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SYLLABUS

BUSINESS COMMUNICATION

SECTION -A : BUSINESS COMMUNICATION AND SELF DEVELOPMENT

Unit-1: Introducing Business Communication

Basic Forms of Communication, Communication models and processes, Effective Communication, Theories of Communication, Audience analysis.

Unit-2: Self-Development and Communication

Development of positive personal attitudes, SWOT analysis, Vite's model of interdependence, Whole Communication.

Unit-3: Corporate Communication

Formal and Informal Communication Networks, Grapevining, Miscommunication (Barriers), Improving Communication.

SECTION-B : PRINCIPLES OF EFFECTIVE COMMUNICATION

Unit-1: English Grammar

The Noun, The Pronoun, Articles, The Adjectives, The Verb.

Unit-2: Practices in Business Communication

Group Discussions, Mock Interviews, Seminars, Effective Listening Exercises, Individual and Group Presentations and Reports Writing.

Unit -3: Writing Skills

Planning Business Messages, Rewriting and Editing, The First Draft, Reconstructing the Final Draft, Business Letters and Memo Formats, Appearance Request Letters, Good News and bad news Letters, Persuasive Letters, Sales Letters, Collection Letters, Office Memorandum.

SECTION-C: REPORT WRITING AND PRESENTATION SKILLS

Unit-1: Report Writing

Introduction to a Proposal, Short Report and Format Report, Report Preparation.

Unit-2: Oral Presentation

Principles of Oral Presentation, Factors Affecting Presentation, Sales Presentation, Training Presentation, Conducting Surveys, Speeches to Motivate, Effective Presentation Skills, Interviewing Skills:

Appearing in Interviews, Conducting Interviews, Writing Resume, and Letter of Application.

SECTION A
BUSINESS COMMUNICATION
AND
SELF DEVELOPMENT

UNIT 1 INTRODUCING BUSINESS COMMUNICATION

NOTES

★ STRUCTURE ★

- 1.1 Objectives
- 1.2 Introduction
- 1.3 Models of Communication
- 1.4 Process of Communication
- 1.5 Effective Communication
- 1.6 Audience Analysis
- 1.7 Power of Public Speaking
- 1.8 Preparation for Public Speaking
- 1.9 Characteristics of a Good Speech or Presentation
- 1.10 Summary

1.1 OBJECTIVES

At the end of this unit you should be able to:

- Discuss about Communication
- Be aware of the Models of Communication
- Know the Process of Communication
- Be skilled in Effective Communication
- Analyse the Audience
- Know the Power of Public Speaking
- Know the Steps for the Preparation for Public Speaking
- Explain the Characteristics of a Good Speech or Presentation.

1.2 INTRODUCTION

Communication of thoughts, ideas, feelings and emotions is so fundamental that nothing in this world is possible without it. It is so vital that it is said that all problems of the world are either because of lack of communication or because of bad communication.

Webster's New World Dictionary of the English Language defines the word communication as:

"Giving or exchanging of information, signals or messages by talk, gestures or writing".

In fact, the word communication is derived from a Latin word 'communicare' which means 'to impart' 'to make common and to 'share'.

According to **WH Newman** and **CF Summer Jr**, *communication is an exchange of facts, ideas, opinions or emotions by two or more persons.*

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Whatever may be the views of different people on communication, one thing is certain that it is the basic need of mankind and is the foundation of a civilised society. Can you imagine any activity taking place in the world if people did not communicate? All the progress made by human beings has been made possible because of their ability to communicate. It is, in fact, integral part of our life. You can order meals in a hotel, call up a taxi, inform your relatives and friends about your illness, appear in an examination, read a newspaper or a book, socialise with others, explain your point of view to your superior, colleague or your subordinates, only through proper communication. At work place in any organisation, without communication nothing can happen, whether it is a notice informing employees of change in office hours, meeting or a conference or presentation etc, there is a common thread of communication present in all. Hence, it must be understood that communication is vital in every part of our life, our private or social life and our professional work or business.

1.3 MODELS OF COMMUNICATION

Model or channel that is used for communication plays a very vital role in the process of communication. Everyone understands the result of message received through a bad telephone line, mobile phone with a low battery, blurred fax message, poor internet connectivity and so on. Of course, most important mediums of communication are verbal or oral and written. However, there are other powerful means of communication. It is said that a picture is worth thousand words. Similarly, a stern warning through a harsh look is good enough for the junior or a student to understand the message of the senior or the teacher. A very senior person may ignore the greeting of a subordinate to make the junior understand his authority, a student may turn his face away from the teacher whom he doesn't like. A nod may convey positive or negative message and so on. The sender may select the best possible medium to convey what he wishes to, depending upon the need, situation, receiver etc.

The model or objective of any communication is to:

1. **Promote.** If any idea is to be promoted, it has to be shared with others. If any product or services is to be promoted in the market, advertisements are given in print or electronic media.
2. **Inform.** Any information, data, knowledge of any kind to be passed to others, is possible only through communication. It may be verbal, written, or through gestures, body language etc. Teacher cannot teach students, senior business person cannot pass any instructions to his juniors, pilot cannot communicate and seek or give required information to the Air Traffic Control (ATC), student cannot appear in the examination or interview and so on without communication. Information can be internal in the organisation or given to outsiders about products, code of conduct, ethics etc.
3. **Educate.** Communication is necessary for giving lessons to educate others in any subject under the sun, whether it is educating a primary class student, an engineering or management or medicine student or to give clear picture of a plan of action or selling strategy information. Education can be for the management, employee or general public.
4. **Organise.** Even if a small birthday party has to be organised, a number of organising activities have to be performed. One has to call for cake or drinks,

get a tent pitched, guests have to be invited and so on. Any organising needs are not possible unless and until some communication, verbal or written takes place.

5. Relate. Relationship between different people performing different types of tasks in any organisation is possible only through communication. Persons at different levels relate to each others as juniors, colleagues and seniors through some means of communication. In personal relationships, husband and wife or mother and children, relate with each other through sharing information, ideas, emotions etc.

6. Entertain. Can you imagine how boring the life would be if you could not watch a movie, hear any music or read a film magazine? Entertainment industry is totally dependent on communication process. These are people who are so interested in TV programmes that they stay at home to watch their favourite programme. They communicate with the characters in the programmes through writing letters, giving feedback and request for changes in types of programmes, their timings etc.

7. Report. Whenever one wants to submit one's ideas in a formal manner, a report has to be prepared. It may be a feasibility study report for a project or one page on the spot situation assessment report, a senior has demanded.

8. Motivate. Motivation is the process of making others to do what you want them to do. It is a very slow and difficult process and needs continuous interaction with the persons who have to be motivated. It may be done verbally by addressing such persons or they may be given written material, case studies may be discussed with them and so on. Achievement goals are set before the workers and they are given monetary and other benefits to achieve them.

9. Analyse. Analysis of any situation or problem requires discussions, views of others and inputs from different sources. It is possible only by telling others what to do, write down the requirements, recording the views of others, organising brain-storming sessions and so on. All this needs different types of communications.

10. Orders. Order is a communication which is given by a senior in position of authority to a junior. Orders are given from top to bottom to do something or not to do something. Different types of orders are:

- *Specific Orders* : Which is only for a specific work.
- *General Orders* : Such orders are applicable to a number of similar activities or jobs.
- *Procedural Orders* : These orders specify procedures to do any activity or operation.
- *Operational Orders* : They give specific orders how to do or perform a task or job.
- *Mandatory Orders* : Such orders must be carried out under all circumstances without fail.
- *Discretionary Orders* : They are guidelines and are left to the discretion of receiver to obey them or not.

Things to be kept in mind while issuing orders:

- The order should be unambiguous ; absolutely clear so that the receiver has no doubt what he is expected to do.
- The orders can be carried out. The person who gives an order should know the limitations of carrying out his orders. An impossible order has no meaning.

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- Orders should be given in such a manner that the receiver takes them as positive and in the interest of the organisation etc. If orders are resented by the receiver, he will not obey them.
- A lot of planning goes behind issue of an order. A thoughtless, unplanned order will remain just a bark.
- Order must be followed up to see that it is being executed in the manner the ordering authority wanted it to be done.

11. Instructions. It is an order which also provides guidance and help to carry out the order. The details of how a particular job is to be carried out are also provided and the person who issues instructions is always there to help the person who has to carry out the instructions.

12. Advice. An important purpose of communication in any organisation is to give and seek advice. Today's business world is very complex and no individual can have all the knowledge and expertise required. Seniors, experts, consultants, advisers give advice, similarly junior staff at middle level, supervisory level and at operational level have to give advice to promote understanding at work place. The adviser should have a friendly attitude so that the person who is given advice does not feel inadequate and inferior. The advisor must know the ability and capacity of the recipient of the advice and the type of work, priority etc. If possible, the recipient of the advice should be able to question and discuss the issue rather than accepting the advice in totality.

13. Counselling. It is an advice by a professional counsellor. Personal problems of the workers can have affect on their performance in organisations. Hence, good organisations appoint counsellors to handle such problems, they may be psychologists, doctors, social workers etc. who are suitably trained in counselling.

14. Persuasion. Persuasion plays an important role in our personal and professional lives. Human nature reacts favourably to gentle persuasion rather than strict, no-nonsense army type orders. Parents can persuade their children to shun bad habits of smoking, drinking and unprotected sex. A worker has to be persuaded to put in his best effort and a buyer has to be persuaded to buy a particular product or service. A persuasion effort is useful only if the desired effect is achieved without the knowledge of the person being persuaded, that a deliberate effort is being made to change his behaviour. Effective persuasion has the following elements:

- Needs, interests and aspirations of the person being persuaded are kept at the back of mind.
- Gentleness, subtle in nature.
- Win trust by developing a rapport.
- Use arguments which touch the inner core and not pure simple mathematical logic.

15. Suggestions. Getting useful suggestions can be very helpful in conducting the affairs of any organisation. In business world, it has been taken very seriously and suggestions are invited to improve the functioning of various departments. Suggestion schemes, offering incentives and rewards for good practical suggestions are introduced. Good suggestion are shared with other employees who also get encouraged to come out with innovative suggestions in the interest of the organisation.

16. Warnings. There are situations where the management of any organisation has to issue warnings to the workers or junior staff to act in a desirable manner. Habitual late coming, absentism, insubordination, undesirable conduct

at workplace etc. attract warning from the management. It should be kept in mind that warning is fair and not a result of some bias or prejudice. Warnings or admonishing should always be done in private. All warnings should have only one purpose; the betterment of the organisation.

