en*

Academic Year : 2018-2019

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BUSINESS COMMUNICATION: AN INTRODUCTION

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- 1.2 ROLE OF COMMUNICATION IN BUSINESS
- 1.3 DEFINITIONS OF COMMUNICATION
- 1.4 PURPOSE OF COMMUNICATION
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1.1 INTRODUCTION

The word "communication" derived from the Latin word 'communicare' that means to impart, to participate, to share or to make common. It is a process of exchange of facts, ideas, opinions and as a means that individual or organization share meaning and understanding with one another. In other words, it is a transmission and interacting the facts, ideas, opinion, feeling and attitudes.

It is the ability of mankind to communicate across barriers and beyond boundaries that has ushered the progress of mankind. It is the ability of fostering speedy and effective communication around the world that has shrunk the world and made 'globalization' a reality. Communication had a vital role to play in ensuring that people belonging to a particular country or a culture or linguistic group interact with and relate to people belonging to other countries or culture or linguistic group. Communication adds meaning to human life. It helps to build relationship and fosters love and understanding. It enriches our knowledge of the universe and makes living worthwhile.

1.2 ROLE OF COMMUNICATION IN BUSINESS

The term business communication is used for all messages that we send and receive for official purpose like running a business, managing an organization, conducting the formal affairs of a voluntary organization and so on. Business communication is marked by formality as against personal and social communication.

The success of any business to a large extent depends on efficient and effective communication. It takes place among business entities, in market and market places, within organizations and between various group of employees, owners and employees, buyers and sellers, service providers and customers, sales persons and prospects and also between people within the organization and the press

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persons. All such communication impacts business. Done with care, such communication can promote business interests. Otherwise, it will portray the organization in poor light and may adversely affect the business interest.

Communication is the life blood of any organization and its main purpose is to effect change to influence action. In any organization the main problem is of maintaining effective communication process. The management problem generally results in poor communication. Serious mistakes are made because orders are misunderstood. The basic problem in communication is that the meaning which is actually understood may not be what the other intended to send. It must be realised that the speaker and the listener are two separate individuals having their own limitations and number of things may happen to distort the message that pass between them.

When people within the organization communicate with each other, it is internal communication. They do so to work as a team and realise the common goals. It could be official or unofficial. Modes of internal communication include face-to-face and written communication. Memos, reports, office order, circular, fax, video conferencing, meeting etc. are the examples of internal communication.

When people in the organization communicate with anyone outside the organization it is called external communication. These people may be clients or customers, dealers or distributors, media, government, general public etc. are the examples of external communication.

- Communication is the life blood of the business. No business can develop in the absence of effective communication system.
- Communication is the mortar that holds an organization together, whatever its business or its size.
- When people within the organization communicate with each other, it is internal communication and when people in the organization communicate with anyone outside the organization it is called external communication.
- Ability to work well in teams, to manage your subordinates and your relationship with seniors, customers and colleagues depends on your communication skill.

Exhibit: 1

1.3 DEFINITIONS OF COMMUNICATION

Communication may be defined as interchange of thought or information between two or more persons to bring about mutual understanding and desired action. It is the information exchange by words or symbols. It is the exchange of facts, ideas and viewpoints which bring about commonness of interest, purpose and efforts.

American Management Association defines, 'Communication is any behaviour that results in an exchange of meaning'.

Peter Little defines communication as, 'Communication is the process by which information is transmitted between individuals and/or organizations so that an understanding response result'.

Newman and Summer Jr. state that, 'Communication is an exchange of facts, ideas, opinions or emotions by two or more persons'.

According to *Keith Davis*, 'The process of passing the information and understanding from one person to another. It is essentially a bridge of meaning between the people. By using the bridge a person can safely across the river of misunderstanding'.



Louis A. Allen defines, 'Communication is the sum total of all the things that a person does, when he wants to create an understanding in the mind of another. It involves a systematic and continuous process of telling, listening and understanding'.

Therefore, the main purpose of communication is to inform, or to bring around to a certain point of view or to elicit action.

1.4 PURPOSE OF COMMUNICATION

1. **For instruction:** The instructive function unvarying and importantly deals with the commanding nature. It is more or less of directive nature. Under this, the communicator transmits with necessary directives and guidance to the next level, so as to enable them to accomplish his particular tasks. In this, instructions basically flow from top to the lower level.
2. **For integration:** It is consolidated function under which integration of activities is endeavoured. The integration function of communication mainly involves to bring about inter-relationship among the various functions of the business organization. It helps in the unification of different management functions.
3. **For information:** The purposes or function of communication in an organization is to inform the individual or group about the particular task or company policies and procedures etc. Top management informs policies to the lower level through the middle level. In turn, the lower level informs the top level the reaction through the middle level. Information can flow vertically, horizontally and diagonally across the organization. Becoming informed or inform others is the main purpose of communication.
4. **For evaluation:** Examination of activities to form an idea or judgement of the worth of task is achieved through communication. Communication is a tool to appraise the individual or team, their contribution to the organization. Evaluating one's own inputs or other's outputs or some ideological scheme demands an adequate and effective communication process.
5. **For direction:** Communication is necessary to issue directions by the top management or manager to the lower level. Employee can perform better when he is directed by his senior. Directing others may be communicated either orally or in writing. An order may be common order, request order or implied order.
6. **For teaching:** The importance of personal safety on the job has been greatly recognized. A complete communication process is required to teach and educate workers about personal safety on the jobs. This communication helps the workers to avert accidents, risk etc. and avoid cost, procedures etc.
7. **For influencing:** A complete communication process is necessary in influencing others or being influenced. The individual having potential to influence others can easily persuade others. It implies the provision of feedback which tells the effect of communication.
8. **For image building:** A business enterprise cannot isolate from the rest of the society. There is interrelationship and interdependence between the society and an enterprise operating in the society. Goodwill and confidence are necessarily created among the public. It can be done by the communication with the different media, which has to project the image of the

firm in the society. Through an effective external communication system, an enterprise has to inform the society about its goals, activities, progress and social responsibility.

9. **For employees orientation:** When a new employee enter into the organization at that time he or she will be unknown to the organization programs, policies, culture etc. Communication helps to make people acquainted with the co-employees, superior and with the policies, objectives, rules and regulations of the organization.

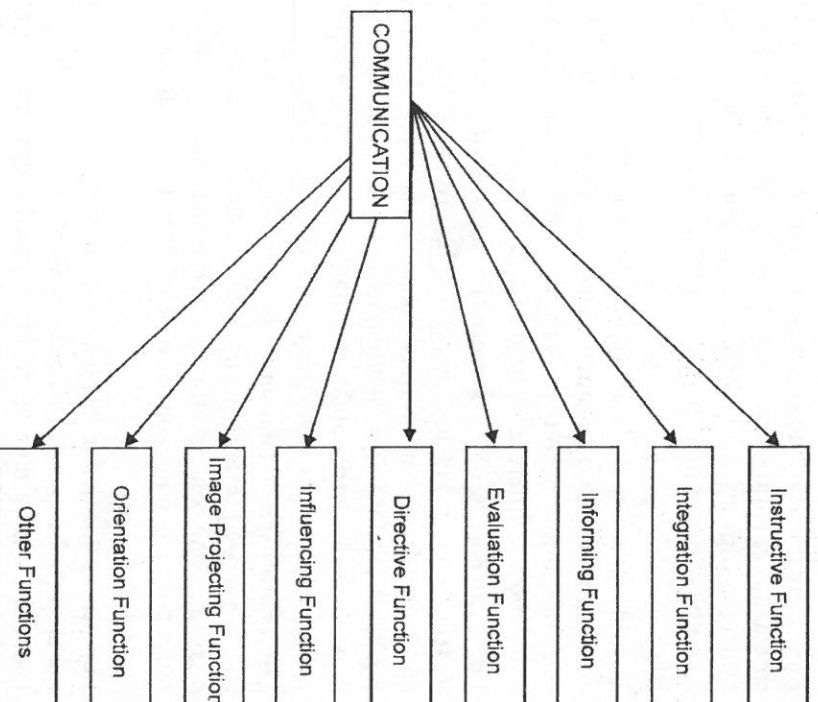


Fig. 1.1: Purpose of Communication

10. **Other:** Effective decision-making is possible when required and adequate information is supplied to the decision-maker. Effective communication helps the process of decision-making. In general, everyone in the organization has to provide with necessary information so as to enable to discharge tasks effectively and efficiently.

