

MODULE – 5

Management of Tourism
Business



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COMMUNICATION AND PERSONALITY DEVELOPMENT

The present age is the ‘Age of Communication and Information.’ The importance of communication has been greatly emphasised by all management experts. Communication, like birth, death, growth and decay, is a part of individual life as well as organisational existence. Think for a minute or two and imagine, is human life possible without communication. The answer definitely would be no. Human beings have a forceful urge to communicate with each other. Communication gives meaning to human life otherwise life would be impossible without communication. As a tourism professional you need to explain your ideas and make people understand your ideas, you need to sell your services to your client or customer. As managers you need to spend most of the time in communicating with your superiors, subordinates, colleagues, customers or suppliers. Further, for being an effective professional, you need to develop a right mix of personality, developing customer contact, feedback and loyalty schemes to attract and retain customers and create an environment that encourages and values the contributions of team building. This lesson addresses these issues in greater detail.



OBJECTIVES

After studying this lesson, you will be able to:

- describe the meaning, types and barriers to communication;
- identify how to participate in meetings and interviews;
- develop your public speaking and oral communication skills;
- develop written communication skills;
- discuss the importance of preparation of communication material;
- highlight the role of customer care management;

- discuss the traits and factors determining personality and
- understand the role of team building.

18.1 CONCEPT AND MEANING OF COMMUNICATION

Man is a communicating animal; he alone has the power to express in words, sight, sound, touch, smell and taste as modes of exchange of messages. Communication is the act of conveying information for the purpose of creating a mutual understanding: it is something that humans do every day. In simple terms, communication means sharing of information whether written or oral. Humans convey information through a variety of methods like speaking, writing, email, gestures, facial expressions and body language etc. However, all forms of communication require the same basic elements: a speaker or sender of information, a message, and an audience or recipient. The word “communication” is derived from the Latin word ‘*communis*’ which means to share or to make common. It is a process of exchange of facts, ideas, and opinions and a way through which individuals or organisations share meaning and understanding with one another. In other words, it is a transmission and interaction of facts, ideas, opinion, feeling and attitudes.

Let us go through some of the definitions given by tourism management experts presented in the box.

18.1.1 Definitions of Communication

Communication is an exchange of facts, ideas, opinions, or emotions by two or more persons. **(Newman and Summer)**

Communication in its simplest form is conveying of information from one person to another. **(Hudson)**

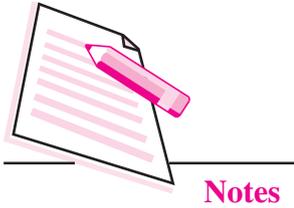
Communication is the process of transmitting and receiving verbal and non-verbal messages. **(Murphy)**

18.1.2 Features of Communication

- It is a process which involves at least two persons, one who wants to send a message and the other who receives the message.
- The process of communication is incomplete unless the receiver understands the message sent to him or her and gives feedback.
- The purpose of communication is to create understanding in the mind of receiver.
- Communication is a continuous process.



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18.1.3 Process of Communication

The process of communication comprises following steps:

- **Sender:** The person who desires to convey the message is known as sender.
- **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.
- **Encoding:** The communicator of the information organises his idea into series of symbols which he feels will communicate message to the intended receiver or receivers.
- **Communication Channel:** Communication channel is the medium through which the message passes. It is the link that connects the sender and the receiver.
- **Receiver:** The person who receives the message is called receiver or receiver is the person to whom message is sent by the sender. The communication process is incomplete without the existence of receiver of the message. It is the receiver who receives and tries to understand the message.
- **Decoding:** Decoding is the process of interpretation of an encoded message into the understandable meaning. Decoding helps the receiver to derive meaning from the message.
- **Feedback:** Communication is an exchange process. For the exchange to be complete the information must go back to the one 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. *Decoding*

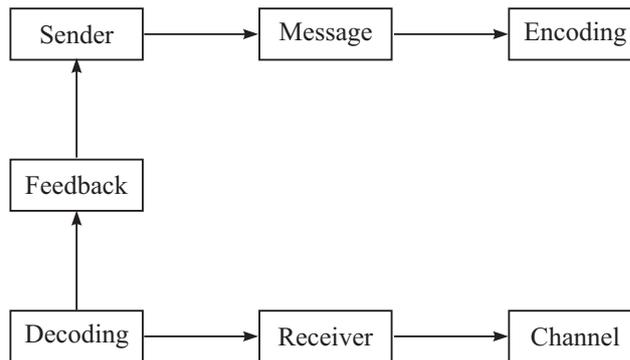


Fig. 18.1 Communication Process

18.1.4 Barriers to Communication

Barriers are obstacles or roadblocks that interrupt or block communication and prevent transfer of message from sender to receiver. Various barriers to communication are discussed as under:

Noise

Noise is quite often a barrier to communication. It refers to the ‘unwanted’ signals of messages which interfere and disturb the reception of the wanted signals. For example in a factory if a worker wants to send a message to another worker, the noise of machines will distort the oral message which the worker wants to communicate.