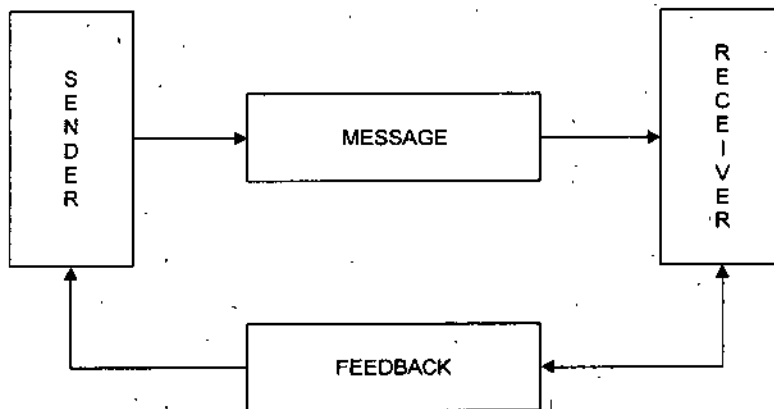
17. Morale boosting. Morale is a state of mind and when one has high morale, one can do and achieve anything, similarly when one has low morale, nothing is possible. Qualities like confidence, faith in one's abilities, courage, positive attitude are all result of high or low morale. Effectiveness and efficiency are the results of high morale, hence, every organisation makes special efforts to keep the morale of their managerial and working staff high. Morale can be raised by:

- Provide fair and efficient management structures systems and style.
- Treat the subordinates and colleagues, respecting their unique individuality.
- Give friendly work culture where people know the authority but perform because of respect for the authority and not out of fear.
- Handle genuine grievances immediately.
- Job enrichment should be possible.
- Let the workers perform the tasks they are trained for and not menial work which they don't like.

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1.4 PROCESS OF COMMUNICATION

The process of communication takes place when any person or group of people decide to convey opinion, an idea or an emotion. Communication process involves different elements which are explained with the help of figure 1.1.



1. Sender or Source. The communication process starts with the sender who can also be called a source or transmitter. The sender can be one individual, a group of individuals, a machine, in fact anyone who acts as the source of the communication from where the entire process starts. What the individual or group decides to convey is called Message. The sender may or may not have prepared the message *i.e.*, the thoughts, ideas, feelings or experiences which are to be communicated to others.

2. Message Encoding. The process of encoding takes place after the sender has made up his mind of what ideas, feelings, thoughts, emotions he wants to convey. Encoding simply means converting what is to be conveyed in a language or symbol, which can convey these exactly to the receiver so that he can understand and act upon them.

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3. Transmission of Encoded Message. After the message i.e., what is to be conveyed is encoded, it is transmitted i.e., sent to another person, group or organisation, by different ways and means. Transmission could take place by face to face talk, through telephone, by writing a letter, putting up a notice, sending a circular, by fax, internet (e-mail) or by means of signals, symbols or body language.

4. Channel. The medium through which the message is sent is called channel and is a link between the sender and the receiver of the message. The ways of sending a message could be any, as explained earlier, however, for the communication to be good, an appropriate and suitable channel has to be selected. The five senses, sight and sound are the most important communication channels. Taste and smell are also communication channels. Some other examples of channels are the air that carries sound waves (it is wellknown if vacuum is created in a room, no sound can travel and oral communication is not possible), telephone system, T.V. transmission etc.

5. Message Decoding. Before the message is received and understood by the receiver, it has to be decoded. Words, symbols and signals are decoded back to thoughts, ideas, feelings and emotions and when the receiver gets exactly the same message, which was meant to be conveyed by the sender, the communication is successful and useful. Different words have different meaning for different people. Trunk or boot may mean a part of a car for storage in one language and culture but has entirely a different meaning in Indian languages. Similarly, signals used by Armed Forces ; like closing the fingers of one hand and keeping the hand on the head can be interpreted as asking all persons to close at the place where the person giving the signal is standing. Of course, this signal can be interpreted only by those who have background knowledge of this signal. In earlier days, tribals used drum beats or sounds to communicate with each other.

6. Receiver. The message sent by the sender which was coded suitably and sent through a channel is decoded and received by the person for whom the message is meant for. The receiver is that individual or group of individuals or an organisation for whom the message was meant to be received by the sender. Communication is considered to be successful only if it is received by the intended person or party who decodes and is able to attach a meaning to it, that meaning which the sender wanted the receiver to get. Hence, while coding the message by the sender, it is important for the sender to keep the receiver's background in mind. Otherwise, miscommunication will be the result. It is wellknown that miscommunication happens everyday in our personal and professional lives.

7. Feedback. After the message has been received by the receiver who after understanding and interpreting it gives suitable response or feedback, communication can become a two-way process only if the receiver of the message decides to respond. In this case, the role of the sender and receiver is reversed, the receiver becomes the sender and the sender becomes the receiver. It is only with the help of feedback that the sender of message gets to know whether the message was correctly received by the receiver and interpreted or understood in the manner it was meant to. The very purpose of communication is to get desired response and action from the receiver and if it is not achieved, the purpose of communication fails. Feedback enables the source to know whether the message has been received and understood correctly.

8. Noise. Noise is something that reduces the accuracy and effectiveness of communication. Noise can be in any of the elements of communication, *i.e.*, sender, message, its encoding, channel, decoding and the receiver. Such noise can distort and disturb the message being sent or received by interfering in the process in different ways. Sender may not have the right knowledge of what he wants to convey, his delivery of the message may not be good because it has not been coded properly, the selection of the channel may not be proper, decoding by the receiver may not be correct because of his knowledge and experience and he may not be able to give the desired type of feedback. Because of the noise in any part of the communication process, the receiver may misunderstand the contents of the message and may take action which is either unnecessary or even damaging to the individuals or organisation. Hence, it is very important that sender insists on feedback and the receiver ensures an objective and correct feedback is given to the sender.

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1.5 EFFECTIVE COMMUNICATION

As has been discussed earlier, communication is complete and successful only if the receiver of the communication gets exactly what the sender or transmitter wants the recipient to get. It is also related with the action which is taken after the communication has been received, if the desired action is not done by the recipient as he was expected to take. To make the communication effective, all elements of communication have to be taken care of. The following must be kept in mind:

1. Media used for communication should be the most appropriate to achieve the aim of communication. Different kinds of medium needs to be used for different aims of the communication. So, first of all the sender must understand the aim of communication he wishes to achieve. The idea is to make the desired impact on the receiver of the communication, so that he behaves or acts in a manner as the sender wanted him to. A simple message may be conveyed to another person by word of mouth, through telephone, fax or e-mail, but if a large number of workers have to be motivated, a suitable hall with speaker system and structured plan of delivery of communication will be chosen.

2. Physical proximity (nearness) makes communication more effective. It has been seen that communication is more effective, if the receiver is physically close to the sender of the message. As a matter of fact, research shows that effectiveness reduces many a times if the recipient is more than 5 metres away from the sender. In many organisations, special efforts are made to bring the workers closer to each other while moving in lifts, using cafeteria and canteens etc. Effort should be made to deliver the message in person, which gives the advantage of instant feedback from the receiver and questions, clarifications are immediately possible. The sender can see and understand the receiver's attitude, posture, gestures and even emotions while receiving the message and can accordingly modify his tone, volume and expressions to have the desired effect on him.

3. The principle of 'need to know' should be kept in mind. It is easy to understand that every-one need not know every information in any organisation. The sender of the message has to take a decision as to who all should get the

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information or knowledge he wishes to share. While safety rules and standards of aircraft landing and takeoff should be known to the airhostess, technical details of aircraft and operation of controls in the cock-pit is not her concern. Basic sales information may be shared with all the employees of the company, but the marketing strategy for launching a new high-tech. product should be known only to the top management. It is an important decision, who should know what and is taken at the level of MD or top management after careful consideration.

4. Knowledge, experience and maturity of the receiver of information must be understood by the sender. If the sender of the message knows very clearly about the educational, cultural and social background of the receiver, he can select the language, medium and style in such a manner that communication becomes more effective. The mind-set and attitude of a person makes it easier to accept and act on the information received. A casual or indifferent attitude of a person is a road block in getting things done as per the information received. The sender must make all out effort to know what educational, social, financial background the individual or group is from and in what circumstances he operates in personal and professional life.

5. What is to be achieved by a particular communication? No communication should be without a purpose. Unless there is a specific purpose of communication, it is a useless effort and should be avoided. The sender of the communication wants the receiver to act and perform some task or job, and if that performance does not take place, the sender has failed in the very aim of his communication. What is that the sender wants the receiver to do, must be clearly known to the sender, only then he can plan his communication. If General Manager wants all the workers to work on a particular holiday, he should be clear what will be done by then on that day and all this must be unambiguously explained to the workers. Ofcourse, it is always better to involve the representatives of workers before passing on such instructions so that willing acceptance of the instruction is possible.

6. Written message must be clear and concise. Many a time, communication has to be made in writing. It has the advantage of putting the idea in a logical sequence and is a record of what has been done or achieved. Any ambiguity in the message is bound to kill the very purpose of communication. Writing clearly and briefly to convey what a person wishes to convey, is an art and can be learnt like learning any other skill. While conveying the message in writing, the following aspects must be kept in mind:

- What idea, information or thought process has to be expressed?
- Who is the receiver of the written communication? His educational background, level at which he is operating etc., must be known.
- What kind of language should be used? Is it a mix of many languages which he can interpret better?
- What is the best way to deliver the written message? Is any visual support like diagrams, sketches, cartoons required.
- Anything else which will make the communication more effective? How can it be made more readable, better understood and acceptable for desired action?

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7. Keep the communication as simple as possible. The communication should be so simple and easily understood by the receiver that he knows exactly what he is expected to do. The sender must not expect the receiver to labour to know the right meaning of what he has received. Many a good ideas remain ideas and cannot see the light of the day, because the originator of the ideas cannot clearly express and share them with others : Many people are in the habit of using book language and quoting various scholars in their oral and written message in such a manner that the very essence of the communication is lost. It should be understood that simple and short sentences using common words have more impact and can be acted upon easily. If a message is communicated in simple straight forward manner, it has much better chances of being acted upon. Written message should also be simple, using very long sentences with number of commas and semicolons, reduce the effectiveness of communication. The sender must remember the message is not a literary exercise alone, it has a purpose behind it, perhaps to change the behaviour pattern of the reader and if it is not understood properly by the receiver, hardly any active action is possible.

1.6 AUDIENCE ANALYSIS

There are numerous occasions, when one has to speak in public, *i.e.*, in front of a large numbers of audience. It is largely through speeches that communication is achieved. Speech is what is spoken, it has many words associated with it which are used in our routine communication, like, the power of speaking, the manner of speaking, continuous utterances etc. Any one, right from a small child studying in K.G. to a Prime Minister or President have to make speeches at different points of time and in different circumstances. A student, a Head Boy, senior prefect or Monitor may be asked to propose a vote of thanks to a guest. A K.G. student will have to get up and say 'Thank You' after he or she receives a prize or any other form of appreciation from others. In fact, any person who achieves some position in any organisation, political party or business activity must be prepared to make a speech. A manager, senior or junior, a businessman, a professor, a principal or any other person at any level will have to address others, small or large groups, they may be employees of the company, students or members of a confederation or society etc. No formal or informal celebration is complete without a speech by some one. In air transportation business also, an air hostess has to make a speech to a number of passengers when she explains to them the Do's and Dont's while travelling by air.