1.5 THE COMMUNICATION SITUATION

The communication situation is said to exist when

- There is a person (sender/transmitter) who wants to pass some information;
- There is another person (receiver) to whom the information is to be passed on;

- The receiver partly or wholly understands the message or information passed on to him;
 - The receiver responds to the message or gives feedback.
- These four components are essential for communication.

1.6 THE COMMUNICATION PROCESS/CYCLE

The transmission of sender's ideas to the receiver and the receiver's feedback or reaction to the sender constitute the communication cycle. The process of communication begins when one person (the sender) wants to transmit a fact, idea, opinion or other information to someone else (the receiver). This fact, idea or opinion has meaning to the sender. The next step is translating or converting the message into a language which reflects the idea. That is the message must be encoded. The encoding process is influenced by content of the message, the familiarity of sender and receiver and other situation of factors.

After the message has been encoded, it is transmitted through the appropriate channel or medium. Common channel in organization includes meetings, reports, memorandums, letters, e-mail, fax and telephone calls. When the message is received, it is decoded, by the receiver and gives feedback to the sender as the conformation about the particular message has been carefully understand or not.

ELEMENTS OF COMMUNICATION

The process of communication involves the following elements:

1. **Sender or transmitter:** The person who desires to convey the message is known as sender. Sender initiates the message and changes the behaviour of the receiver.
2. **Message:** It is a subject matter of any communication. It may involve any fact, idea, opinion or information. It must exist in the mind of the sender if communication is to take place.
3. **Encoding:** The communicator of the information organises his idea into series of symbols (words, signs, etc.) which, he feels will communicate to the intended receiver or receivers.
4. **Communication channel:** The sender has to select the channel for sending the information. Communication channel is the media through which the message passes. It is the link that connects the sender and the receiver.
5. **Receiver:** The person who receives the message is called receiver or receiver is the person to whom the particular message is sent by the transmitter. The communication process is incomplete without the existence of receiver of the message. It is a receiver who receives and tries to understand the message.

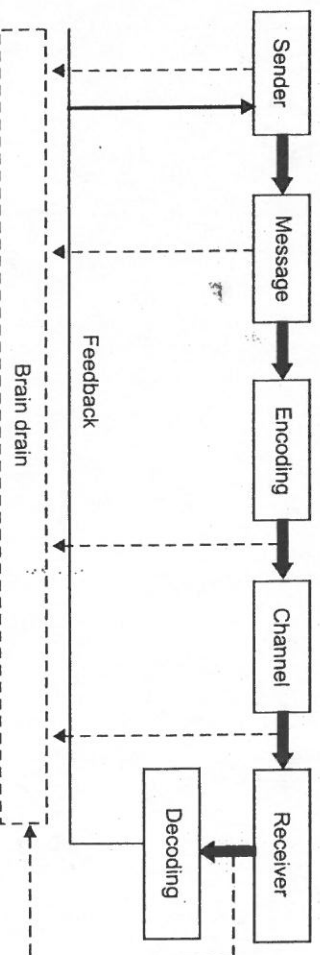


Fig. 1.2: The Communication Process

6. **Decoding:** Decoding is the process of interpretation of an encoded message into the understandable meaning. Decoding helps the receiver to drive meaning from the message.
7. **Feedback:** Communication is an exchange process. For the exchange to be complete the information must go back to whom from where it started (or sender), so that he can know the reaction of the receiver. The reaction or response of the receiver is known as feedback.
8. **Brain drain:** On whole process there is a possibility of misunderstandings at any level and is called brain drain. It may arise on sender side if they do not choose the adequate medium for delivery of message, by using default channel and it may also arise when receiver does not properly decode the message. In other words, we can say that it is breakdown of cycle at any level.

Exercise-1

1. How do you define communication?
2. What is the role of communication in management of business?
3. What are the different purposes of communication? Briefly explain any five of them.
4. Discuss the different situations when the communication exists.
5. "Communication is an exchange of facts, ideas, opinions and emotions by two or more persons." Explain the statement and discuss the role of feedback in communication.
6. "Communication is the two way process." Explain.
7. Discuss the elements of communication process.
8. Give three examples of brain drain in communication process.



3

EMPLOYMENT COMMUNICATION

3.1	APPLICATION LETTER	
3.2	RESUME	
3.2.1	CONTENTS OF A CV	Resume
3.2.2	SOME TIPS FOR PREPARING AN IMPRESSIVE CV	
3.3	REFERENCES	
3.4	DISCUSSIONS IN GROUPS	GROUP Discussion
3.4.1	CONSIDERATIONS IN	
3.4.2	DISCUSSION SKILLS	
3.5	INTERVIEW	
3.5.1	TYPES OF INTERVIEW	
3.5.2	CANDIDATE'S PREPARATION	
3.5.3	INTERVIEWER'S PREPARATION	
3.5.4	INTERVIEW DO'S AND DON'TS	

3.1 APPLICATION LETTER

Applications are commonly invited or posts that are vacant in business or government offices. Letters of application either in response to an advertisement or in the form of a self initiated proposal are called as solicited and unsolicited letters respectively.

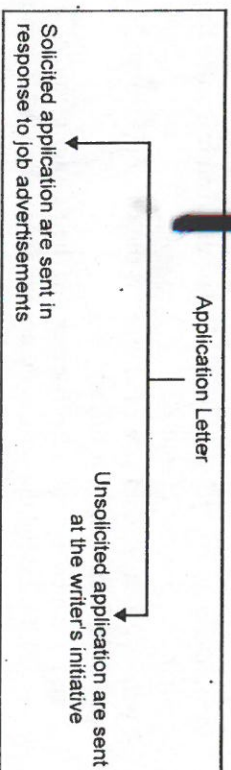


Exhibit: 3.1

STRUCTURE OF THE APPLICATION FOR A Post

- ❖ Address of the applicant and date.
- ❖ The name and full address of the employer or the concern.

- ❖ Salutation.
- ❖ Body of the application.
 - Introductory paragraph.
 - Details of the applicant in paragraph or paragraphs.
 - Concluding paragraph.
- ❖ Complimentary close of application.
- ❖ Signature of the applicant.

Body of the Application for a Post

The opening paragraph should attract the attention of the reader and stimulate his interest to read the letter further. In an introductory paragraph the applicant should state whether he has sent the application in response to an advertisement or at the suggestion of someone or on his own initiative.

Form the second paragraph onwards, should now give the details of the important points mentioned in the introductory paragraph. It contains the bio-data of the applicant, such as, educational qualifications, practical experiences, age, marital status, language known etc. In another paragraph, references, if asked for, can be given with full address.

In applications, unwanted matter should not be written like family troubles, family expenses etc.

If you apply for better prospects, never write adverse remarks about the present employer.

In the concluding paragraph, an applicant should mention that he will serve the employer to the best of his ability and also assure that he will discharge his duties to the thorough satisfaction of his employer.