Distance

The distance between the sender and the receiver can also become a barrier. It can happen if the technical devices of communication such as telephone are not available. Humans can hear up to a particular level of distance and beyond that the capacity to hear any sound is not possible. For example if your friend is calling you from a far off distance you won’t be able to hear him because of the distance.

Information Overload

Information overload refers to receiving huge number of messages (phone calls) at a particular point of time. For example, if a receptionist at a hotel receives more than 20 phone calls in five minutes time you can imagine how many among the twenty callers he/she can attend and communicate.

Language

Language facilitates understanding, but it can also prove to be a barrier to communication. Take the example of an English speaking tourist in a foreign country. If the tourist talks only in English in a non English speaking country, he/she will fail to communicate effectively.

Medium of Communication

The various medium for communication are oral, written, audio, visual and audio-visual. If the sender uses a medium with which the receiver is not familiar, the medium itself becomes a barrier. For example, if a travel agent gives maps, charts to the tourist guides who have not been taught to read maps, the agents will be in great trouble.

**ACTIVITY 18.1**

Think of a five star hotel you are familiar with and outline an ideal communication process.

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INTEXT QUESTIONS 18.1

- Explain the importance of communication in tourism industry.
- Imagine you have to talk to a foreign tourist. What barriers can interrupt your communication.

18.2 ORAL COMMUNICATION

It would be impossible for an organisation to function without communication be it oral or written. In our daily life we communicate more orally than in written words. Sharing of ideas, exchange of words orally or verbally is referred to as oral communication. It involves exchange of messages through spoken words. It is a process in which a speaker interacts verbally with a listener. Oral communication may take place in face to face talk (like in meetings and conferences) or through devices like telephones. The other examples would be a lecture in a class room, a speech in a public gathering, a talk by a tourist guide at a famous tourist place etc.

Advantages

- It provides immediate feedback.
- It provides an opportunity for a dialogue.
- It is fast and saves time.
- It is economical as it involves less cost.
- It is flexible.

Disadvantages

- It is less reliable and can lead to misunderstanding if the message is not clear
- It does not provide record or reference.
- It is not suitable for lengthy messages.
- It can be influenced by the behaviour of both sender and receiver.
- The chances of distortion are very high.

18.2.1 Seven Cs of Oral Communication

For oral communication to be effective, you must remember the following seven Cs of oral communication:

Clear

An oral communication becomes effective when the message is clear for the audience or receiver. Oral messages are often misunderstood because the

speakers fail to talk clearly. So, for this purpose clear pronunciation is very much required. To minimise this kind of problem, a speaker should try to work out on different, lengthy and unusual words for clear pronunciation.

Concise

Many people enjoy while talking and sometimes oral communication suffers from the problem of over communication. But when a speaker keeps on talking for long, their message gets distracted. So it is advisable to try to keep the message as brief as possible without changing the real message.

Complete

Completeness is required in all forms of communication. While communicating with others, you should make sure that you pay attention to the five W's: Who, What, When, Where, Why.

Correct

In oral communication correctness means the source of information or from where you get information is right or trustworthy source. Authenticity of the source generates faith in the speaker and people listen to him carefully.

Concrete

For making oral communication effective, speakers should use specific facts and ideas and also avoid exaggeration of any information. Try to choose appropriate words which do not offend/impact a particular individual, society, culture or nation.

Courtesy

Courtesy refers to the use polite words for oral communication. Try to avoid irritating expression, sincerely apologise for any mistake, do not use any discriminatory expressions which are related to individual people, race, ethics, origin, physical appearance etc.

Candidness

Candidness means that the message should be straight, open, frank, outspoken. At the same time it should not hurt a particular person.

Oral Communication Skills

Oral communication means communication through mouth. It includes individuals speaking to each other, be it direct conversation or telephonic conversation. Oral communication occupies an important place especially in business organisations



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where you need to inform people about your business ideas, products and services, benefits etc. Presentations, Meetings and public speeches are forms of oral communication. Presentations being a kind of oral communication are mostly used in almost all business organisations to communicate with the business partners, customers etc. The present section shall discuss how to make effective presentations, convene meetings and how to deliver public speeches.

Making Presentations

The main purpose of presentation is to inform, to persuade the audience to act and to create reputation in the eyes of the audience. A good presentation should have good subject matter, should match with the objective, should best fit the audience and should be well organised.

Developing Presentations

To make a good presentation you need to develop a good presentation. Following are the steps to develop a good presentation.

- Step I** Decide the Topic
- Step II** Collect Material
- Step III** Prepare and revise the first draft
- Step IV** Insert Graphics and Pictures
- Step V** Make a final draft
- Step VI** Practice your presentation
- Step VII** Make final presentation

The following points help in delivering a good speech or a presentation.