1.7 POWER OF PUBLIC SPEAKING

We have all heard about the position of authority and command over public, which great speakers like Winston Churchill, Atal Bihari Vajpayee and Shiv Khara have had. Certain persons can keep a large audience spell bound for hours with their speech. India's former Defence Minister, V.K. Krishnamenon holds a record of sorts of speaking continuously for nine and half hours at the United Nations, putting across India's point of view on Kashmir. Many of us have had some experience of speaking to a small group to give our idea, thought process on some issue or our emotions and feelings. You would have realised how difficult it is to keep the attention of others, make them listen

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and not just hear what you are saying. But some people can mesmerise the audience and keep their attention for hours. How do they do it? Well, public speaking is a skill and like any other skill, it has to be learnt and developed through practice and experience. Every one has to make a beginning at some stage to get rid of the stage fear and that of facing so many people. The earlier this beginning is made, the better it is. Schools and colleges realise this aspect and more students participate in debates, declamation contests, speech-making on special occasions like martyrdom days of great men, Independence Day and Republic Day etc. However, one must know that this skill can be acquired and honed at any stage of life and if one has not picked it up at an early age, not much is lost. There are training institutions which specialise in these areas in almost all towns and cities. But the best way to learn this is to make focussed effort oneself. The golden rule is, speak, speak and speak.

Speeches for different occasions, obviously have to be different, speeches are made of religious and political meetings, formal speeches are made to welcome heads of states, speeches are made at seminars etc. Formal speeches must be well prepared and rehearsed. Reading from a prepared text does not leave a good impression with the audience. However, there are certain special occasions where every word has to be carefully uttered as it has far reaching implications in relationship with other nations, in such cases, often the diplomats and bureaucrats read out the speeches. For very senior people in governments and in business, there are speech-writers who put all the facts of the matter in logical order and in suitable language. A speech-writer is not necessarily a good speaker but he must understand the knowledge and background of the person for whom he writes the speech to make a good job of it. Many a time, extempore speeches are made but this should be done only on informal occasions. Many extempore speakers also leave the audience speech-less, however, such persons are highly gifted and any ordinary person should not take such a risk.

1.8 PREPARATION FOR PUBLIC SPEAKING

As brought out earlier, it is a good idea to prepare a speech when ever one has a chance to make it. It is not only that senior people in important positions only get a chance for public speaking. A junior manager, a public relations man, a welfare officer, a union leader in mid-sized factory, an air-hostess, all will have to make some kind of presentation or speech during their career. So, one must learn to make a speech. And first thing that they must understand is that preparation of a speech is the most important aspect to begin with. A thorough preparation includes drafting of the speech. There must not be any factual errors, the facts and figures quoted must be correct, if need be varified and supported by quoting the original source. But statistics must be quoted in such a manner, that they appear to be woven in the text and do not stick out as a sour thumb.

Remember when a word is spoken it is like an arrow which cannot be brought back and hence utmost care must be taken before it is spoken. If a spoken word hurts the feelings and sensitivities of others, it cannot form the part of a good speech. Also, a speaker must not forget that he or she is a part of some organisation, community or set-up and when a speech is made he represents that organisation. It must be kept in mind what will the audience think about the standard or level of that organisation. There should never be a situation that you have to deny what you had said and make the excuse of being

misquoted or misreported. That is why on formal occasions, high dignitaries have the speeches written, and then they read them out, as any improper word, sentence, joke or anything said even in lighter vein can ignite nationalist or religious passions. Many a times a handout of printed speech is circulated amongst the audience. The speech must not be long, keeping the situation and audience at the back of mind. There are so many jokes about the after dinner speeches which are long and hence boring and people either slip away quietly or go to sleep. Long speeches are never good speeches. Speech must have suitable paragraphs and pauses within the sentences which are not too long.

In formal presentations or speeches, it is customary to thank the people who invite the speaker and others who were helpful in making the occasion a success. Decent, polite words appropriately put across always bring applause from the audience. One must not cross the limits of civilised behaviour and conduct and crack filthy or silly jokes to play to the gallery i.e., to attract laughter, applause and appreciation from the audience. All spoken words must be dignified, put across in a sequential and logical manner without any personal criticism against anybody. Any speech should begin by addressing the Chairman/President or the senior most person present and others sitting on the dias or in front row, in an appropriate manner. President of a country, Governor of a state or an ambassador is usually addressed as 'His/Her Excellency'. Similarly, other norms or protocol must be followed. Any speech must end by thanking the audience.

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1.9 CHARACTERISTICS OF A GOOD SPEECH OR PRESENTATION

1. **Clarity about what is to be spoken.** What ideas, facts are to be brought to the notice of the audience. The speaker must be very sure what he wishes to say and should have prepared the manner in which it is to be said.
2. **Command over language used.** If the speaker does not possess good vocabulary, understanding of the language and fluency in speaking that language, he can never put across his point of view to others in an effective manner.
3. **Not too long, not too short.** What should be the length of a presentation or speech? It depends upon number of factors.
 - What is to be conveyed?
 - How much time is available for the presentation?
 - Who are the audience?

No presentation or speech should be so brief that it does not convey what was meant to be conveyed, at the same time, it should not be so lengthy that the audience or listeners become restless and the impact of making it is totally lost. Everybody in today's world is short of time and hence presentations should be crisp and smart. Giving everything required, yet not taking too much of time. However, brevity at the cost of clarity has no meaning, what good is a brief speech, which does not convey what was meant to be conveyed in the first place. Presenting only that what is essential, elaborating most

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important and perhaps difficult aspects, is an art and can be developed with experience and practice.

4. **Say something new.** If the speaker just keeps repeating what has already been said by some other speaker, it will become boring and the listeners will soon lose their patience. This may come out in the form of aggressive behaviour when raising a point or asking a question. In fact, the speaker should make mental or written notes of what has been spoken by the earlier speakers and carefully avoid it in his speech by giving a reference of that. Many speakers make special request to be given a chance to speak early in seminars etc. only to avoid being repetitive. It is human nature that a person will not be interested in hearing the same thing over and over, unless the new speaker adds a new dimension to the idea already put forward by other speakers.
5. **Appeal to head and heart.** Some presentations or speeches leave an indelible or permanent impact on the minds of the listeners and are remembered and quoted by them years after they were made. Who can forget the lucid style and wit of Vajpayee and who can forget the acid tongue and command over language of people like Winston Churchill and V.K. Krishnamenon? Speech must not only appeal to the head or heart. To be lasting in the minds of the listeners, it must touch both, the head and the heart. An appeal to the emotions wins over anybody and if that appeal is also logical, scientific and reasonable, it will win over all present in the audience. But the speaker must avoid emotional blackmail or exploitation of the listeners.
6. **Must suit the background and experience of the audience.** An impressive speech which will have everlasting impact is the one which matches the frequency of the speaker and that of the audience. Using a very sophisticated language, which persons with a particular background, educational, social and cultural, only can understand and relate with, for rural semi literate persons can hardly make any impact. Address for doctors engineers or management trainees and managers has to be differently drafted and presented. Using MBO (Management By Objectives) or MBWA (Management By Walking Around) may make no sense to the plane graduate but is clearly understood by managers.
7. **The speech must not be too formal.** Leaving aside diplomatic speeches which are drafted very carefully as they can have far reaching implications in the relation of nations, other speeches must not ignore the personal touch of the speaker. Every speaker has his own personal style of developing a rapport with the audience and if he is too formal and conscious of every word spoken, he is bound to be ignored and forgotten by the audience, the moment the speech is over.
8. **Solid information through concrete facts.** Most of the persons present in the audience come to get something new and more than what they already know. A speaker must not underestimate the knowledge and common sense of the listeners. Being delightfully vague and expressing only abstract and ambiguous ideas leave the audience frustrated and angry. People get impressed with clear concise ideas and tangible, easily understandable facts.
9. **Never be artificial and copy anybody's style.** The best speakers of the world had their own style, their way of speaking, using body language and developing rapport with audience. Some start a speech

with a couplet, an anecdote, a small story or even a joke. A good speaker develops his own personal style and does not copy or imitate any one else. Of course, there is no harm in learning from great orators by copying their fine points to improve, but never let your natural style be lost.

NOTES

Making an Effective Speech

Of the four basic communication skills; speaking, reading, writing and listening, writing is taught the most but used the least. In schools, colleges and even after that we keep learning how to write, students write for examinations, managers write reports. But speaking is not taught enough though it is the most fundamental means of interaction in society, business, office, in fact anywhere. Human relations depend a lot on verbal interaction. More effort should be made to teach listening and speaking. The more one listens the more one speaks as they are directly related with each other. Speaking comes with practice, hence learning to speak effectly demands, 'speak, speak and speak.'

Speeches which make lasting impression on others, need special effort, preparation and deliberate planning. Some people have a strong desire to impress others and excel in whatever they do so that they win in any interaction. This motivation and desire propels humans to perform to the best of their abilities and capacities and is perhaps the first requirement of making a good speech. Preparation and delivery are two important parts of any speech-making.

Hints for Making a Powerful Speech Before an Audience

As brought out earlier, there are three stages of making a speech, the beginning, the actual speech and the close or end of the speech. All three parts are important and special attention should be paid by the speaker to all the three. A few tips for making a powerful and effective speech are given below for three different parts.

How to begin the speech? The beginning or opening of the speech is very important. The following point should be kept in mind:

1. Walk to the dias or podium smartly. One should have dressed suiting the occasion, for formal, informal or casual occasions, different dresses should be preferred by the speaker. Well dressed person gets the desired confidence to face the audience. The speaker should remember that he or she is being watched by everyone sitting there, a slouchy or an awkward walk leaves a poor impression and may be carried forward to the speech by the audience.
2. Do greet the important persons sitting on the dias or in the front row and the audience. If the organisers have offered you a bouquet or flowers accept them gracefully and keep on a table so that the view of the audience is not blocked.
3. Begin with confidence after making eye contact with the audience. If you are facing them the first time, try and judge or 'measure' them. It is possible to make reasonable judgement about their educational and cultural background if you have not been given any such brief by the organisers. Whenever required to make a speech, one should always like to know as much about the audience as is possible to get.

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A quote or couplet befitting the main theme or subject may be used effectively but these should be selected carefully.