GENERAL HINTS FOR LETTERS

- The applicant's address and telephone number are at the top right corner of the letter.
- Neat layout is necessary, modified block or semi-block form is the best.
- If the advertisement asks that the application must be written in the candidate's own handwriting, the covering letter should be neatly written in dark blue ink or ball pen.
- The letter should be addressed as indicated in the advertisement. If the letter is to be addressed to a company, the salutation is 'Sirs'. If it is to be addressed to an individual the salutation is 'Sir'. The complimentary close for an application letter is "yours faithfully".
- Original documents like certificates are never enclosed with the application. Only certified copies are enclosed. The original documents are produced at the interview.

Application may begin with one or other of the following forms like:

- I would like to apply for the post of a System Administrator in your firm advertised in the "Indian Express" of March 22.
 - I wish to be considered as a candidate for the post of Account Manager which, I understand, has fallen vacant in your office.
 - With reference to your advertisement in the "Times of India" of 25th September 07. I offer my candidature for the post of computer operator in your office.
- One of the following sentences may be added to the concluding paragraph if applicant feels so.
- I write this in the belief that my qualification and experience will merit your consideration.
 - Salary is a secondary consideration to the opportunity of good career.
 - I look forward to an opportunity to be with you for an interview.

Room 354, Block 6
Model Village
North Point
Hong Kong
Phone: 24862893
Mobile: 95427415
E-mail: wwm654@hkinternet.com
26 April 2015

Mr William Chan
Personnel Manager
Wong And Lim Consulting
PO Box 583
Kwai Chung
Kowloon

Dear Mr Chan

Application for the Post of Management Trainee

I am writing to apply for the post of Management Trainee, which was advertised on the Student Affairs Office notice board of the Hong Kong Polytechnic University on April 26th, 2015.

My working experience at Lucky Star Garment Manufactory Limited improved my leadership skills, communication skills and ability to work in a team environment. I have fluent spoken and written English. I also have fluent spoken and written Mandarin, and can therefore work in mainland China.

Currently I am studying a B.A. in Management at the Hong Kong Polytechnic University, graduating in 2015. Subjects which I am studying that are relevant to the post of Management Trainee include Operations Management, Human Resources Management, Accounting, Marketing and Strategic Management.

My final year project is entitled Knowledge Management Practices in HK. Carrying out this project has improved my communication skills, my leadership skills and my ability to lead and supervise subordinates effectively. I have also learned how to run a project from the planning stage to its completion.

During my studies I have held the post of Executive in the Management Society. While leading and organising Management Society activities I have improved my ability to lead and supervise subordinates effectively, ability to work under pressure and ability to work in a team environment.

Working for Wong And Lim Consulting appeals to me because it has a good reputation and it provides excellent training. Your organization produces a high-quality service, and I can contribute to this with my leadership skills and my ability to work under pressure.

I am available for interview at any time. I can be contacted most easily on the mobile phone number given above. I look forward to meeting you.

Yours sincerely

Wong Wai Man Wilfred



14, Secundrabad Road
Lucknow-234567
16 April, 2009

The Managing Director
G.E. Communication
Deen Dayal Marg
Lucknow-5465577

Dear Sir/Madam

Your advertisement for the post of _____ in Times of India of dated _____ interests me because I think I have the kind of training and experience which you expect in the person you are looking for.

I have indicated details of my qualifications, experiences etc. in the enclosed resume for your kind perusal but should you require any information, please let me know. I shall be glad to give it either in person or by post, as you wish.

Yours truly,
Saurabh Srivastava

Encl: Resume

Exhibit: 3.2

3.2 RESUME

A resume is a summary presentation of person's backgrounds, employments, qualifications and intended career plan.

PURPOSE OF RESUME

1. To pass the employer's screening process (requisite educational level, year's experience etc.)
2. To provide contact information, an up-to-date address and a telephone number (A telephone number that will always be answered during business hours).

3.2.1 Contents of a CV/Resume

Since the purpose of the resume is to present the information one wants to give, therefore, there is no fixed rules for a resume format. Whatever the format may be, a resume should consist of the following details:-

1. **Name, address and phone number:** Your name, complete address and phone number, e-mail address and fax number.
2. **Career objectives:** Mention career goals and specific job objectives.
3. **Education:** Mention the name of each institution attended, city and state, name of the degree/diploma or certificate you have received, the year of graduation and post graduation, if any, etc. If you are a fresh graduate in a field relevant to the job and your percentage are good, listing your aggregates is a good idea.
4. **Experience:** Describe your major job responsibilities, skills and knowledge acquired on the previous job. List your experiences in reverse order and with the latest and most interesting coming first. You may highlight internships, training, voluntary work, extra curricular activities, responsibilities handled etc. if you have no professional experience.



5. **Interests:** Your interests are best listed, if they are either unique or relevant to the particular job. Professional membership, licenses/certificates are to be listed depending upon their relevance and contribution to your value as an employee on a particular organization.
6. **Personal details:** It includes father's name and mother's name, date of birth, nationality, marital status and address of the candidate. In case of two addresses i.e. correspondence and permanent address, correspondence address should be mentioned on the top of the resume and permanent address in the personal details.
7. **Declaration:** Declaration by the candidate that all the information written in the resume is true and he/she will be responsible for any mistake. And it is undersigned by candidate itself and also mention date and place.
8. **Referees:** The names and address of referees can be provided, if necessary.

3.2.2 Some Tips for Preparing an Impressive CV

1. Always put the essential things—first arrange the information within each item with your career objective in mind.
2. Emphasize your skills, accomplishments and levels of responsibility attained.
3. Use reverse sequential order, meaning that when items are listed by date, the most recent should come first.
4. The contents of the CV should be completely accurate and honest.
5. Mention anything special that can add weightage to your candidature.
6. Use a clear font and a font size that is easy to read. The font size should not be too small or too large. The ideal font size would be 12.
7. Ideally, a CV should not be more than two or three pages. It should be shorter for fresh graduates.
8. Abbreviation should be avoided.
9. References should be provided, if required.

RESUME

My Name
 My Street
 E-mail: -xyz@rediffmail.com
 64 My street, My City 7X00074
 Ph.: - 94330XXXXX(M) 2551XXXX (Resi)

Objective

Being a committed team player, want to be a part of a renowned organization, to contribute towards the growth of the Organization, based on my expertise and to further my personal capabilities by learning from the new exposure within the structured framework of the organization.

Expertise Summary

- To be an asset to the organization I serve.
- Expertise in HRD/Administration.
- A quick learner with 'Can do' attitude

Contd...

The following curriculum vitae sample shows the appropriate format for international curriculum vitae.