- Know your audience first.
- Presentation should be concise and should focus on the topic.
- Convey the required information.
- Look calm and relaxed throughout.
- Maintain eye contact with the audience.
- Use graphics and pictures where ever required (in case of presentations).
- Use short and simple words.
- Smile if it comes naturally.
- Adjust your volume or tune as per the situation.
- Maintain interest of audience. You can also make use of humour and positive quotes.

18.3 MEETINGS

A meeting is a get-together of a group of persons who meet to discuss ways and means to deal with a specific time bound task assigned to the group. The members of the group share common experience, common concern and common interest. A meeting is a formally arranged gathering for the purpose of discussing an issue concerning a large number of persons.



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18.3.1 Objectives of meeting

A meeting may have any of the following objectives:

- To inform and explain the information to the members.
- To understand the situation.
- To get feedback from the members.
- To exchange ideas and experience among the members.
- To persuade members to accept changes.
- To resolve conflicts and confusions.
- To generate a positive attitude among the participants.

How to convene a meeting

The process of convening a meeting mainly involves following three steps.

Step I: Notice

A notice (information about a meeting) is served to the concerned persons. The notice informs the members about the date, time and place of the meeting, the issue to be discussed in the meeting.

Step II: Agenda

An agenda is a list of topics to be discussed in a meeting. A copy of the agenda of the meeting is sent to the members so that only the relevant points are discussed in the meeting.

Step III: Minutes of the Meeting

During the course of meeting, the items or topics listed in the agenda are discussed serially one by one. All the participants express their views/opinions and discuss amongst themselves the pros and cons of each item of agenda. Finally, they arrive at some conclusions or decisions, which are always kept on official records. We call them as minutes of a meeting.

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18.3.2 Interviews

How to face an Interview

- Pre Plan: Successful delivery depends on preparation. Invest time and effort in rehearsals. Get your friend or partner to ask questions. Think about how you will respond to tough or hostile questions by developing and practising clear, honest and appropriate answers.
- Be in control of the interview. Be the first to speak by assertively introducing yourself and initiating a handshake.
- Minimise distractions. Turn off your cell phone.
- Make eye contact with the panellist. Holding eye contact is critical to projecting a positive and confident image. Looking down can make you seem un-cooperative.
- Do not repeat an interviewer's negative comment as you respond to a question. Always frame answers in a positive way.
- Avoid jargon, industry language and acronyms. It is important to speak in the terms everyone can understand.
- Never speculate. If you don't know the answer, say so and promise to do your best to find out the correct answer and get back to them.



ACTIVITY 18.2

1. Develop a presentation which could be presented to attract tourists towards a tourist destination.
2. Identify various communication networks found in your organisation. Which is the most effective one? And Why?



INTEXT QUESTIONS 18.2

1. Explain five Cs of oral Communication.
2. Suppose you are asked to convene a meeting. How will you proceed?

18.4 WRITTEN COMMUNICATION

Exchange of words, ideas or transmission of messages in written form is referred as written communication. Just as it is impossible to think of social life without communication, it is equally impossible to think of business or an organisation

without written communication. Written communication is an essential part of organisational life. Written communication in organisations includes letters, memos, agenda, manuals, handbooks, reports, etc.

Advantages

- It is taken more seriously.
- It is more suitable when the message is very long.
- It helps in maintaining proper records.
- It is accurate and clear.
- It can be sent to a large number of persons at the same time.
- It provides clear cut guidelines to one and all.

Disadvantages

- It is time consuming and a costly process.
- Immediate feedback is not possible in written communication.
- It is rigid and lacks the personal touch.
- Errors in drafting can create misunderstanding.
- It is difficult to maintain secrecy.

Distinction between Oral and Written Communication

Oral Communication	Written Communication
<ul style="list-style-type: none"> ● Messages are exchanged verbally ● Messages are exchanged quickly ● Easy to maintain secrecy ● More useful for short messages ● Provides no record ● It may not be precise 	<ul style="list-style-type: none"> ● Messages are expressed in written words ● Exchange of messages takes time ● Difficult to maintain secrecy ● More useful for long messages ● Provides record and reference ● Can be expressed precisely

18.4.1 Seven Cs of Written Communication

To ensure effective written Communication experts suggest that a careful thought of the following seven Cs. The seven Cs are: *Concise, Clarity, Completeness, Consideration, Courtesy, Correctness and Concreteness.*

Let us discuss all the seven Cs one by one:



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- **Clarity**

We would be able to ensure effective written communication if the objective of the message is clear, the content to be transmitted is meaningful and the medium of communication is appropriate. Use of simple words is also advised for effective written communication.

Use	Do not use
Pay	Compensate
Help	Facilitate
Use	Utilise

- **Completeness**

While communicating you should ensure that as a sender you answer all the questions asked. You should check: what, who, when, why and where of the message which you intend to send.

- **Conciseness:** The message to be communicated should be as brief and concise as possible. Only simple and brief statements should be made.