4. Let the audience know the importance of the subject and its relevance for them.
5. Some facts or figures which can agitate the minds of the listeners will generate the interest of the audience.
6. Beginning can also be very effective, if the speaker raises an important question related with the main theme or subject the question may be answered after a pause with some emphasis on the answer. For example, a speaker may ask the question, "What percentage of population in India has access to clean drinking water?" And if he answers, "Just 20 per cent after 60 years of independence." This is bound to attract the attention of the audience.

What Must you keep in Mind During the Speech?

The beginning and end or close of the speech are very important but the real content of the speech or what is to be conveyed takes place during the speech. In the beginning the speaker should introduce the theme or subject and at the end, he should summarise what has been said. The following points will help:

1. Speaker must put in his heart in whatever he says. It can appeal and become convincing only if it comes from the heart of the speaker and touches the heart of the audience.
2. Important aspects must be stressed through laying sufficient emphasis on words, sentences etc.
3. Pitch of the voice and its modulation should be done in such a manner that the audience interest is maintained throughout the speech.
4. Never loose eye contact with the audience. This is the best way of developing a rapport. It will give you instant feedback, good, indifferent or bad, how the audience is accepting what is being said.
5. You should use your body language *i.e.*, hands and movement from one place to the other, either at the stage or amongst the audience in such a manner that it adds to the value of your presentation.
6. Be sure you are loud and clear for all the audience, not just those sitting in the front.

How to End the Speech?

Closing of the speech is speaker's way of leaving the audience with whatever impression has been made at the beginning and during the speech. Dale Carnegie suggests the following:

1. Summarise, restate, outline briefly the main points.
2. Your last words of the speech should be appealing to the audience to take some action about what has been said.
3. Pay sincere compliment to the audience for sparing their time listening to you attentively and with a hope that they will act on it.
4. It is a good idea to say something which makes the audience laugh, it helps in accepting and absorbing the 'dose' you have given.

5. Quoting a fitting verse of poetry; of course relate with the theme or subject of the discussion/speech.
6. Using a biblical quotation (though not relevant in our context, one may quote from Bhagwad Gita or Quran or Guru Granth Sahib or any other religious text).
7. Build a climax, when you end, the audience should want you to continue and feel happy that you were there for sometime and hope to listen to you again.

NOTES

1.10 SUMMARY

- Communication of thoughts, ideas, feelings and emotion is a fundamental aspect of our life.
- The models or objectives of communication are to promote, inform, educate, organise, relate, entertain, report, motivate, analyse, order, instruct, advise, counselling, persuade, warm and morale boosting.
- *The process of communication begins in a company.*
- Audience plays a vital role in the process of communication at large level.
- Before audience one must speak with clarity, command, appeal, originality effectiveness.

REVIEW EXERCISES

1. What is communication? Why do we need it?
2. What are the model of communication?
3. Discuss the process of communication.
4. What is the role of feedback in a communication?
5. Discuss the elements of an effective communication.
6. What is an audience?
7. What are the characteristics of a good presentation before an audience? Discuss.
8. What are the components of a good speech?
9. What should one keep in mind during public speech?
10. How can one end one's speech effectively?

UNIT 2 SELF DEVELOPMENT AND COMMUNICATION

NOTES

★ STRUCTURE ★

- 2.1 Objectives
- 2.2 Introduction
- 2.3 Developing the Art of Good Communication Skills
- 2.4 Model of Interdependence
- 2.5 Whole Communication
- 2.6 Conversation
- 2.7 Summary

2.1 OBJECTIVES

At the end of this unit you should be able to:

- Know about the Development of Positive Personal Attitudes
- Know the process of Developing the Art of Good Communication Skill
- Explain the Model of Interdependence
- Explain the Whole Communication
- Be able to take part in Conversation

2.2 INTRODUCTION

It is said that most of the problems of the world are either because of lack of communication or because of bad communication. And this is the time for nations, groups, organizations and individuals to seriously retrospect this root cause. If communication between these sections of the world-society were perfect, there would be no wars, no strikes in work organizations, no arguments leading to divorce, murders etc., there would be less policing, lesser number of courts and jails and this planet could become a peaceful place to live in. Unfortunately, it is not so, because communication, though a routine affair, it is hardly understood fully by those indulging in it, they take it for granted though it is a complex phenomenon.

One has to communicate to meet one's basic needs because if we cannot communicate no one would know what we want. Apart from helping us to meet our routine needs and building relationships with others, effective communication gets us what we want in our profession. It is well recognized that achievers and champions in most of the fields, business, entertainment, education, politics etc., get advantage of good communication skills. It is more than obvious that achievements are directly related to one's ability to communicate. Motivational speakers like Anthony Robbins, author of Unlimited Power and our own Shiv Khera could not have become rich and famous if they had poor skills to communicate. All this only proves that developing good communication skills

is in our own interest, if we wish to be successful in our personal and professional lives.

Communication is the key to success at workplace and in personal life. We need good communication skills to

- Share our thoughts, feelings or ideas and experiences with others
- Get things done from others
- Know about things of our interest
- Put across to others what we want
- Develop satisfying relationship with others

The following standard definitions of communication should help the reader in understanding the concept better. According to Oxford English Dictionary, Communication is, "the imparting, conveying or exchange of ideas, knowledge etc., whether by speech, writing or signs".

"The word communication describes the process of conveying message (fact, ideas, attitude and opinions) from one person to another so that they are understood."

—M W Cummins

"In its everyday meaning, communication refers to the transmitting of information in the form of words, or signals or signs from a source to a receiver".

—Keith and Gubellini

"Communication is the transfer of information from one person to another, whether or not it elicits confidence. But the information transferred must be understandable to the receiver".

—C.G. Brown

"Any behavior that results in exchange of meaning".

—American Management Association

"Communication is the sum of all the things one person does when he wants to create understanding in the mind of another. It is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding".

—Louis A. Allen

It is clear from the understanding of basic model used in figure 8.1 and the above definitions that any communication process has the following characteristics.

- At least two persons are involved in the process, a sender and a receiver.
- Every communication must convey a message, if there is no message, there is no communication.
- Communication is not only verbal or written; it includes everything that is used to convey meaning from one person to another.
- Communication is complete only when the other person, the receiver, for whom the message is meant, has understood exactly the same meaning that the sender wanted him to understand. To that extent, it is a two-way process.
- Communication is carried out to influence the behavior of the receiver who takes action as required, only a response from receiver enables the source to know whether or not the message has been received and interpreted correctly.
- Communication may take different forms amongst individuals, groups and organization. It may be formal, informal, lateral, top-down, bottom-up etc.

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2.3 DEVELOPING THE ART OF GOOD COMMUNICATION SKILLS

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Communication skill is an art; some people have the natural talent and flair for it, it is inbuilt in their personality and perhaps is a part of their DNA; some others develop it as part of their grooming and growth, yet some others learn and practice it. However, one thing is certain that all of us can improve our present level of communication skills, provided special attention is paid to the following :

1. Learn to empathise with the person you want to communicate with. Empathy is one's ability to put oneself in the shoes of the other person. When you see two persons quarrelling over any issue (and some times without any issue), both expect the other person to understand his point of view before making an effort to understand the opponent's point of view. Arguments result in misunderstanding because we do not empathise, instead we try to find faults in others to score points, forgetting that all of us have so much bad in us that it does not behove anyone of us to criticize others. When one knows, by understanding the other person's point of view, why he behaves the way he does, it is so much easier to develop rapport, which is the foundation of good communication. It is said that when we put ourselves in the other person's place, we are less likely to want to "put him in his place".

2. Try to listen and not hear. Some one said that most of us become hard of hearing much before actually becoming deaf. Listening is 'hearing with a purpose', all of us hear but do not listen. One aspect of positive communication is that the people should be listening to each other *i.e.*, understanding the purpose of communication. While a person who is engaged in hearing gives non-verbal responses, which discourage the others to carry on with conversation, a listener's response, through body language, encourages and enhances communication. Listeners display genuine desire to be attentive and pay special attention to what the other party is saying. Good listening is possible only if proper environment is created for good positive communication. If one is surrounded by files and papers and interrupted time and again by visitors and telephone calls, effective listening cannot take place. Certain people tend to focus on what they have to say after the other person has finished and hence fail to get the true meaning of the conversation or discussion. The listener should not only focus on what is being said, he should also move 5-10 degrees towards the speaker and encourage him to carry on by positive responses like, 'Yes, I see, Go on, Then, Ok, Well' etc. Golden principle for listening is what William Shakespeare said in *Hamlet* "Give every man thine ear, but few thy voice". Unfortunately, most of us love to hear our voice rather than listening to others.

3. Make the other person comfortable to talk. A person under any kind of stress, fear, worry or anxiety cannot indulge in good communication. It is your responsibility to develop a proper rapport as a colleague, senior or counselor etc., with the person who wants to communicate with you. Making the other person comfortable by putting him at ease, is the beginning of positive communication. The body language of the other person often indicates his shyness and tense state of mind. We should try and discern the indicators like the person conveying greeting in a feeble voice, stiff posture, keeping more than desirable distance and so on. This is often observed in interviews when the candidate is preoccupied with his anxiety whether he will be selected or not as he is overawed with the authority and superior knowledge of the interviewer. If the idea is to make the

conversation useful for both the parties, then appropriate level of comfort and support between the source and the receiver of the communication is of utmost importance.

4. Keep quiet and give other person the opportunity to speak. It is perhaps one of the worst things people do while communicating, they keep talking without realizing that others also have a point of view and would like to put it across. Most of us do not keep quiet long enough and the other person does not get a chance to speak. One cannot be listening if one talks; it is the fundamental principle of listening and law of nature also, as God gave us two ears and one mouth for this particular reason. Talking too much is as much a habit as drinking or smoking and we all understand how difficult it is to quit these habits. Listening skill has to be developed through practice, maturity and experience. Even persons in the profession of marketing (which many people erroneously believe demands a lot of talking) need to listen more than talking, to be able to understand the other person's interests and needs, so essential for achieving a bargain in their favour. The habit of listening more and talking less is a habit that can go a long way in making a person a good communicator.

5. Arguments and criticism lead nowhere. Impatience for the other person's point of view and his method of putting it across often lead to arguments and criticisms. We tend to believe that we already know everything what the other person is trying to convey. There are all sorts of people we have to communicate with, sharp and intelligent who can say what they have to say in a few words, others prepare a background and try to explain their point of view in a very mundane manner due to their anxiety whether the other person understands exactly what they wish to convey. Everyone has one's own unique style and pace of communication, respect it, do not interrupt and let the others have their own say.

Anger, which is the basis of unreasonable arguments and criticism is the enemy of good and positive communication. An angry person loses logic and rationality and uses the language which he later regrets to have used. Though anger is part of every individual's personality, it must be controlled while communicating. Many people want to sort out issues with others who are the reason of their anger, right-then and there when they are in a hostile mood. This must be avoided and any kind of verbal or written transaction must be postponed to a more appropriate time.