Curriculum Vitae Format

Your Contact Information

Name
Address
Telephone
Cell Phone
Email

Optional Personal Information

Date of Birth
Place of Birth
Citizenship
Visa Status
Gender
Marital Status
Spouse's Name
Children

Employment History

List in chronological order, include position details and dates

Work History

Academic Positions

Research and training education

Degrees, training and certification

High School
University
Graduate School
Post-Doctoral Training

Professional Qualifications

Certifications and Accreditations

Computer Skills

Awards

Publications

Books

Professional Memberships

Interests

Key Skills and Management	
Professional management skills	
<ul style="list-style-type: none">- Meeting objectives- Identifying problems- Promoting solutions- Managing change- Motivating and developing staff	
<ul style="list-style-type: none">• Well-developed and effective communication skills.• Thrive in deadline-driven environments.• Excellent team-building skills.	
Professional Qualification	
<ul style="list-style-type: none">• MBA from XYZ University, specialization in Human resource [75%, May 2005 pass-out]• Presently pursuing SAP training from Technology Foundation XYZ Centre.	
PROJECTS	
<ul style="list-style-type: none">• Training Assessment Needs for clinical and non-clinical staff in Medical College, My City (A project for My City Healthcare Ltd.)• Manpower Planning in MY City Medical College, My City (Individual project under My City Healthcare Ltd.)• Motivational Factors (Extrinsic vs. intrinsic) on MIT Staff (Local project to be submitted to college)• Trade Union Activities (HR Project-Third Semester)-XYZ Paints Ltd. My City.• Market Analysis of viability of Café XYZ Coffee Day in My City.• Financial Analysis in XYZ Industry, My City	
Training Attended	
Organization :	XYZXYZ CORPORATION LIMITED
Position :	Trainee
Tenure :	May 2006 – July 2006
Reporting to :	Vice President HRD
Project Title :	Project on "Critical Evaluation of Performance Appraisal in XYZXYZ Corporation"
General Education	
<ul style="list-style-type: none">• Graduation (English Honours), My University, My College, 52%• Intermediate (Humanities) I.S.C, My Convent School, 85%• Matriculation, I.C.S.E., My Convent School, 70%	
Computer Proficiency	
<ul style="list-style-type: none">• MS Office – Word, Excel, Power Point, Internet & E-mail operations.	
Achievements	
<ul style="list-style-type: none">• 50% scholarship in MBA program.• Certificate in Test of Proficiency in English Language.	

Contd...

Personal Details

Date of birth : 12th April, 1984
 Sex : Female/Male
 Nationality : Indian
 Marital status : Single
 Language known : English, Hindi, and Bengali
 Hobbies : Listening music, reading & playing sitar

Date:
Place:

(MY Name)

Exhibit: 3.3**AMIT****OBJECTIVE**

Relentless assimilation of my academic and managerial skills & orientation for positive development.

PRESENT STATUS

- Working as a lecturer in Jonshon Academy where I teach Marketing and Strategic Management related subjects in Bachelor's and Master's degree courses of Business Administration.
- Work experience: Total 5 years
- Teaching experience:
- Working as Lecturer in ABC College of Engineering and Management, Jabalpur (July 2004 to August 2007).

EXPERIENCE**Industry Experience**

- Worked as Placement Coordinator in ABC College of Engineering and Management, Jabalpur. My job profile was arranging training and placement for the students (Oct. 2003 to June 2004).
- Worked as Field Development Executive in Sharada Agrico Private Ltd. New Delhi. My job profile was related to Market Development and Customer Support especially in the rural areas of the State of Madhya Pradesh, Satna region (June 2003 to Sept. 2003).
- Worked as Field Development Executive in Rajkamal Industries Ltd. (Chemicals for Industry & Agriculture) Rajasthan. My job profile was related to Market Development and Customer Support especially in the rural areas of the State of Rajasthan, Jaipur region (Aug. 2002 to May 2003).
- M.B.A. in Marketing in 2000 from the Institute of Engineering & Technology, Bhopal, affiliated to Technical University.
- Post Graduate Diploma in Computer Application from Bhopal University in 1998.
- B.Com. from XYZ College affiliated to Bhopal University in 1999.

Contd...

Papers Published

- **"Capability Approach vs Utilitarian Approach"** (2006), DOGMAS A Caravan, ISSUE IV.
- **"Cultural Ethos and Blue Ocean Strategy for and as Innovations in Management Practices"** published in conference proceeding in 7th National Conference on "Innovations in Management Practices" on 31-32 September, 2006 at IJKL University, Timbuktoo (Nagaland).

Papers Presented

- **"xxxxxxxxxxxxxxxxxxxxxxxxxxxxx" 7th National**
- **, 2007 at iiiiijiii University, Timbuktoo (Nagaland).**
- **"xxxxxxxxxxxxxxxxxxxxxxxxxxxxx" presented in the First Biennial International Conference 'New Age Entrepreneurship: Vision and Vistas' at CESBM (Center for Entrepreneurship and Small Business Management) on 9th-11th, 2005.**
- **"xxxxxxxxxxxxxxxxxxxxxxxxxxxxx", presented at National Seminar, 'Manthan', at Lakshy Business School, Lucknow, April 21-22, 2006.**

Seminars, Conference and Faulty Development Programmes Attended

- Participated in National Conference on "Building Management Competencies in India Business: Then, Now and Beyond" at xxxxxx University, Timbuktoo (Nagaland), 20-21 January 2006.
- Participated in Seminar on "xxxxxxxxxxxxxxxxx" at LLL Institute for Special Education, Nagaland, 4th March 2006.
- Attended Faulty Development Programme organized by IDBI, Tripura, December 2004.

EDUCATION

Extra Curricular Activities

- Coordinator circulation of college International **Journal DOGMAS** AND CIRCULATING IT INTERNATIONALLY ACHIEVING THE SUBSCRIPTIONS AND GREATER READERSHIP.
- Regularly attending Seminars and Symposiums organized by Bhopal Management Association.

PERSONAL DETAILS

Name : Amit
 Father's name : Mr. Ram Sagar
 Date of birth : 8th July 1979
 Marital status : Single
 Nationality : Indian
 Address : 234, Lalit Nagar, Bhopal
 Contact number: 956845125445

Date:
 Place:

(Signature)

3.3 REFERENCES

A referee is a person who is ready to give an undertaking for another. The test and the interview conducted by the employer enable him to select the candidates suitable for the work. But before the appointment order is sent, it may be necessary for him to obtain information about the selected candidates reliability, honesty, talent for the post and any other facts which may be useful for the purpose.

Hence, the applicants are generally requested to name, in their application, a person/s who is/are willing to be a reliable sense of information about them. While writing to a referee the following points should be kept in mind:

1. Use polite language.
2. The letter must seek specific information about the applicant.
3. For maintaining the secrecy, the letter should be marked 'confidential'.
4. For the convenience of the referee, it is advisable to enclose a prepaid self-addressed envelope.
5. The referee must assure that the information supplied by him will be treated as confidential.

3.4 DISCUSSIONS IN GROUPS

Discussion is a method to develop one's creative approaches to knowledge. In a discussion we learn to listen to others because we deduce and believe to contribute positively. We learn to speak our own points to others with more clarity. We also learn to create the points before concluding the views.

Discussion is a process of reflective thinking, thought and opinion. In a discussion we may continue for some time with predetermined issues but we cannot sell our preconceived idea. It is reflective because our thinking and opinion depends upon what others think and what others express. A healthy and successful discussion eliminates conflicts and achieves a harmony. In a discussion each participant presents his or her imaginative thinking by offering suggestions, adding ideas but different the solutions until all ideas have been appropriately enumerated.

The salient features of group discussion are noted below:

1. **Interaction:** A basic feature of group discussion is interaction among the various members of the group. They observe and communicate with each other orally by playing attention to each other.
2. **Group members:** Group discussion is effective only when there is a group of members which constitute leader and followers. The leader has to summarize facts and information, integrates, stimulate thinking, and agree to a solution of the problem. The members of group become actively related to each other in their respective roles.
3. **Involvement:** The effectiveness and efficiency of a group discussion depends to a great extent upon the active participation of the members.
4. **Interpersonal desirability:** Another characteristic feature of a group discussion is interpersonal attraction. As long as interaction continues, likes, dislikes, behaviour, temperament of members are known to each other. Among them empathy develops and as such they share each other's problems.
5. **Pressure to obey the rules:** In a group discussion, there is always an element of pressure to obey the rules and norms. The pre-defined and established standards are always enforced and followed.

6. **Discrepancy:** A discrepancy is a conflict, difference, disagreement, among the members of the group, which often arise during deliberations and discussion. It can simulate the members to find new solutions to the problem.