- **Courtesy**

Courtesy means you should create friendliness while communicating. Irritating words and expressions should be omitted. For example, words like ‘You neglected’, ‘You are irresponsible’, ‘You are unaware’ should be avoided. Instead it would be courteous to apologise sincerely for a mistake or omission or thank someone enormously for a favour.

- **Correctness**

The message should consist of correct facts and should be sent at the correct time. It is also important for effective written communication that the sender uses correct format for the communication.

- **Concreteness**

In order to make written communication more effective exaggeration should be avoided. The message should be specific, crystal clear and to the point.

- **Consideration**

Consideration means that while communicating you should adopt you-attitude rather than we-attitude and also avoid gender bias. For example use words like:

- *Thank you for your kind help* instead of *I want to express my thanks for the help.*
- *Chairperson* instead of *Chairman.*

18.5 PRINCIPLES OF EFFECTIVE WRITING

Unity

Unity of writing implies a condition of being one. The principle of unity applies at three levels. First, the individual sentences must be unified. Second, the individual paragraph must be unified. Third, the totality of the message must be unified.

Coherence

To achieve clarity in a written communication the principle of coherence should be adopted. Relation and clarity are two important aspects of coherence. The principle of coherence applies to sentences, paragraphs and to the message as a whole.

Avoid Jargons

As far as possible, the writer should avoid jargon. Jargon is a language which is special to science, commerce, technology, trade or profession. In private communication with persons in the field, jargon may be incorporated. In other cases, jargon can be used, only if the words used are clear to others as well.

Accuracy

The subject matter must be correct and accurate. The manner in which the message is transmitted must be correct. Accuracy in writing can be achieved by careful checking and editing.

Briefness

Writing should be brief using few words for many. Briefness saves time and also gives grace to the writing. Business communication must be brief and direct.

Business Letters

Letter writing is an art. Even though letters have transformed into e-mails and SMS, it is still respected as an art; only the medium has changed. Letters can be broadly classified in two categories-formal letters and informal letters. Formal letters comprise official letters, business letters; letters of complaints, applications, letters to editors etc, informal letters include letters that are written to our friends and family.

The following basic rules need to be followed while writing formal letters:

- Full name, address and date.
- Correct name and the designation of the person you are writing to.



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- Start the letter with ‘Sir/Madam’ or ‘Dear sir/Madam’ and then mention the name and the address.
- State the purpose of the letter in one line titled ‘Subject’ before beginning to write the letter.
- The letter should be very precise, giving only the information, which is required.
- The letter should clearly state action/information required/supplied or action to be taken.
- End your letter politely by using phrases like ‘Thanking you, ‘Yours faithfully/Sincerely (Name).

18.5.1 Structure of a Business Letter

The elements of structure or parts of a letter are the following:

1. Heading	The name and address of your company
2. Date	The date on which the letter is being written
3. Reference	If you are writing a letter in response to a letter
4. Inside address	The full address of the person/organisation you are addressing the letter
5. Attention lines	To ensure prompt action e.g Attention In charge Hospitality
6. Salutation	Dear Shri Ram Kumar, Dear Smiti Kalpana Madam
7. Subject	It is the purpose of the letter
8. Body	The message
9. Complimentary close	Yours faithfully or Yours obediently Yours respectfully, Yours truly
10. Signature	Yours faithfully (Ram Kumar)
11. Enclosure	If there is any attachment to the letter

The seven C’s of written communication discussed in the earlier section shall also be taken in consideration while writing a business letter.



ACTIVITY 18.3

Write a business letter requesting a five star hotel to book a room for your CEO.



INTEXT QUESTIONS 18.3

1. Name the principles of effective written communication.
2. What are the components of a business letter?

18.6 CUSTOMER CARE MANAGEMENT

Customer Care refers to systems in the business that maximise customer satisfaction with business. Customer care is a crucial element for the success of every business. Every contact your customers have with your business is an opportunity for you to improve your reputation with them and increase the likelihood of further business. Customer care is more important in some roles than others. It is of more direct importance in tourism. For receptionists, salesmen, front line executives in hotels and other employees who interact with customers directly on a daily basis, customer care is a core element of their job description and training, and a core criterion for their recruitment. For tour operators to be successful, to attract and retain clients, they must provide good customer care. Customer care is also important in other areas of business. For instance, warehousing and shipping departments may have minimal contact with customers but their performance when fulfilling orders has a major impact on customers' satisfaction with their business. In the supply chain industry the warehouse, dispatch, transport and call centre divisions are all part of the customer care function. These functions are responsible for delivering the right product, at the right place, at the right time and in the right quantities, resulting in either a satisfied or unsatisfied customer.

Customer care management involves putting systems in place to maximise customer satisfaction with the business. It should be a prime consideration for every business. Your sales and profitability depends on keeping your customers happy. It explains how you use customer contact, feedback and loyalty schemes to retain existing customers, increase your sales to them and even win new customers. It also implies how to prepare for receiving a customer complaint.