Arguments and criticism with the aim of putting the other person, in his place cannot encourage good communication. If one is really interested in positive communication, perhaps to extract useful information to solve a problem, one should try and build the confidence level of the other person, rather than making every effort to tear him down to prove one's superiority of authority, position or knowledge etc. One should try and approach the problem of broken communication and poor relationship through a correct attitude and positive angle, the things are likely to work out much better this way.

6. Put across the purpose of communication clearly and at an early stage. Purposeless conversation has no place in formal or informal communication, as it wastes time and effort and neither of the parties is able to gain anything out of it. The source or sender must be very clear what he wants the receiver to do, understand, get directions to take action, request back for any clarification etc.; only then the ultimate purpose of communication is served.

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In today's world where everyone is hard pressed for time, it is important that the sender prepares himself for the communication and knows exactly what he wants to convey, the methodology of delivery of the message, receiving feedback, others who have to help in the process of communication and so on. One should come straight to the point; it will keep the interest of the receivers in the talk and help them in receiving the desired information and knowledge in a more beneficial manner. Keeping the people guessing of what one has to say, unnecessarily dramatizing the conversation to raise the level of expectations of the receivers, does no good to the quality of communication.

7. Understanding people and human nature. Perhaps, the first step towards learning to develop communication skills is to understand people and human nature. One can become a skillful communicator only if one understands why people behave the way they do, what motivates or demotivates them, what they like to do and what they hate to do, why they love themselves more than anything else in the world and so on.

Most of us have a latent desire to see others the way we want them to see the world, we need to recognise the people the way they are and not what we think they are or what we want them to be. Remembering the following will help :

- Primary interest of other people is in themselves, their family, job, comfort, and so on and not in others. We are all made like this; we are all interested in ourselves much more than what we are interested in others. Being selfish is human nature, and we are there to communicate and not change the human nature, we have to accept it as it is. Our thoughts and activities are best directed to serve others, using this knowledge of other's behaviour pattern can help in good communication.
- To put the person one wants to communicate with, at ease, we must appreciate that there is no other subject under the sun, which will attract his attention than talking about him. When we talk about others, we are going with the law of nature but when we talk too much about ourselves, we are going against the human nature. It is a great idea to reduce the use of words like 'I' to the minimum and replace it with 'you' or 'we' as far as possible. While communicating with others, good conversationists talk about others, what others like to do, their good habits, their achievements and so on. They get the other people involved in talking about themselves, their profession, their family etc., and that is what communication is all about.
- Others like to feel important as much as we like others to feel how important we are. Appreciating and complementing a good quality or achievement will make others respond to our talk as no body wants to be seen in bad light by others. If others feel that we think good of them, it will be easier to engage them in useful conversation. We should do the bare minimum talking about ourselves, leave this for the others.
- We should make an effort to be acceptable to the others by understanding their point of view first, rather than expecting them to understand our point of view first. As long as there are two parties involved, there are bound to be different point of views and that does not mean one has to agree to the other's point of view to be agreeable. It is right mind-set that is required to understand the other's point of view, rather than inventing some way of disagreeing and inviting avoidable argument and criticism. And, if an argument does start, one should

not get angry and loose the purpose of conversation, one should retain the focus, otherwise the very purpose of getting involved in this unpleasant situation *i.e.*, communication itself will suffer. Arguments can carry on and on and no one wins. Adopting the win-win attitude encourages good communication.

8. Keep the communication as simple as possible. Keeping the communication as simple as possible, without loading it with unnecessary jargon, facts and figures etc., to impress the other person, has much better chance of success. We often come across people who use the specially chosen words from their vocabulary and carry on with clumsy and full of verbosity style till the audience gets bored and rejects the communication.

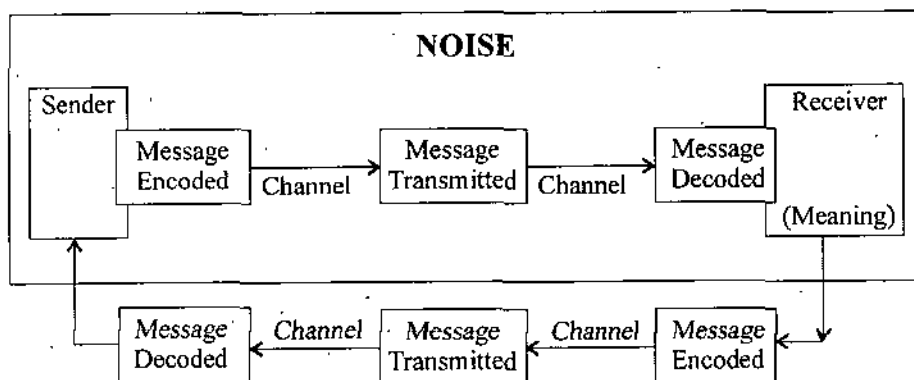
The acronym KISS (keep it simple, stupid) tells it all. We should not expect the receiver of the communication to labour to get the meaning. Many a good content are lost, because the author has tried to weave the magic of the words, creating confusion and loosing the essence of simple straight-forward communication. Often, a simple sentence using common words can make more sense than long sentences with number of commas and semicolons. Clarity of thoughts is reflected in the clarity of the words. Keeping the communication concise and clear whether oral or written, is easier said than done. It should be remembered that ultimately the reason for any communication is to express the ideas, thoughts and feelings and not to impress the receiver with one's knowledge of words.

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2.4 MODEL OF INTERDEPENDENCE

Having seen the importance of communication, let us understand what is communication with the help of a simple model. Communication involves the following elements, which are explained here in relation with figure 2.1.

The communication process starts with a sender, also called the transmitter or the source. The sender can be one individual, a group, a machine, in fact anyone who acts as the source of communication. Before communication, the sender may or may not have prepared the message *i.e.*, the thoughts, ideas, feelings or experiences etc., which are to be communicated to others.



Response Received ← Feedback ← Response Transmitted

The Communication Process - A Simple Model

Fig. 2.1.

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Message Encoding. The process of encoding takes place after the sender has made up his mind of what ideas, feelings, thoughts etc., he wants to communicate. Encoding simply means converting ideas, feelings and thoughts etc., in a language or symbol, which can convey those exactly to the receiver so that the receiver can understand and act on them.

After the message has been encoded, it is transmitted *i.e.*, sent to another person, groups, organizations etc., by different ways and means. Transmission could take place by face-to-face talk, through telephone, by writing a letter, using fax, internet or by means of signals, symbols or body language.

Channel. The medium through which the message is transmitted is called channel and it is a link between the sender and the receiver. The ways of transmission of message can be many as explained earlier. However, for the communication to be as perfect as possible between the sender and the receiver, an appropriate and suitable channel has to be selected by the sender. The five senses, sight and sound being the most dominant, are the communication channels. Taste and smell are also channels of communication. Some other examples of channels are the air that carries sound waves (it is well known if vacuum is created in a room, oral communication is not possible), telephone system, TV transmission, internet etc.

Message Decoding. Decoding of message takes place when it is received by the receiver. When the receiver gets the same meaning of the message, which was meant to be conveyed by the sender; the communication is successful and useful. Words, symbols and signals etc., are decoded back to thoughts, ideas, feelings etc. Different words in many languages have different meanings for different people. Trunk or boot may mean a part of car for storage in one language and culture but have entirely a different meaning in Indian languages. Similar is the case with signals used by Armed Forces; like closing the fingers of one hand and keeping the hand on the head, can be interpreted as asking all to reach the place where the signal is being given from, by only those who have a background knowledge of this signal.

Receiver. In the communication process, the receiver is that individual, group or organization who is the recipient or target of the message transmitted by the sender. Communication is considered to be successful only if it is received by the intended person or party who decodes and is able to attach a meaning to it; the meaning sender wanted the receiver to get. This depends on a large number of factors, as each receiver individually or as party/group is unique. Hence, while coding the message by the sender, it is important that the receiver of the message is kept in mind, otherwise miscommunication is bound to take place. This, in fact happens every day in our professional or personal lives.

Feedback. Communication can become a two-way process only if the receiver of the message decides to respond. In such a case, the role of the sender and receiver is reversed. It is only with the help of feedback that the sender of the message gets to know whether the message was correctly received by the receiver and interpreted or understood in the manner it was meant to. The very purpose of communication is to get a desired response from the receiver and if it is not achieved, the communication fails. If a professor conveys to his students to be at a particular place, day and time to attend a seminar and if they are not there, the desired response, which the message intended, has not been received. Hence, feedback enables the source to know whether the message has been received and interpreted correctly.

Noise. Noise is something that reduces the accuracy and effectiveness of communication. Noise can be in or because of all the elements discussed above and can distort or disturb the message being sent by interfering in the communication process. Sender and receiver may not be able to encode or decode the message properly, channel may have physical disturbances and the feedback may not be accurate and useful.

Medium in Communication. Medium used in the transmission of message plays a vital role in effective communication. Everyone knows the impact of *communication received through a bad telephone line or a mobile phone with a low battery in a basement, blurred fax messages, poor internet connectivity and so on.* Of course, most important media of communication are oral or through spoken or written words. However, there are other as powerful and effective means of communication. A landlord with large land holding may step on the land of a small farmer and may give him just a frown to scare him away and pressurise him to abide by his unfair command. A very senior man may ignore the greeting of a subordinate to make the junior understand his authority, a student may turn his face away rather than wishing him when coming in face to face situation with his teacher, and so on.

Different types of media may be chosen by the sender or the source, depending upon who is to receive the message and what action and in what time frame the sender wants it.

NOTES

2.5 WHOLE COMMUNICATION

As described earlier, communication is complete only when the receiver gets exactly the same message as was intended by the source or sender. To make the communication effective, the following must be kept in mind :

- Is the media used for communication, the most appropriate to achieve the aims of the communication? If it is plain simple exchange of information, may be a word on telephone is good enough but if information, knowledge and wisdom is meant to be conveyed to a large group of audience seated far away from the source, a different kind of media should be used to make the communication (and resulting impact on the behavior of the receivers) as perfect as possible.
- Need to know - This is important in the case of organisations etc., where every information cannot be passed on to everyone and the principle of 'need to know' assumes great importance. A circular from the head-office increasing the petrol allowance of senior officers of a particular organization need not be communicated to class IV employees of the organization. Similarly, increase in the EPF rates need not be communicated to those drawing more than Rs. 10,000 as salary. However, the announcement regarding the increase in Diwali bonus, availability of a new cycle/scooter stand etc., must be made to every one. This is related with the 'costliness' of the decision to share information, in case of military secrets, it could result in catastrophic situations.
- Knowledge of the receiver, his educational and cultural background, his attitude, his special circumstances in which he operates in personal and professional life etc.
- What is to be achieved by a particular communication? It is very important, as unless there is a specific aim of the communication as a purpose for it, it is useless and be avoided.