3.4.1 Considerations in Group Discussion

1. **Aims of discussion:** The main aim of group discussion is to evaluate how we behave in a group. Group discussion gives a platform to us to display our personality traits like our intellectual ability, creativity, imagination and approach to solve the problems, leadership qualities, conflicts and group behaviour. In the purpose of our participation we judge the clarity of our thought and the facility of our expression. In the process we also learn how to communicate our ideas and thoughts effectively. They teach as how to get rid of our biased judgements and avoid undertaking prejudiced actions.
2. **Purpose of discussion:** The main purpose of a group discussion is to present a platform for group learning. It aims at creating an prospect to discuss a problem. The participants in a group discussion attempt at solving it. They share findings of each other, analyze and classify the established findings. Discussion as a process makes a group members think together. The group does this thinking in a cooperative style for problem-solving and decision-making. Group discussion plot intends to make responsible professionals out of us. As a group there is a smooth flow of interaction and we learn the process of group dynamics.
3. **Participants in group discussion:** For successful group discussion there should be an adequate number of participants. It is, however, difficult to spellout the number of participants that makes the discussion functional. It is true that the nature and effectiveness of discussion depends upon the number of participants in a one group. The ideal number of participants for an effective and successful discussion is between five to nine participants in a group. A faithful discussion, however, can take place when all members share views and exchange information with each other.
4. **Venue of discussion:** A group discussion should take place in a carefully chosen room. It should be well-ventilated and illuminated. It should have pleasant atmosphere having an oval arrangement of chairs for participants in which all participants should get an opportunity to see each other easily and equally.
It should start with the announcement of the problem to the participants after they congregate. The participants are given five to ten minutes of time for assessment of problem thoughts. The another way of holding it is by announcing the problem beforehand and the discussion starts when all the participants come prepared to the discussion table.
5. **Role of observer:** A group discussion takes place in the presence of an observer. The role of the observer is to learn and scrutinize the process of discussion. He or she keeps a watch on the participants and their participation on the discussion.

3.4.2 Discussion Skills

For an effective participation in a group discussion, we require to improve our skills in speaking and listening both.

SKILLS FOR SPEAKER

1. **Command over the subject-matter:** For effective discussion we should know how to state our points that require specific attention and consideration. We should know how to

explain, elaborate, compare, describe, illustrate, relate summarize and review matters. We should be well prepared for discussion having knowledge and information about the subject matter.

2. **Remarkable or impressive voice:** A participant should have a pleasant and amusing voice quality. He or she pronounces words with proper stress and accent. An impressive voice attracts other participants to hear what we speak.
3. **Pronunciation:** The participants should know how to modulate his or her voice with effective pronunciation combining stress on syllables pronunciation.
4. **Poise:** A general poise and bearing makes us to maintain our cool. A poise doesn't allow us to pronounce someone or on some point of view. The poise includes our attentiveness, calmness, a brevity attitude and confidence. All these help us participate efficiently in a discussion.
5. **Effective body language:** For effective participation in a discussion we should avoid too many gestures or body movements while speaking. Our body language should not display any antagonism, irritation, fatigue, panic, hurry or hesitation.

SKILLS FOR LISTENER

1. **Positive approach:** As listener also we should follow a positive approach for a useful discussion. We sincerely listen to others.
2. **Focused attitude:** Our mind should be on the subject matter or on the problem of the discussion. It helps to understand the speaker intention and also it makes easier to understand the particular topic.
3. **Systematic perception:** For effective participation in a discussion we should perceive the viewpoints expressed in the discussion. We should interpret the viewpoint and opinions of others rationally and objectively. We must listen to what others say and accordingly we should transform our views.
4. **Detailed analysis:** As a participant we should know how to listen, what to listen and get the right meaning. We should know how to generalize or interprets the information gathered. This should be done by a proper comparison between the old knowledge and the new facts listen in the discussion.
5. **Body language:** As a responsible listener in a discussion we should be frank, friendly in receiving the views and opinions of others. Our gestures, therefore, should not be of hostile kind. We should be frank and accommodating but indeed not defensive too.

Healthy discussions gave us newer and newer ideas. We learn how to transmit our views, examining their validity appeal. Through discussions we share our views and opinions. Discussion plays a very important role in our learning process. By the group discussion process we learn the kind of role a team-effort has in the modern world. We also learn how to respect the views of others, think together and work together helpfully resolving conflicts and confusions at all steps.

3.5 INTERVIEW

The word 'interview' means 'view between' or 'sight between'. It suggests a meeting between two persons for the purpose of getting a view of each other, or for knowing each other or we can say that it is the interaction between interviewer and interviewee. An interview is a means of two-way communication.



Fig. 3.1

3.5.1 Types of Interview

1. **Promotion interview:** Persons due for promotion are interviewed even if there is no competition. This type of interview is more informal and serves as induction for new responsibilities and duties. And if there, is competition for promotion, the interview helps in the selection process and may also serve as an opportunity for a discussion of career opportunities for candidate.
2. **Appraisal or Assessment interview:** An appraisal interview is one of the methods of periodical assessment of employees. Annual appraisal interview is the best method for judging employees performance. A face-to-face confidential talk is an opportunity for both they discuss on several issues which are related to job.
This interview is more a discussion rather than question-answer. The focus is on the career development, shortcomings, areas which need improvement, training, opportunities for promotion etc.
3. **Exit interview:** An exit interview is given to an employee who has resigned or leaving the organisation. The organization can—
 - Find out the precise reason for the employee decision to leave.
 - Give information about PF, group insurance and how and when's the dues will be paid.
 - Get feedback on employee's opinion about the organization's policies.
 - Give the final pay cheque or information about when it will be ready and how it will be handed over.
 - Check that all books, manuals, tools, equipments which were issued to the employee have been returned as same.
4. **Problem interview:** Problem interview basically meant for those employees who create problem. An employee whose performance or behaviour is unsatisfactory in spite of warning represents a problem. An interview is more likely to suggest a solution than warnings and notices.
The reason for the employee's poor performance can be found out in a face-to-face talk, it may be domestic problems, health problem, lack of training or dissatisfaction with job, environment problem, hierarchy problem etc. Many organizations have facilities for counseling staff, the employee may be offered a session with the counselor.
5. **Stress interview:** A stress interview puts the candidates into difficult situations in order to test her/his reaction to stress. This method is used for selection for positions in which the person must be able to face difficult situations without getting upset. A stress interview tests

such qualities as courage, tact, cool temper, and self-command, on candidates which is needed when confronted by other individual or groups.

6. **Selection interview:** The most important objective of the selection interviews is to measure the suitability of the candidates for specific jobs.

Employment interviews are usually taken by a panel of interviewer. An interview may take time from 10 minutes to 45 minutes or even longer. Interviewers spend more time on good candidates. They have to gather enough information about the candidates to be able to assess their suitability to join the organization.

The candidates too must find out about the organization, its employee policies and culture, what it expects the recruits to do and what opportunities for career development it offers.

3.5.2 Candidate's Preparation

In interview not only information and knowledge of the candidate assessed but the whole personality is assessed. The candidate must be physically, mentally and psychologically prepared for the interview.

PHYSICAL PREPARATION

1. The candidate is likely to be properly groomed and formally dressed. Clean and well-cut nails, properly combed hair, well-fitting clothes, neat footwear and a suitable handbag or brief case are the normal requirements of formal appearance.
2. Posture. The way a candidate carries him while standing, walking, sitting reveals a good deal about him. Self-confidence, nervousness or over-confidence, are all reflected in the posture and bearing of the candidate. Note your body movements, and take care to stop any bad habitual movements.
3. Good etiquette is necessary for interview. The candidate must know what the suitable greetings are for the day on a particular time.
 - Do not offer to shake hands unless it is offered by an interviewer.
 - Do not sit until you are asked to sit down. If you are not asked to sit then take permission from interviewer to sit.
 - Take care, while handling the chair. It should not be dragged noisily. Sit comfortably and with good posture.
 - If you have large briefcase, put it down on the floor near the chair. If you have small one then keep it on your lap. Be comfortable and well practiced in handling your bag.
 - Do not put elbows or hand on the table. Practice keeping hands comfortably when you are not using them.
 - Maintain comfortable posture throughout the interview.
 - At the end of the interview, remember to thank the interviewers and wish them Good day.