Several factors are considered essential to customer care management. Some important factors are the following:

- Understanding of a customer's needs.
- Matching of product or service to the customer's needs.



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- Providing value for money in product or service.
- Ability to keep customers well informed.
- Reliability and efficiency in fulfilling orders.
- Level and quality of after-sales service provided.
- Efficiency of dealing with customer complaints.
- Level of customer feedback.
- Implementation of customer loyalty schemes.
- Professionalism, efficiency and friendliness of employees.

In tourism business, management of a high level of customer care often requires one to find out what customers want. Information about your customers and their requirements is available from many sources, including the following:

- Customers' order history
- Records of their contacts with your business - phone calls, meetings and so on.
- Direct feedback from customers about your existing range and about what they think/want.
- Changes in individual customers' order patterns.
- Changes in the overall success of specific products or services.
- Enquiries about possible new products or services.
- Changes in the goods and services of your competitors.
- Feedback and referrals from non-competitive suppliers.

Once you have identified your best potential customers, you can target your highest levels of customer care towards them. It's important that you draw up a plan about how customer information is to be gathered and used in your business. Establish a customer-care policy. Assign a senior manager as the policy's champion but make sure that all your staff is involved, often the lower down the scale you go, the more direct contact with customers there is.

Where possible, put systems in place to assess your performance in business areas which significantly affect your customers' satisfaction levels. Identify Key Performance Indicators (KPIs) which reflect how well you respond to your customer expectations. For instance, you might track sales renewal rates, the number of queries about your products or services, the number of complaints about your employees, the number of damaged or faulty goods returned, average order-fulfilment times, the number of contacts with a customer each month, the

volume of marketing material sent out and responses generated, time taken from order to delivery etc. Your customers and employees will be useful sources of information about the KPIs which best reflect key customer service areas in your business. Make sure the things you measure are driven by how your customers would like to see them run.

There are important areas of customer service which are more difficult to measure. Many of these are human factors such as a receptionist's telephone manner or a salesperson's conduct while visiting clients. In these areas it's crucial that you get feedback from your customers about their perceptions of your customer service. Customer surveys, feedback programmes and occasional phone calls to key customers can be useful ways of increasing communication with customers. They can represent great opportunities to listen to customers and to let them know more about what can be offered to them. From your telephone etiquettes, to the efficiency of your order-fulfilment systems, almost every aspect of your business affects the way your customers view your business. Even though we live in a business world that is driven by online technologies such as e-mail, a phone call can be just as powerful tool. There are however, some specific programmes you can put in place to increase your levels of management of customer care. There are several training programmes available for effective customer care management. Business training, motivational talks and corporate seminars can improve the level of customer care.

Customer feedback can provide with detailed information about how the business is perceived. It's a chance for customers to voice objections, suggest changes or endorse the existing processes, and for you to listen to what they say and act upon it. Feedback is most often gathered using questionnaires, in person, over the telephone or by mail. The purpose of customer contact programs is to help you deliver tailored information to your customers. Contact programs are particularly useful for reactivating relationships with lapsed customers.

While good service is the mantra for generating customer loyalty, sometimes new relationships can be strengthened or old ones refreshed, using customer loyalty schemes. These schemes use fixed or percentage discounts, extra goods or prizes to reward customers for behaviour that benefits your business. These can also be used to persuade customers to give you another try if you feel you have successfully tackled past problems with your customer service. Rewards can be offered on the basis of repeat customer, cumulative spending, orders for large quantities or with a high value, prompt payment, length of relationship etc. For example, a travel agency might offer free local transport service if a tourist opts for the deluxe hotel accommodation. Hotels can provide key customers with loyalty cards that entitle them to a discount on their repeat visits.



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You need to remember that customers' view of the overall service one provides will influence their loyalty much more than short-term rewards will. The aim should be to build a solid long-term relationship with the customers rather than to earn quick money. Satisfied tourists will contribute to your business for years, through their purchases and through recommendations and referrals of your tourism business.

The existing customers are among the most important assets of business. Caring for customers and ensuring they enjoy a high quality service is all about putting people first. It is worth taking steps to make sure that they are satisfied with the service they receive. There are a number of techniques you can employ. They may include the following:

- providing a free customer helpline;
- answering frequently asked questions on your website;
- following up sales with a courtesy call;
- providing free products that will help customers make the most of their purchases;
- sending reminders when services are due; and
- offering preferential discounts to existing customers on further purchases.