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The acronym KISS (keep it simple, stupid) tells it all. We should not expect the receiver of the communication to labour to get the meaning. Many a good content are lost because the author has tried to weave the magic of the words, creating confusion and losing the essence of simple straight-forward communication. Often, a simple sentence using common words can make more sense than long sentences with number of commas and semicolons. Clarity of thoughts is reflected in the clarity of the words. Keeping the communication concise and clear, whether oral or written, is easier said than done. Some of the authors are more readable than others, when one reads them one feels as if what is being read is actually happening in front of the reader. It should be remembered that ultimately the reason for any communication is to express the ideas, thoughts and feelings and not to impress the receiver with one's knowledge of words.

1. Combine written/oral communication with visual display for maximum effect. The impact of any communication, whether oral or written, formal or informal is enhanced when it is supported by LCD projector/visual presenter displays on the screen. Anything seen is recorded better and retained better by the human brain. All presentations should be made with the help of visual displays, as facts and figures, diagrams and sketches, photographs etc., intricate and complex circuits can be understood much easily with such aids. People often keep a white-board and markers at hand to explain their point to a senior/colleague/junior, a client, in fact, anyone who is interested in the information/knowledge they have. It is a good idea to combine the effect of one's vocabulary, tone, modulation of voice, body language (in case of oral communication) and visual display for successful expression of what one wants to convey.

2. Writing clearly and concisely. Who are the authors whose books make record sales? Not the ones with the best of plots and stories but the one's whose writing is concise, clear, simple and readable. Those who write difficult language to prove their literary excellence, may get awards but their creations do not get noticed by the common man. Any ambiguity kills the very purpose of communication. Writing in a language to express is an art and can be developed with practice, it involves the following:

- What is to be expressed?
- Who is the receiver of the written communication?
- What kind of language needs to be used?
- Any visual support needed?
- What else can be done to make written communication more readable, better understood and acceptable by the reader?

Unless the reader or receiver of the communication is conversant with the scientific, engineering, medicine, mathematical or management words and terms, they should never be used. Common household words used in daily life, short and simple sentences, often convey the ideas in much better manner. One has to make a conscious effort not to lose focus of the receiver while writing the message.

3. Repeat to ensure the message is driven home. There would be times when the message needs to be drilled over and over again to ensure that it is driven home. It will depend upon the importance and urgency of the situation, the level of the receiver and the advantage the sender wants to get by being absolutely sure that no ambiguity can reduce the impact of the communication, whether oral or written. In written communication, the same idea is repeated with the help of different examples, sketches, diagrams, photographs etc. In

verbal communication, the speaker repeats the message by laying extra stress on words and sentences, lowering and raising the voice, asking questions, providing clues, using hands and gestures etc. Leaders repeat their vision, mission and goal to the masses on every available opportunity. CEO's and leaders in business organisations put across their core values to their workers and clients again and again. In Armed Forces, it is a drill to repeat the message till it is understood absolutely clearly. A manager tells a worker "well done and keep it up in future as well" and continues to re-enforce the message again whenever the worker does a good job, to ensure that the positive and good feeling by the worker motivates him to do still better work. A mother or a coach supporting good conduct and achievements is able to prompt the child or the player to make more effort. Message must be repeated till one gets the desired result.

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4. Recognise the uniqueness of individuals for good communication. It is an everyday experience that the receiver does not get exactly what the sender transmits and there are many reasons for this. The sender and receiver are unique individuals with different backgrounds, value system etc., as also they are unique in their personality types, which is decided by factors like their 'nature' and 'nurture'. Human beings differ in their psychological types, and this has major influence on the communication process as encoding, decoding and interpreting the message for different types of personalities is different. Experts tell us about 16 possible personality types based on four psychological preferences like Extroverts and Introverts, Sensors and Intuitives, Thinkers and Feelers, Judging and Perceiving types. If such psychological preferences of sender and receiver are taken into account, the communication can become more useful. Extroverts and Introverts have different communication styles as compared to Sensors and Intuitives. For example, introverts tend to remain shy, speak less and respond less, whereas extroverts talk more, listen less, try to become the center-stage of all activities, are quick to pass judgement etc. These two types of individuals are bound to behave in entirely different manner while sending, receiving or interpreting the message. The knowledge of the personality type of the sender and the receiver helps one in understanding and interpreting the communication in a much better manner.

5. Communication and confidence level. A confident speaker making a presentation to his clients or a politician insisting voters to vote for him or a salesman wanting to clinch an important deal is bound to be a winner. However, he must possess the conviction of his ideas, thoughts, feelings, sentiments and emotions etc., which must be aligned towards the goal he wishes to achieve, get elected, win a contract, get purchase order etc. If one is not convinced about the quality of one's product himself, he may try any hard, he cannot succeed in the absence of his conviction that the service or product he is selling is the best.

Confidence is also a personality trait and is part of one's attitude, some people are born losers and some others are born winners, they get their attitude in the DNA (no doubt attitude can be modified, though it is a very slow, time-consuming and cumbersome process). Some people ooze confidence in the way they walk, talk, shake hands and act on proposals, some others spread the negative aspects of their personality to anyone who comes across them. One must remember that the negative emotions are infectious and spread much faster than the positive ones.

6. Communication by setting a good example. The best communication is done through one's own actions, which others can follow. Self-example is the

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best example as preaching anything is much easier than actually implementing it. A corrupt politician cannot solicit support from generally good voters, a poor military leader cannot lead troops to victory and lusterless CEO cannot take his company to the new heights.

There is a story about Mahatma Gandhi, which illustrates this point very clearly. It is said that in pre-independence days, people had so much faith in Gandhi that they took their personal problems also to Bapu for finding a good solution. One lady whose grown up son was sugar-addict, took him to Mahatma and asked him to do something about it. Bapu asked the woman to come back after two months. When she went back to him after two months, he just told her son that too much sugar was bad for health and he should not consume the 'white poison'. The woman felt very uncomfortable by this solution and asked Bapu that why could he not tell this to her son the first time they had come to him two months back. Mahatma, it is understood told the lady, that since he did not preach what he did not practice and as he was himself eating too much sugar two months back, he could not have told her son not to take sugar. He had left the consumption of sugar only after the woman approached him and only then he had realized what it felt like leaving or reducing sugar intake.

Good communicators set good examples and are down to earth. Grass-root level individuals understand their target receivers of information very well. Lalu Yadav, in that sense, is a great communicator.

2.6 CONVERSATION

Conversation is an art as it reflects one's communication skills. A person is sought for his conversation because the way you speak and the words you choose influence the way the listener interprets your thoughts. Good communication skills in an organisation need to be developed in a systematic manner based on the needs and requirements of the establishment.

Knowing the subject intimately is an essential pre-requisite for a good speaker. He must be updated in his knowledge, as the audience today is very intelligent and can read through the speaker's mind in a short time. Attentivity of the audience thereafter, depends on that, as they are present to hear more than they already know.

Gauging and interpreting the audience's response by the speaker will tell him how much interest he is generating. A skillful speaker can keep his audience spellbound by his oratory and presentation. Being a good observer and listener helps in skill development as communication is a two way process.

Body language is an important aspect of communicating as it acts as a force-multiplier. It reinforces the ideas being conveyed and favourably influences the audience to your viewpoint. A disoriented body language can make you appear unconvincing and the listeners can get an impression that the speaker himself is confused or not clear in his mind.

Voice modulation is another aspect of communication, which needs emphasis. Like body language, it too helps in better assimilation of the subject and keeps the listener's interest alive. Nowhere, it is more prominent than in plays and dramas. A good movie director adds power to his character through voice modulation alone.

Organisations appreciate and seek employees having good communication skills and rope them in for problem solving as well as establishing a harmonious environment. Development of good communication skills in an organisation helps in better exchange of ideas, higher productivity, less time wastage and consequently more profits.

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2.7 SUMMARY

- Communication, the most vital tool for self development.
- At every step in our personal life we need to communicate.
- We share our thoughts, feelings, ideas and experiences.
- We know about things of our interest.
- Communication helps satisfying relationship with others.
- A sender and a receiver use message on a feedback in the process of communication.
- Communication is a two-way process.
- Forms of communication may be amongst individuals groups and organization.
- Communication may formal, informal, lateral, top-down, bottom-up.
- One may develop communication skills by learning to empathise trying to listen making the other people comfortable. Keeping quiet with others, putting purpose clearly, understanding people and human nature, keeping communication simple.
- Communication as a whole means combination of written and oral with visual display, writing clearly, ensuring the message conveyed and understood perfectly, recognizing uniqueness of individuals, confidence building.
- Conversation reflects one communication skill.

REVIEW EXERCISES

1. What is attitude? What role does it play in communication?
2. What are the components of developing a good communication skill?
3. What is interdependence? What are the basic aspects of communication?
4. What is feedback? What is its role in communication?
5. Write a note on medium of communication.
6. What do you understand by 'whole communication'?
7. How communication can build up one's self confidence?
8. What do you understand by response? Discuss its role in communication process.
9. Write a note on the term (acronym) KISS? How does it affect communication?

UNIT 3 CORPORATE COMMUNICATION

NOTES

★ STRUCTURE ★

- 3.1 Objectives
- 3.2 Introduction
- 3.3 Types of Networks of Communication
- 3.4 Types of Communication
- 3.5 Direction of Communication
- 3.6 Summary

3.1 OBJECTIVES

At the end of this unit you should be able to:

- Discuss the types of Networks of Communication
- Explain the types of Communication
- Be aware of the Directing of Communication

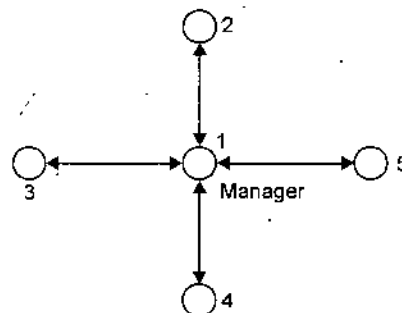
3.2 INTRODUCTION

A corporate of communication represents how the members of any organisation get in touch or contact each other. There are two factors which decide the pattern of contact among the workers, employees, managerial staff and others.

- Number of persons involved in communication.
- The nature of channels of communication.

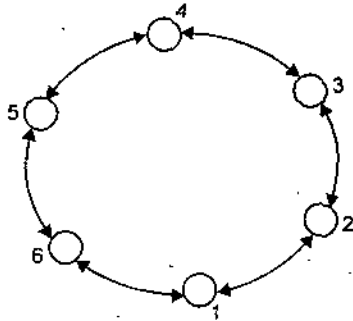
3.3 TYPES OF NETWORKS OF COMMUNICATION

1. Wheel Communication Network. In this type of communication network, the workers and the manager communicate with each other as shown below.