MENTAL PREPARATION

1. It is advisable to new job-seekers, that they revise concern subjects. Knowledge in the field of specialization must be up-to-date, take a look at your bio-data and be prepared to give more information about your interest.
2. Important current issues in the country and in the world will be asked at the time of

interview. Regular reading of newspapers, listening to TV news and discussion on current issues are suggested.

3. Information about the company where you go for interview, its owners/boards of directors, its product or services, its turnover, share capitals, market value etc. are available in the company's annual report or it is also available at the internet. The candidate must find out such information as possible about the company whose employment he seeks.

PSYCHOLOGICAL PREPARATION

1. Honesty and openness in answering questions is the best policy. Dishonesty generally makes a bad impression in the mind of the interviewers. It is better to admit inability to answer a question than to pretend and guess answer.
2. Inability to discuss a topic makes a bad impression. If there is any topic that seems too embarrassing to talk about, it is useful to read up information on it and talk about it objectively to a few friends for practice.
3. Salary is a topic that must be discussed at the time of interview. It is important to talk about the compensation package without appearing to be bargaining, or being driven or defeated.
4. A candidate must have the clarity of purpose and determination to want to know her/his prospects in the organization. Information about the nature of duties, working time, deduction, future prospects, other benefits and any of the desired information must be received before leaving.

SELF EVALUATION

1. Anyone who wants to be successful in life must make a good self-evaluation. Knowledge of one's strengths and weaknesses is very useful in gaining self confidence.
2. It takes time and should be done carefully and patiently by candidates.
3. Parents and close friends can help in pointing out faults or limitation and in correcting them and also in finding out strong points and strengthening them.
4. Coming to terms with oneself, knowing how to deal with one's faults, and how to make good use of one's talents and skills is excellent preparation for an interview. It adds a great deal of self confidence and poise to the personality.

3.5.3 Interviewer Preparation

1. Preparation for the interview has to be made well in advance. The received application are sorted and scrutinized and qualified candidates are selected for interviewing.
2. A panel of interviewers is selected on the basis of requirements of the job and the assessment which has to be made at interview.
3. A date for the interview is fixed, and the interviewers as well as his selected candidates are sent letters informing them of the date, time and place of the interview.
4. On the day of the interview, the room in which the interview is to be conducted is suitably arranged. Another room near the interview room is also arranged for the candidates to be seating while waiting to be interviewed.
5. A senior office staff and a peon attend to the needs of the waiting candidates. Each panel member has to examine the bio-data of candidates and prepare questions based on the bio-data for each candidate.
6. Develop rapport to encourage the candidate to be involved. A candidate is more willing to speak openly if the interview show respect and understanding of his/her needs.

At the time of interview the interviewer must consider the following points:

1. A relaxed atmosphere can be created by interviewer having a brief conversation unrelated to the interview and by using the candidate's name.
2. Friendly responses to what the candidate says make the candidate comfortable and encourage him to speak.
3. A candidate must never be humiliated even if it is obvious that he is unsuitable.
4. If the interviewer conducted a stress interview than after the interview candidate should be told that it was stress interviewing and that he need not feel anxious about it.
5. Leave taking must be pleasant and sociable, with response to the candidate's wishing.

3.5.4 Interview Do's and Don'ts

With the requirements of the position in mind, the interviewer will search for your strong and weak points and evaluate your intellect and the abilities that you have developed as a result of your education and past experience. They will also be interested in personal characteristics such as your motivation and the way you present yourself.

THE "DO'S"

- **DO** follow the interviewer's leads and prompts, reading whether your answer is going to be too long or if further information is required to explain on a point made.
- **DO** make sure that you highlight your strengths to the interviewer in a factual, sincere manner. Provide specific examples of your abilities that demonstrate positive outcomes or achievements.
- **DO** realise that the interviewer will ask you questions about your skills that relate to the selection criteria or the requirements of the position. If the position requires technical or special knowledge, you can expect to be asked a question that involves applying theory to solve a problem.
- **DO** make sure you leave the impression that you are more interested in the activities involved in the job than the promotional opportunities or benefits that the organization may offer.
- **DO** always indicate your interest in the job for which you're being interviewed. Never close the door on an opportunity. It is better to be offered the position so you can consider it in relation to other jobs for which you are applying than to not have a choice.
- **DO** ask questions when given the opportunity.
- **DO** take advantage of the opportunity to add anything else in your favour if asked.

THE "DON'TS"

- **DON'T** answer questions with a simple "yes" or "no". Give good responses and explain yourse If whenever possible by referring to relevant examples from your experiences.
- **DON'T** respond in a general, vague, or hesitant manner. Keep in mind that you alone can sell yourself to an interviewer. Project a sense of purpose and direction.
- **DON'T** 'over answer' questions. The interviewer may steer the conversation into politics or economics. It is best to answer the questions honestly, and say no more than is necessary.
- **DON'T** ever make derogatory remarks about your present or former employers.
- **DON'T** enquire about salary, holidays, bonuses or retirement at the initial interview.



However, you should know your market value and be prepared to specify your required salary range if asked.

- **DON'T** lie. Answer questions truthfully, frankly and as close 'to the point' as possible.
- **DON'T** focus on negatives: emphasis positive outcomes and learning experiences.

Negative factors frequently assessed during an interview that most often lead to rejection include:

- lack of responsibility taken for actions.
- lack of interest and enthusiasm.
- lack of preparation, failure to obtain information about the job and organization.
- inability to express thoughts clearly, poor diction or grammar, and lack of poise.
- lack of career planning, purpose or goals.
- lack of tact, maturity, courtesy or professionalism.
- evasive – making excuses for poor academic record or other unfavourable factors.
- overbearing, aggressive, arrogant or conceited.
- over-emphasis on money – interested only in remuneration.
- persistent attitude of “What can you do for me?”
- failure to ask pertinent questions about the job or the organization.

Make sure these negative factors do not apply to you on your interview. And try to overcome these factors so you should better present yourself in the interview.

Exercise-3

1. How do you define application letter?
2. Distinguish between the solicited and unsolicited application letters.
3. Define structure of application letter.
4. What are the general hints for writing application letter?
5. Draft an application letter for the post of the Sales Manager of a private firm.
6. Write an application letter for the post of Deputy Welfare Officer addressed to the Personnel Manager of Laxmi Enterprises, Orissa, in response to an advertisement in a newspaper dated 12th August, 2004.
7. Answer the following advertisement: “Wanted a lady receptionist with at least three years experiences for the office of the Galaxy InfoTech, Chandigarh. Apply to the Manager stating age, qualification, experience and minimum salary acceptable.”
8. Draft a letter to the Registrar, Rampur Technical University, applying for the post of Asst. Registrar giving your qualifications, age and experiences.
9. Discuss the purpose of resume.
10. What are the different contents of resume?
11. What is the need or importance of listed references in a resume?
12. An International Bank has recently advertised some vacancies of teller. Write an application for one such post giving full details to the Personnel Manager.