There may be times when things do not quite go right. You need to be ready to deal with them. Every business has to deal with situations in which things go wrong from a customer's point of view. You should not be dismissive of your customer's problems, as a tourist with a complaint represents a genuine opportunity for your business. It may be a request for additional help. If you handle the complaint successfully your customer is likely to prove more loyal to you. Your complaining customer may be alerting you to a problem experienced by many others who silently took their custom elsewhere. Complaints should be handled courteously, sympathetically and swiftly. You need to deal with feelings and emotions first and then with the problem. Do take the complaints seriously even when you think these are unreasonable or exaggerated. Your method of dealing with customer problems is one more way to stay ahead of your competitors. Make sure that your business has an established procedure for dealing with customer complaints and that it is known to all your employees. To deal with customer complaints effectively take the following specific steps:

- Listen sympathetically to establish the details of the complaint,
- Be calm and stay in control and act businesslike which would be a cooling down tactic.
- Do not take the complaint personally so as not to get emotionally involved,

- Record details together with relevant material. Also ask the client to provide a report.
- Deal with written complaints immediately.
- Offer rectification by repair, replacement or refund as the case may be.
- Follow-up an action appropriately through an apology letter, phone call etc. But be careful about saying sorry.
- Report back to the client with a solution and secure an agreement from the client that the matter is closed.



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INTEXT QUESTIONS 18.4

1. List various factors considered essential to customer care in tourism businesses.
2. From which sources can you collect information about your customers?
3. As a professional suggest ways of dealing with tourist complaints.

18.7 PERSONALITY

People generally believe that personality refers to personal appearance with a charming smile or outlook. But psychologists are of the view that personality is dynamic in nature and it is concerned with growth and development of a person’s whole psychological system. Personality is defined as the combination of stable physical and mental characteristics that give the individual his or her identity. These characteristics include how one looks, thinks, acts, and feels. It can also be referred as the sum total of ways in which an individual reacts and interacts with others.

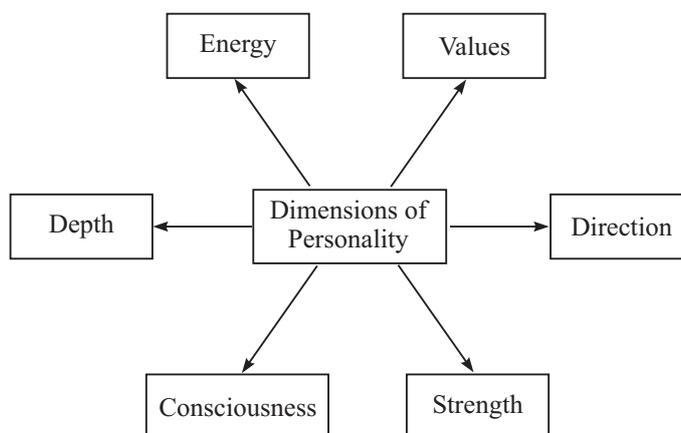
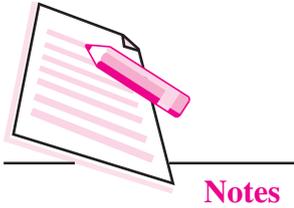


Fig. 18.2: Dimensions of personality

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The word personality has its origin in a Latin word “*PERSONA*” that refers to a mask worn in a theatre. The mask worn would provide a hint to the audience about what to expect in the behaviour and attitudes of the character being displayed by the actor. If we want answer to questions like: why are some people quiet, while others are aggressive; why some people talk less and others are more talkative? The answer to these questions is **PERSONALITY**. Personality is the set of traits that distinguish one person from another. A man is born with certain physical and mental qualities and the environment further shapes his or her personality.

18.7.1 Personality Determinants

There are several factors that determine the formation or shaping of our personality. Among them the three major factors are:

Heredity

The genetic components inherited from our parents at the time of conception determine strongly the personality traits of an individual. The colour, height, physical stature, facial attractiveness, temperament, muscle composition, inheritable diseases etc are considered to be inherited from parents. Research studies conducted on identical twins that were raised in different places over a long period of time and across different situations reveal that heredity plays a substantial role in determining the behaviour of individuals. If all personality characteristics were completely dictated by heredity, they would be fixed at birth and no amount of experience could alter them but research indicates that personality characteristics are not completely dictated by heredity.

Environment

The culture in which people are brought up and the type of socialisation process such as a family’s child rearing practices, socio economic status of the family, number of children in a family, birth order, education of the parents, friends, religious practices, the type of schooling and recreational activities, etc play a critical role in shaping our personalities. For example, our parents mould the character of all children, almost from birth by expressing and expecting their children to conform to their own values through role modelling and through various reinforcement strategies such as rewards and punishments. Both the heredity and environment are equally important in determining personality characteristics of an individual. Heredity sets the parameters or outer limits, but a person’s full potential will be determined by how well he or she adjusts to the demands and requirements of the environment.

Situation

The type of specific situation which a person encounters also equally shapes personality characteristics. For example, an individual's exposure to a job interview and the type of experiences encountered during that time will shape certain personality characteristics. Similarly, going for a picnic with friends and encountering the type of experiences whether pleasant or unpleasant will shape the personality characteristics of individuals accordingly.



Notes

18.7.2 Personality Traits

Research on identifying personality traits resulted in a long list of traits. However, the two approaches that are dominant in classifying the personality traits are Myers and Briggs Type Indicator (MBTI) and The Big Five Model.