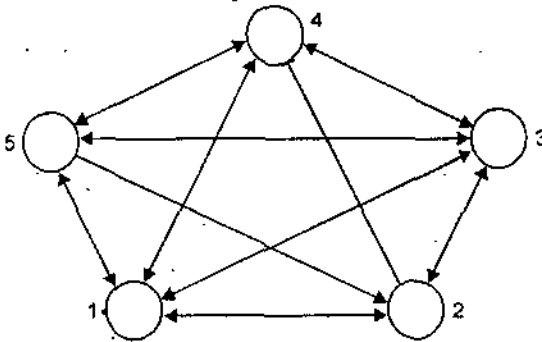


Here all communication is centralised by one authority i.e., the manager. In figure above, No. 1 is the manager and 2, 3, 4 and 5 are the workers who receive orders and support from No. 1 i.e., the manager.

2. Circular Communication Network. In such a network, each member of the organisation can communicate only with his two immediate neighbours. In the figure only 1 and 2 and 2 and 3 can communicate with each other, 1 cannot communicate with 3 or 4. This is a very slow process of passing on information and is not used generally



3. Free Flow Communication Network. Here, there is no restriction on anyone communicating with anyone else. Everyone in the organisation has freedom to communicate with any other member of the organisation. It has advantage of free flow; fast passing of information but is not suitable for formal organisations where hierarchy decides flow of communication.



3.4 TYPES OF COMMUNICATION

A communication process has the following types :

1. Formal Communication.
2. Informal Communication or Grapevine.

1. Formal Communication. In formal communication who will communicate with whom in an organisation is determined by the policy laid down by the management. The policy takes into account the authority, status or position of the two persons involved *i.e.*, the sender and the receiver of the message. Formal communication, in fact, establishes and enforces a working relationship between different members of the organisation. Formal communication assumes three forms, downward, horizontal and upward.

Downward communication is used for passing orders, instructions, directions etc. It is also used by senior managers to change the conduct and behaviour of juniors. Management makes use of this communication system for motivating the workers to give the best results though it may not be that effective. Horizontal channels are used for passing information of different kinds amongst the workers at same level. Coordination of various activities can be done through horizontal channels. Upward communication is used by juniors to

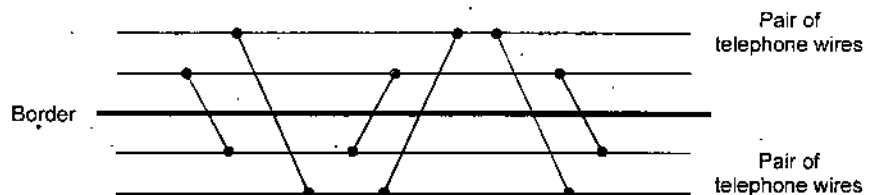
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report to seniors put up their requests or suggestions for improvement of the system. It is also used to give the opinion and feelings of the juniors and protest against the decision perceived as unfair by them.

In good organisations, these three systems are managed so well that organisation runs like a well oiled machine. Downward communication must take into account the feelings and aspirations of the subordinates before the management issues orders and instructions. Such orders will have no meaning as they may not be obeyed. Getting feedback through different methods, considering them carefully before passing instructions is in the interest of any organisation. Unless upward communication methods are made effective, downward communication cannot become useful. A good manager will always like to know how his juniors feel in their place of work *i.e.*, the type of work environment, the basic facilities like washrooms, toilets, canteens, medical facilities etc. Only then is it possible for him to motivate the workers to increase production through their best efforts. Organisations which ignore the suggestions of the subordinates get into trouble very soon.

2. Informal Communication or Grapevine. The other communication system which is always there in addition to the formal system discussed above, is the informal communication or grapevine. It is there whenever two persons or groups socially interact with each other. Grapevine also comes into play because of formal system not working very well *i.e.*, there are barriers in the formal system and juniors cannot express themselves properly. There is an interesting story behind the word 'grapevine' being used for informal communication. In Second World War, both the enemy sides had telephone wires laid down for their use. But the enemy from the other side would intercept the message by cutting the phone lines at different places. The result was that in addition to the two pairs of wires on either side of the border, there would be hundreds of other wires on either side, just like a grapevine.



Some of the situations in an organisation where grapevine is very active and prominent are:

Special Occasions

Whenever there is some special occasion, informal information passes on freely between the people who are present at the occasion. If there is a new block housing a computer centre which is inaugurated, many employees will share the chances being of a new block for library being set up soon. Announcement of a new course to be introduced in a college would spread the message of more similar courses in the pipeline. Formation of a Knowledge Commission by the central government initiated new discussions, hopes and raised the aspiration of the common man.

Activities that generate insecurity amongst members of an organisation. Bad financial health of the organisation is perceived by many employees to interpret that a retrenchment drive is coming. A change in government policies may be seen as the company closing down its business and so on.

Happenings or activities that influence the lives of friends and associates. Grapevine comes into play when our acquaintances, friends and relatives etc. are effected by any happening, activity, achievement or expected reward etc., If a friend is likely to get promoted, moved on transfer or is expecting an important assignment, it gives rise to a lot of speculations, apprehensions etc., and we discuss that event. If the organisation informs the beneficiary exactly when an event would take place then, the grapevine settles down, however, if the formal communication system does not work properly, it results in grapevine.

Latest news, information etc., to be shared. When we have something special to share with others, giving information or news to others, grapevine is bound to appear. If there is an increase in DA for the government employees and information is to be released for all concerned, if one effected person sees the document, he informs everyone else. If one person hears the boss telling someone that he has been transferred, the entire company would come to know about it very quickly.

Position or procedure that brings people into contact. It is well established that grapevine exists basically, because of people's desire to find out, know and share something which may not be known to others. Drivers, secretaries and personal security staff personnel come to know about programmes, movements and meetings etc. of senior persons, politicians, bureaucrats and other very important people. Such people get information because of their physical and emotional closeness to the VIPs either directly or through their (VIP's) close family members with whom also they are in touch with. Information about important persons who have impact on the lives of others, is always sought and desired by others. A study shows that secretaries are four times more grapevine communicators as compared with others.

Personality Traits. Some persons, because of their personality traits, have more urge to talk, discuss and share. Such people observe more about events and individuals in the organisation, develop more keen interest in sharing with others as they feel more important and want to win the confidence of others. They are generally good communicators and use this ability to transfer information.

Characteristics of Grapevine

Having seen certain situations, events etc., in which grapevine is active, let us see certain characteristics.

Grapevine provides feedback to managers which is generally not possible through formal communication channels. Formal communication is loaded with authority and cannot be used always for sharing everything. Grapevine can translate the formal orders into employee language. Many a times, certain type of information is not desirable to be committed formally. For example, if the company's financial health is not very sound, the senior managers or Board of Directors does not expect the employees to seek raise in their pay, demand bonus or other perks and fringe benefits. If this information travels informally, without company having to announce it formally, the employees may take a hint and not press for any action that involves immediate funds. Similarly, if due to what ever reason the topman is in bad mood, he is not likely to react kindly to requests of leave, social get together *i.e.*, a company picnic etc. One after hears in organisations. "Dont ask for leave today, he is in bad mood."

Grapevine travels much faster than the formal communication. This is a double-edged weapon. It has the advantages of quickly passing on information to all concerned, if one employee knows about the holiday next day, everyone would

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know about it and there will be no need to announce it. However, the disadvantage is that if this knowledge of passing of information about holiday is to be controlled, because due to some reason, the management decides not to declare a holiday, it is almost impossible to stop. It is very difficult for the management to stop undesirable rumours or release formal instructions in time so that rumour-formation is stopped.

The grapevine can penetrate the best security system. An information that may be closely held secret of the company or any other organisation like armed forces, intelligence bureau, CBI etc., is sure to be leaked some how some time. People who know confidential matters tend to release some information in weaker moments, due to greed or sex or under the influence of liquor etc. Once something is out of the bag it is almost impossible to check it before it becomes a public knowledge. Grapevine is a good source of confidential information and security services use this knowledge to their advantage.

Grapevine functions as a carrier of rumours. It is wellknown that interest and ambiguity put together give birth to rumour. If a person has no interest in some information he or she will have no cause to rumour about it. Also, if there is no ambiguity about a situation or action, no rumours may be spread. Hence if a rumour has to be stopped, then one should go to the root cause of the interest of individuals in a particular information and ambiguity in orders and instructions issued by authorities of different levels of the organisation.

Rumours must be controlled and suppressed immediately. Research shows that if the general theme of rumour is known and accepted the employees tend to manipulate and distort future actions and happening which make the rumour a reality. For example, if employees accept the rumour that there is a plan to reduce the number of employees in a particular department ; every action or event, not even remotely connected, may be interpreted by employees in that direction. If the Head of Deptt., is called by the management for a meeting, it will surely be seen that further action is being planned to reduce the strength. Rumours can only be stopped by clearly announcing the facts for everyone to know. In the above case, if the management announces clearly that it has no plans to retrench any employee will kill rumours.

So, the rumours can be stopped by providing the exact facts as early as possible. If a rumour is repeatedly circulated, many people, mostly less educated level, would believe them rather than making any effort to check back with the concerned authorities. Every organisation has informal leaders, those respected employees in an organisation who may not have been elected through voting but are considered persons who understand situations, have compassion and empathise with employees, are always there to help those who need them. Management should use the services of such informal leaders to stop rumours and that is possible if management shares the information as soon as possible.

3.5 DIRECTION OF COMMUNICATION

Communication works either downward and upward *i.e.*, vertical and horizontal or sideward.

1. Downward Communication. It is the flow of higher levels *i.e.*, management level communication to the lower levels *i.e.*, the supervisors and workers. It is used for the following purposes:

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- *To communicate policies, procedures practices, rules and regulations*, so that the employees of the organisation do not have any doubts and the work is progressed in smooth manner the management has to issue policies, rules and regulations etc. Certain companies have dress code for specific days and depending on weather conditions. Number of holidays observed by private organisations differ, they have different policy manuals laying down the procedure to take leave of all types, draw advance for travel and so on. Such communication is downward in nature.
- *To give specific job instructions*. Organisations make effort to fit the best person with the job description so that a square peg is in the square hole. A person capable of doing a particular job must perform that job according to laid down job instructions. Special job instructions are passed to the workers so that they are very clear about their role and the relationship of the job with other organisational tasks. A quality supervisor, for example, must be clearly instructed what levels of performance of work will he check and how will that be done. A list of checks and quality standards along with the tolerances acceptable to the management, is provided to him.
- *To provide feedback to the employee or worker*. About his or her performance. The idea of performance appraisal is not to find faults with the worker but to help him to improve, if there are any shortcoming. Downward communication may be counselling him, giving him warning for insubordination or some other feedback in his relationship with other employees.
- *To motivate for improving production*. Many a times, the workers are addressed or spoken to by the senior management staff to motivate them for better performance. To inculcate a sense of mission in the workers for increasing productions is one of the purposes of downward communication.
- *To prepare for changes*. Any organisation is a dynamic entity and will keep changing its character i.e., the philosophy, mission and vision of the organisation cannot remain static in fast changing times of today. Technological, economical and social changes in the society are a major forces that have impact on the functioning of any organisation. A well planned strategy to prepare the organisation for change has to be adopted. It is possible only through sharing relevant information, of course, keeping the principle of 'need to know' at the back of mind.
- *To discourage rumour and gossip mongering*. Gossip and rumours are the result of not sharing relevant information. Inadequate sharing of information creates suspicion, spreads mis-information and insecurity. This can become very harmful if not tackled through passing on relevant information to the employees at the right time.