13. Write out an application to the following advertisement appearing in Indian Express of 4th July, 2006.
“Wanted Accountant on Rs. 20,000 p.m.: Apply stating age, qualification and experiences, to Box No. 46. The Leader.”
14. What are the tips for writing an impressive C.V/ Resume?
15. “A group discussion is the creative approach to knowledge.” Explain.
16. What are the features of group discussion?
17. What are the different factors taken into consideration while group discussion?
18. “For participation in group discussion one should require the balance of speaking and listening skills.” Explain.
19. Explain the skills required at the level of listening in group discussion.
20. What do you mean by interview?
21. Describe any two types of interview.
22. Write notes on:
 - (i) Promotion Interview
 - (ii) Appraisal Interview
 - (iii) Exit Interview
 - (iv) Problem Interview
 - (v) Stress Interview
 - (vi) Selection Interview
23. For interview what preparation have to be done by candidates. Explain.
24. “First impression is the last impression.” Explain with the concern of physical preparation.
25. Differentiate between mental and psychological preparation.
26. “Self assessment is required before interview.” How much you agree with this statement and why?
27. What preparation does the interviewer has to make for an interview?
28. List some do's and don'ts of interview.
29. Write down five questions that you would like to ask the interviewers at your interview for a job.
30. Suggest some ways and means of making exit interview successful.



An Introduction to Marketing

What is marketing?

Numerous definitions of marketing exist:

Marketing is a social and managerial process by which individuals and groups obtain what they want and need through creating and exchanging products and value with others. (Kotler *et al.*, 1999).

Marketing is the management process responsible for identifying, anticipating and satisfying customers' requirements profitably. (Chartered Institute of Marketing – CIM)

Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives. (American Marketing Association)

Marketing is about satisfying customer wants and needs and in the course of doing so facilitating the achievement of an organization's objectives. By paying attention to customer wants and needs, organizations are more likely to achieve their objectives in the marketplace. Of course, organizations have to compete with each other and so also have to satisfy customers' wants and needs at least as well as their competitors. Fortunately, organizations can do this in different ways. Competition involves finding a different way to satisfy customers from other organizations in the market place. In the pursuit of this end, products and services need to be seen as more than physical entities—it is the benefits they offer customers that are being purchased.

Competition involves positioning products and services in the minds of customers in such a way that the products and services are perceived to be different from one another. Marketing is about the competitive positioning of products and services in the minds of the customers. It is also about the communication of messages and images (reflecting product and service positioning) and the means which are used to convey these messages and images to the customers.

The above definitions would appear to place marketing as a process, which looks to facilitate exchanges. To be sustainable, such exchanges must be mutually beneficial. Economic prosperity depends on the generation of such exchanges, assuming the CIM definition of 'profitability' can be defined in a non-accounting sense (e.g. benefit or value). All the definitions emphasize the generation of value. Value is the benefit each partner in the exchange seeks (e.g. money, support, prestige). It drives the exchange process.

To be successful, exchange relationships must endure over the long term. Short-term or one-off transactions are sales, whereas building a long-term on-going exchange relationship is marketing.

Marketing as a business philosophy

A number of generic business orientations exist. These orientations provide an underlying route to business success. They highlight the fundamentally most important element in business success. No one orientation is right or wrong. However, they may be inappropriate to a specific industry or business environment. Five basic orientations exist: production, product, financial, sales and marketing. Clearly all organizations will display elements of each. The question of orientation relates to which is the most significant for an organization.

For example, no organization should neglect finance, but they may place greater (or lesser) strategic emphasis on marketing. Adopting a marketing approach to business can generate many benefits, as products aim to provide solutions to specific customer needs. This approach:

- Generates products more likely to find a ready market.
- Encourages customer loyalty.
- Offers the opportunity to generate a price premium.

- Keeps organizations in-touch with ever changing customer needs.
- Promotes awareness of competitors' actions and product offerings.
- Provides potential to create differentiation where none previously existed.
- Gives marketing a greater impact on strategic planning.

Factors impacting on marketing strategy

Marketing is also about managing relationships. In order to persuade the ultimate consumers of the products to buy, others concerned with the product have to be persuaded that what is on offer will satisfy customers' wants and needs. The chain of persuasion can stretch right back into the organization itself and involve employees of the company. This is the area where *internal marketing* has come to the fore in recent years. Building relationships with other organizations is also important. The 21st century is seeing the development of strategic alliances and networks where firms work together towards shared goals and collaborate in their operations. Managing such relationships productively is almost certainly the key to success or failure. The foregoing is at the heart of marketing strategy, which has to take into account the following factors:

- 1 The opening and closing of strategic windows
- 2 The impact of market drivers
- 3 The nature of competition in the market place
- 4 The stage of the market or industry life cycle.
- 5 The assets and skills that a firm possesses or can readily acquire/access.

Impact of Competition

Competition is important in influencing how successful an organization's business venture can be. It is not simply a matter of producing a good product or service which matches with customer wants and needs and provides customer satisfaction. In one way or another, most firms are able to do this but some are much more successful in the marketplace than others. A firm must be able to position itself competitively in the minds of its customers so that its products and services stand out very favorably in important respects in relationship to competitors. Shell and Esso, for example, both sell essentially the same fuel oils, but both are able to carve out positions for themselves in the minds of their customers, so that they can both operate successfully in the marketplace. The nature and strength of competitors and how a firm jockeys for position are key aspects of marketing and business strategy. Technologies and products have life cycles and so do markets and industries. There are different stages in the life cycle of markets and industries and these have important ramifications for marketing strategy. Moreover, taken in conjunction with the number and strength of competitors that operate in a market or an industry at any one time in the life cycle, it poses a tight boundary within which the firm can design an optimal marketing strategy.

Some firms may be ideally suited to exploiting certain types of product market opportunities whereas others may languish and fail when trying to exploit the same ones. In another situation the reverse can easily apply. One cannot assume that every firm will be able to exploit the same situation to its advantage, even when the opportunity does appear to be very exciting and has much to promise. Having the necessary skills and assets, or having access to them, is critical in implementing successful marketing strategies. Without these assets and skills a whole series of strategies may fail.

An overview of marketing mix

Given that the fulfillment of customer satisfaction is the key to business success, how do organizations achieve this? McCarthy (1960) suggested the concept of the marketing mix (the 4Ps) – product, price, place and promotion. These variables form the key elements within the marketing function, and can be adapted in order to generate, and sustain, customer satisfaction. Each 'P' contains various factors that can be emphasized to meet customer need. For example, price can be discounted depending on the target customer group. Remember, all elements of the mix are interrelated.

Advertising as a Business Communication

1. What is advertising?

Advertising is ubiquitous – it is the air we breathe as we live our daily lives (Jhally, 1995). Advertising is a prevalent phenomenon nowadays that has gained the attention and interest of a large number of individuals in different societies around the globe. People are exposed to the advertising process wherever they are. Advertising is not only an 'ideal tool' for reaching people economically, but it is a device of attaining and maintaining contact with persons socially, culturally, politically and even psychologically. Therefore, advertising is neither an innocent way of selling products nor the primary factor that changes society's attitudes and behavior to fulfil its ends and economic purposes.

According to Harris and Seldon (Vestergaard & Schroder, 1985), advertising is defined as a public notice "designed to spread information with a view to promoting the sales of marketable goods and services". From this perspective, advertising exists "to help to sell things" (White, 2000), which is limited to giving utilitarian information about the product with the objective of informing the consumer about the necessity and the importance of the commodity advertised.

Besides, according to Nicosia (1974 apud Sheehan, 2004), to advertise means "to give notice, to inform, to notify or to make known". He goes on and suggests that a successful advertisement should include 'information', 'reasoning' and 'emphasis'. He means that advertisers should not only inform their audiences about the product, but also stimulate ideas among them as well as developing their curiosity and interests through creating new meanings from the advertised commodity.