The personality traits classified under MBTI model are:

- **Extroversion vs Introversion:** People who are *extroverts* are sociable, assertive and enjoy more frequent social interaction and feel energized after spending time with other people. *Introverts* are quiet, shy and enjoy deep and meaningful social interactions and feel recharged after spending time alone.
- **Sensing vs Intuition:** People who prefer sensing tend to pay a great deal of attention to reality, particularly to what they can learn from their own senses. Those who prefer intuition pay more attention to things like patterns and impressions. They enjoy thinking about possibilities, imagining the future and abstract theories.
- **Thinking vs Feeling:** Thinking people use reason and logic to handle problems. They tend to be consistent, logical and impersonal. Feeling types prefer personal values and emotions.
- **Judging vs Perceiving:** Judging people want control and prefer to be structured. Perceiving type are flexible and spontaneous.

The personality traits classified under the Big Five Model are:

- **Openness to Experience:** Extremely open people are creative, curious, and sensitive. Others are conventional.
- **Conscientiousness:** Such people have a tendency to show self-discipline, act dutifully, and aim for achievement; are planned rather than spontaneous behaviour; organised, and dependable.
- **Extroversion:** Extroversion means being sociable, assertive and introversion types are reserved and quiet.

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- **Agreeableness:** It is tendency to be compassionate and cooperative rather than being suspicious and antagonistic towards others. It is also a measure of one's trusting and helpful nature, and whether a person is generally well tempered or not.
- **Emotional Stability:** It is the tendency to experience unpleasant emotions easily, such as anger, anxiety, depression, or vulnerability. It refers to the degree of emotional stability and control.



ACTIVITY 18.4

1. Make a note of personality traits of your teacher or a friend.
2. Meet a successful tour operator of your area. From your interaction and experience with them, list all the personality traits they possess and the factors contributing to those traits.



INTEXT QUESTIONS 18.5

1. Name personality traits mentioned in MBTI.
2. Distinguish between introverts and extroverts.

18.8 TEAM BUILDING

What is a Team?

A team is group of people who have complementary skills and are committed to a common purpose for which they hold themselves mutually accountable. It is a group whose individual efforts result in a performance that is greater than the sum of the individual inputs.

18.8.1 Types of teams

The four most common found teams in organisations are problem solving teams, self managed work teams, cross-functional teams and virtual teams.

Problem-Solving Teams: A group of 5 to 12 employees from the same department who meet for a few hours each week to discuss ways of improving quality, efficiency and the work environment.

Self-Managed Work Teams: A group of 10 to 15 people who take on the responsibilities of their former supervisors.

Cross-Functional Teams: Employees from the same hierarchical level but from different work areas come together to accomplish a task. Task forces and committees are cross functional teams.

Virtual Teams: Teams that use computer technology to tie together physically dispersed members in order to achieve a common goal.

18.8.2 Team Building

Any formal activity intended to improve the development and functioning of a work team is referred to as team building. Team building is an effort in which a team studies its own process of working together and acts to create an environment that encourages and values the contributions of team members. Team building helps to reshape norms and strengthen cohesiveness. Team building becomes necessary when the team start leaving the team or lose focus on their effective roles and team objectives.



Fig. 18.3: Team

18.8.3 Steps for Building an Effective Team

- Consider each employee's ideas as valuable.
- Be aware of employees' unspoken feelings.
- Be clear when communicating.
- Encourage trust and cooperation among employees on your team.
- Encourage team members to share information.
- Delegate problem-solving tasks to the team.
- Facilitate communication.
- Make sure that you have a clear idea of what you need to accomplish.
- Set ground rules for the team.
- Establish a method for arriving at a consensus.
- Encourage listening and brainstorming.



Notes

**Notes**

18.8.4 Team Development

The most famous model of team development has been given by Tuckman (1965). The four stages of team development are as follows:

Stage 1: Forming

When teams first get together, members are generally cautious and uncertain about many things. People explore, experiment, try something. During the forming period everyone tries his best to look ahead and think about all the things that need to be done.

Stage 2: Storming

At this stage, interpersonal conflict, patient and impatient people clash with each other. Trust is tested, and confusions around goals and roles begin to surface. If there are heavy deadlines, this stage can be quite tense.

Stage 3: Norming

As people get to know each other, they reconcile and agree on things like decision-making processes, resources, timing and quality standards.

Stage 4: Performing

The final stages of team development involve using all the experience and understanding with each other to get results for each other and the organisation.



ACTIVITY 18.5

Recall your memories and note down how you have been making your cricket teams.



INTEXT QUESTIONS 18.6

1. What are the cross-functional teams?
2. What is team building?



WHAT YOU HAVE LEARNT

- Communication is the act of conveying information for the purpose of creating a mutual understanding. In simple terms communication means sharing of information whether written or oral.

- To carry out any business activity, communication is a must. Without communication the existence of a business organisation would be impossible. Managers need to explain ideas and make the people understand those ideas, and to sell your services to your consumers.
- The process of communication involves a sender, a message, a medium and a receiver.
- Sharing of ideas, exchange of words orally or verbally is referred to as oral communication. It involves exchange of messages through spoken words. It is a process in which a speaker interacts verbally with a listener.
- A meeting is get-together of a group of persons to discuss ways and means to deal with a specific time bound task assigned to the group.
- The process of convening a meeting involves three steps viz notice, agenda and minutes of the meeting.
- Exchange of words, ideas or transmission of messages in written words is referred as written communication.
- Written communication in organisations includes letters, memos, agenda, manuals, handbooks, reports, etc.
- The seven Cs of written communication are: *Concise, Clarity, Completeness, Consideration, Courtesy, Correctness and Concreteness.*
- Customer Care refers to systems in the business that maximise customer satisfaction with business. It is a crucial element for the success of every business.
- Customer care management involves putting systems in place to maximise customer satisfaction with the business. It should be a prime consideration for every business.
- Every business has to deal with customer complaints. A tourist with a complaint represents a genuine opportunity for your business. If you handle the complaint successfully your customer is likely to prove more loyal to you. Complaints should be handled courteously, sympathetically and swiftly.
- Personality is defined as the combination of stable physical and mental characteristics that give the individual his or her identity.
- Personality can be referred to as the sum total of ways in which an individual reacts and interacts with others.
- The three major factors that determine personality are: Heredity, Environment and Situation.
- The personality traits classified under MBTI model are: Extroversion vs Introversion, Sensing vs Intuition, Thinking vs Feeling and Judging vs Perceiving.



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Notes

Communication and Personality Development

- The personality traits classified under the big five model are: Openness to Experience, Conscientiousness, Extroversion, Agreeableness and Emotional Stability.



TERMINAL EXERCISE

1. What is communication?
2. Why is effective communication important for tourism industry.
3. Discuss the components of a communication process.
4. Distinguish between oral and written communication.
5. Explain 7Cs of written communication.
6. Discuss the strategies for customer care management
7. Outline the important components of a business letter.
8. What personality traits would you like to see in tourism as professional?
9. What is team building? Suggest ways to make team work effective.
10. What type of teams can be built in tourism organisations?
11. Think of a situation at home or at work, and identify communication problems you observed or experienced.



ANSWER TO INTEXT QUESTIONS

18.1

1. No organisation can survive without communication because managers cannot perform the basic functions of management, i.e., Planning, Organising, Leading, Controlling without communication. Tourism being a service oriented industry, managers need to spend most of the time in communicating with customers motivating them to use the services they offer.
2. Language, medium of communication, distance and information overload can interrupt communication.

18.2

1. An oral communication should be **Clear**, **Concise** and **Brief**. It should be **Complete**, it should answer the questions like Who, What, When, Where,

and Why; it should be **Concrete** that means speakers should use specific facts; it should have **Courtesy** which refers to the use of polite words.

2. The process involves three main steps: circulating a notice to the concerned members; preparing the agenda which contains the topics to be discussed in a meeting, and recording the conclusions or decisions of the meeting which are called minutes of a meeting.

18.3

1. Unity, Coherence, Avoiding Jargons, Accuracy and Briefness are the principles of effective written communication.
2. Heading, Date, Reference, Inside address, Attention lines, Salutation, Subject, Body, Complimentary close, Signature and Enclosure if any are the components of a business letter.

18.4

1. Important factors for management of customer care include understanding customer needs, matching of a product or service to the customer needs, providing value for money, keeping customers well informed, reliability and efficiency in fulfilling orders, after-sales service, efficiency in dealing with customer complaints, customer feedback, customer loyalty schemes and efficiency and friendliness of employees.
2. Information about customers and their requirements is available from many sources including customers' order history, records of their contacts with business, direct feedback from customers, changes in individual customers' order patterns, changes in the overall success of specific products or services, enquiries about possible new products or services, changes in the goods and services of competitors, feedback and referrals from non-competitive suppliers.
3. For dealing with customer complaints effectively listen sympathetically to establish the details of the complaint, be calm to stay in control and be businesslike, do not take the complaint personally, record complaint details, deal with written complaints immediately, offer rectification, follow-up action appropriately and report back to the client with a solution.

18.5

1. The personality traits classified under MBTI model are: Extroversion vs Introversion, Sensing vs Intuition, Thinking vs Feeling and Judging vs Perceiving.



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Notes

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2. People who are ***extroverts*** are sociable, assertive and enjoy more frequent social interaction and feel energised after spending time with other people. ***Introverts*** are quiet, shy and enjoy deep and meaningful social interactions and feel recharged after spending time alone.

18.6

1. Employees from the same hierarchical level, but from different work areas, who come together to accomplish a task. Task forces and committees are cross functional teams.
2. Any formal activity intended to improve the development and functioning of a work team is referred to team building.