As a result, to advertise is to inform the consumer about the product as well as persuading him or her to buy this product, which will be achieved only through creating a meaning or value out of it. Through images, verbal language or symbols, consumers come to identify themselves with the merits and significance of the advertised product in their everyday life. In other words, advertising is about information, but it is also about 'appearances'; "advertising is not just about the objects' appearance but about personal appearances: how we look at others, how we think of ourselves" (Barthel, 1988). Hence, advertising according to Barthel is about creating a relationship between subject and object, which means between the product and the meaning or the value it brings to its buyer - the meaning the product carries, which the buyer wishes to appropriate.

2. Advertising: Detractors and Defenders

Like any other institution, advertising has its critics and defenders. There are many opinions as to whether advertising is a profitable or a negative facet in society. It is suggested that it is not correct that "all ads are socially responsible and dedicated to the furtherance of humanity" (White, 2000) since publicity encourages "wasteful and excessive" consumption. Critics consider advertising to be "powerful, persuasive and manipulative", and judge consumers as being "unable to decide rationally what are their real needs and how to satisfy them" (Leiss, 1997). In other words, the omnipresent discourse of advertising has a negative impact on people's attitudes since it encourages them to "overvalue material things in life" (Leiss, 1997). Besides, there is a kind of emotional connection created between the product and the consumer due to the need for immediate satisfaction of a desire – the desire to possess something. Similarly, Barthel (1988) accuses advertising of defining "not just new needs but new values", in the sense that "it makes people believe they can find happiness, eventranscendence, through the purchase of products" (P: 20-21). She remarks that advertising encourages a certain passivity; "it offers a release from boredom not through drugs but through products that promise" (P: 5).

However, advertising is defended as being "a valuable contributor to the efficiency and freedom of a market economy" and is considered also as being "a form of artistic expression" (Leiss, 1997). It is also deemed to be a positive form, according to Kellner (1995), contributing to the education of the public "about how to behave and what to think, feel, believe, fear and desire – and what not to", and a source teaching audiences "how to be men and women; how to dress, look and consume; how to react to members of different social groups; how to be popular and successful and avoid failure; and how to conform to the dominant system of norms, values, practices and institutions" (Kellner, 1995).

3- The purposes of advertising

The advertising agencies and the media have a variety of objectives to accomplish to please and gratify the needs of the consumer, something that could be attained through manipulation for instance. They employ psychologists and sociologists to determine "which values and images are most likely to appeal to the audience" (Lund, 1947; apud Vestergaard & Schroder, 1985) so as to be able to understand the consumers' state of mind.

Advertising is concerned with the 'fears and worries' of people. It has to satisfy their material needs (food, clothes, shelter and means of transport) and their social wants (love, friendship, and belonging to a group...) through the consumption of goods. Therefore, products become carriers of information about "what kind of people we are, or would like to be" (Vestergaard & Schroder, 1985)

4- The role of language and visual images

The function of language in advertising is to express feelings, offer advice, inform and persuade, describe or create. Advertising language can either follow "a prescribed path of advertising clichés" or have the freedom to "deviate from it and from the rules of the language itself" (Leech, 1972). Moreover, the fact of advertising different kinds of products "means making different choices of language and in particular different choices of vocabulary" (Leech, 1972).

Concerning visual images, advertising images attempt to create a relation between the commodity and social or cultural characteristics and qualities. Images do not have only the role of reinforcing the idea of selling a product, but they have also a strong role in selling a "worldview, a lifestyle, and value system" (Kellner, 1995). There are three major functions of visual images according to Messaris (1997); "they can elicit emotions by stimulating the appearance of a real person or object; they can serve as photographic proof that something really did happen; and they can establish an implicit link between the thing that is being sold and some other image". In this case, the role of images in advertising is to display a 'human context' which derives meanings from the product, and it is for such a reason that the majority, if not all advertisements, contain images of persons, especially young people (Fowles, 1996).

According to Fowles (1996), it is important to distinguish between images and words. Illustrations are "one kind of symbol and words are distinctly another"; words are completely "arbitrary creations", while images are "naturalistic representations". Therefore, the heart of any advertisement is not only either the picture or the text, but it is "the visual imagery redolent with symbolic properties that the advertiser hopes the consumer will find significant" since the combination of text and image has become very important for successful communication. Similarly, according to Leiss (1997), the prevalence of using images in the media is gradually growing, which improves 'the ambiguity of meaning' embedded in the advertising message. Visual representations become "more common and the relationship between text and visual image becomes more complementary".

How to Analyze an Advertisement?

There is more to advertising's message than meets the casual eye. An effective ad, like other forms of communication, works best when it strikes a chord in the needs and desires of the receiving consumer -- a connection that can be both intuitive and highly calculated. The following questions can help foster an awareness of this process. Use them for class or group discussions or your own individual analysis of ads or commercials. You may be surprised by the messages and meanings you uncover.

1. What is the general ambience of the advertisement? What mood does it create? How does it do this?
2. What is the design of the advertisement? Does it use axial balance or some other form? How are the basic components or elements arranged?
3. What is the relationship between pictorial elements and written material and what does this tell us?
4. What is the use of space in the advertisement? Is there a lot of "white space" or is it full of graphic and written elements?
5. What signs and symbols do we find? What role do they play in the ad's impact?
6. If there are figures (men, women, children, animals) what are they like? What can be said about their facial expressions, poses, hairstyle, age, sex, hair color, ethnicity, education, occupation, relationships (of one to the other)?
7. What does the background tell us? Where is the advertisement taking place and what significance does this background have?
8. What action is taking place in the advertisement and what significance does it have? (This might be described as the ad's "plot.")
9. What theme or themes do we find in the advertisement? What is it about? (The plot of an advertisement may involve a man and a woman drinking but the theme might be jealousy, faithlessness, ambition, passion, etc.)
10. What about the language used? Does it essentially provide information or does it try to generate some kind of emotional response? Or both? What techniques are used by the copywriter: humor, alliteration, definitions" of life, comparisons, sexual innuendo, and so on?
11. What typefaces are used and what impressions do they convey?
12. What is the item being advertised and what role does it play in American culture and society?
13. What about aesthetic decisions? If the advertisement is a photograph, what kind of a shot is it? What significance do long shots, medium shots, close-up shots have? What about the lighting, use of color, angle of the shot?
14. What sociological, political, economic or cultural attitudes are indirectly reflected in the advertisement? An advertisement may be about a pair of blue jeans but it might, indirectly, reflect such matters as sexism, alienation, stereotyped thinking, conformism, generational conflict, loneliness, elitism, and so on.

- Print advertisements are everywhere around us. Whenever we read a newspaper or a magazine, or go outside and see a billboard, print ads are obvious and unavoidable. Analyzing the ad to discover its true meaning is important to understand its intended impact and intention.

Here are some things to look for when analyzing a print advertisement.

1. **What does the text say?** The text was carefully crafted to create a consistent message about the ad. If there is a headline, how does it grab our attention? What does the main text tell us about the product

or service? Does it directly reference the product or service's benefits and factual attributes? Or does the ad prefer to sell the reader on the product's lifestyle benefits instead (telling you how cool you'll be when using the product, for example)? How does the text relate to the images?

2. **What does the image say?** Pictures are worth a thousand words, and this is very true for print advertisements. How does the photograph grab our attention? Is the picture depicting the product by itself, or being used by someone? Does the photograph show us a lifestyle associated with the product (essentially telling us how the product would make our life better)? How do the images relate to the text?

3. **Who is the magazine/newspaper/billboard's target market?** Would someone from a different demographic (someone of a different gender, someone older or younger than you, someone who made more or less money than you, someone with different political values, someone of a different race) interpret the text and imagery differently? What values does the ad contain (is it young, hip, mature, playful, exciting)?