There can be many means of downwards communication. These may be verbal or written orders and instructions, notices, posters, circulars letters, memoes, bulletin boards, company periodicals and journals, newsletters, meetings, handbooks, information racks, loudspeakers, annual reports, labour unions, electronic display boards and so on. Of all these listed here, passing on of orders and instructions verbally or through writing are the most common.

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Methods of Expression of Downward Communication

Methods used are either oral or written communication. Oral communication takes place with the help of spoken words and has a special place in any organisation. It may be done either through face-to-face communication or through the use of mechanical, electro-mechanical, electrical or electronics devices. The advantages and disadvantages of use of oral or written communication has already been discussed in this book, elsewhere.

Barriers to Downward Communication

Why are certain orders not obeyed? Why getting things done from others is such a difficult job? Whenever an order is not obeyed or the work is not done as it was expected to be done, there is definitely some problem in framing the order *i.e.*, what should be conveyed and how should it be conveyed. There are barriers in downward communication which make it either ineffective or less effective. It may be that the order or instruction is not clearly passed to the right man, if an order is given without keeping in mind the knowledge and skill level of the worker, the tools and equipment required to carry out the task and their availability in the organisation and the time frame to carry out the order, it naturally cannot be obeyed. Army way of barking an order without consideration to any of the above factors, cannot get things done. The superior may give a biased order knowing fully well that it cannot be obeyed but because of his wrong attitude or dislike for a group of people, he may issue an aggressive or distorted order only to penalise concerned persons when the order is not carried out. Employee may not be fit, physically and emotionally to carry out an order and the superior may not be able to motivate him to perform up to the desired level even in that condition. Those who give orders must understand and appreciate the barriers in downward communication.

- *Badly or poorly expressed messages cannot extract the best of expected results.* The order may lack coherence, the ideas are not prioritised and are not in logical manner, they lack appropriate vocabulary. All this can convey a disjointed, noncoherent order which is difficult to be obeyed by the subordinates even if they make genuine effort to obey it.
- *Trust of the subordinates in their superior who gives orders.* Many a times, the juniors who receive the orders do not have trust and faith in the ability of their superior. It may be because of his past actions, behaviour and conduct which generates doubts in their minds whether the present orders are to be obeyed seriously. They will not listen to his message but will be more involved in his past, where he has been modifying or changing the orders too often. Nothing will get registered in the minds of the workers if they are not convinced of the honesty of purpose of the superior authority. Complete submission to the order is not possible and the result will be only a half-hearted effort on their part to get the work over somehow.
- *Many superiors hold some information back so that they release it only at more appropriate time as per their own assessment of situation.* They may even release or leak past information. The decision to share or not to share a particular information or share it selectively, letting some of his favourites know about it early before others come to know of it, can have serious implications. A letter received from higher headquarters about the increase in authorisation of petrol money for a particular level of employees, must be shared immediately, making it very clear when the order will get implemented.

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- *Loss of message due to poor transmission.* If the levels of hierarchy are more, the message has to pass through many stages. Specially in the case of oral orders, this may be interpreted differently by different levels of superiors, and by the time the worker who has to carry out that order receives it, it may have lost its sense or purpose. Imagine the order of Managing Director (let us say, he wants to address all the 500 employees in the company auditorium at a particular time and on a particular day) goes through a Director, General Manager, Senior Manager, Manager and Supervisor before it reaches the worker, you can understand the fate of the message.
- *Poor retention by the person who has to carry out orders.* It often happens that many verbal orders are issued on phone or even in person to one employee directly by the superior without involving his supervisor or immediate superior. The employee in the presence of the seniors is bound to nod his head and say, 'yes sir' and when he comes back to his place of work, he may forget the exact content of the order and priority etc. Poor retention by the juniors is constant factor and must be kept in mind.
- *Time-constraints.* Every order needs time for planning before it is carried out if it has to be followed in letter and spirit. The superiors are in the habit of issuing orders without sufficient planning. It is said that ability to judge the ability of others is a rare ability. Unless one understands what is involved in obeying that order, the skill and time required, the availability of support services, clarity of directions etc, the order cannot be implemented. Nothing can be done instantly and time to execute any activity depends upon a large number of factors which should be considered carefully by the person who issues orders.
- *Subordinates personality and mind-set.* There are individuals who see every action as a threat to their security of service. Subordinates who are dominated by 'fear of failure' and do not have the 'hope of success' attitude will see any order or instruction as a method of judging their performance and ultimately laying him off. He may see a new employee, a new system or installation of a new equipment, opening of a new department etc, everything as a threat to his job. Keeping the personality of junior in mind before issuing any order or instruction is as important as planning of the message itself.
- *Experience, Maturity and Background.* Discipline and receptivity to orders depends a great deal on a worker's background, experience, value system, religious mind-set, practice of knowledge and skill etc. A minor remark by a senior functionary of the company that the marketing of their product is facing difficult times, may trigger a major thought process about retrenchment and lay off plan, though in fact, it is far from truth. Certain standards of conduct and behaviour come naturally to some employees if they have had good experiences in the past. An employee who has the background of having worked in a highly professional company will bring a good work ethics, will not be late for his meetings and appointments, will not himself absent from duty because of leave etc. and will ensure his department work is not affected adversely.
- *Physical Barriers.* In factories which have lot of noise because of the plant, equipment or machinery, passing of verbal orders can be a

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problem. The manager may mean something and be understood entirely something else by the employee. Passing of orders on telephone or inter-com may also be difficult as the orders cannot be clearly heard and understood. In such situations, as far as possible, either the person is called in the cabin by the senior or if situation permits, the manager moves to the location of the junior.

How to make downward communication more effective

Some specific suggestions to make downward communication more effective are:

- *Plan orders.* A superior must always plan his orders which should fit in the overall strategy of the organisation. Planning involves very clear understanding of the task, the employee's ability, availability of resources and the time required to carry out the task. Unplanned orders can harm the interest of the organisation in addition to harming personal reputation of the person who issues orders.
- *Must know facts, figures and related information and knowledge.* The person who issues orders must himself be very clear about what he wants to be done. He must possess sufficient, if not complete, knowledge about the job to be done. He should be able to answer all queries related with the job which any employee or subordinate will like to be clarified if he has to perform the task to the entire satisfaction of his superior. Span of knowledge of the superior has to be more than that of the subordinate, though it is possible that he may not possess the skill of that level because he does not himself carry out the task.
- *What media should be used and how communication is to be passed on to the subordinate?* There may be many situations where the order cannot be passed orally and has to be given in writing. For example, if an enquiry order is to be issued to a General Manager for bringing out the facts why his marketing manager accepted a gift from the vendor supplying equipment to the company, the matter may be so serious breach of company policy that a written order will be issue by MD to the GM.
- *Superior must know the impact of the order on the employees and its far reaching implications.* A thoughtless order of shifting the cycle stand of the employees, sitting in office and looking at the blue print of the plan of the factory, may not be obeyed. The employees may resent and even protest against the order which may lead to a strike etc. It is a good idea to take feedback from the sources like informal leaders, union leaders, supervisor and even some workers at random to know what goes on in their minds. A good leader or manager will never like his orders disobeyed or not followed in letter and spirit.
- *The order-passing style should be appropriate.* Any order which is issued with conviction and given in a manner that the receiver finds acceptable will be followed by them. The choice of words used, whether verbally or in writing, should be such that they are firm yet polite. Certain people are in the habit of being arrogant and authoritative while passing any instruction. When giving order verbally, one must watch out the associated body gestures, while in writing the choice of words should be such that the recipient does not find them offending.

- *Keep empathy at the back of mind while issuing orders.* Empathy is putting oneself in the shoes of others. The person giving orders must place himself at the receiving end and appreciate how will the order received, is it reasonable and fair under the circumstances. Whenever in doubt, the test of reasonability and fairness may be applied to any order before it is issued.

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2. Horizontal Communication or Sideward Communication. It is the flow of communication direction on sideways amongst the members of any organisation. It is the transmission of information amongst the positions which operate at the same level.

Basic Objectives of Horizontal or Sideward Communication

- *Coordination and co-operation amongst peers or persons working at the same level in any organisation.* There are many persons working at the same hierarchical level *i.e.*, there may be manager grade level persons in HR, Accounts, Marketing, Production and so on. They are all managers and treated by the organisation equal in status etc., in formal meetings. Some communication which is meant for managers may be issued only for their consumption *i.e.*, the company management may decide that all managers at a particular level would adopt a particular dress code, they may be asked to wear name plates and so on.
- *Emotional and Social support for motivation, loyalty etc.* When a group of people is given a different, only for them treatment, they identify with each other, emotionally and socially. Such people associate their position and status as very special for the organisation. The get treatment from the management based on the same principle, they face similar problems and become socially close to each other.

It should be noted that the need of horizontal communication increases as organisations become more specialised and departments tend to work in water-tight compartments, in modern organisations.

Specialised work procedure and pressure leaves hardly any time with the peers to interact with each other unless there is a meeting, conference training session or social get-together. It is more of an informal communication than a formal one. If head of a particular department wants some information related with company affairs, he may ring up head of another department, who he thinks has that information. Such an exchange at the same level helps in increase in efficiency and is a tool in overall effectiveness of organisations. A particular level of person does not have the liberty to ring up his colleague and get information unless it is related directly with the job responsibility. He has been assigned or a specific task he is performing for the company, but a colleague operating at the same level as his, is easily accessible.

Lateral communication is easier and simpler because hierarchy and authority does not remain an issue. Most likely, all of them will have some authority for granting leave, release of imprest to persons working under them, sanctioning or recommending loan, authorising people for duty move etc.

3. Upward Communication. This pattern of communication is perhaps the most important aspect of any organisation. It is the flow of information from lower levels *i.e.*, workers and other subordinates to higher level *i.e.*, managerial personnel. This is a method through which any worker can bring to the knowledge

of his superior his problems related with job he performs or personal difficulties due to which he cannot give his best. It is a method of feedback for the superiors about junior's performance levels, work environment, the policies and procedures adopted by the organisation and so on. Upward communication is necessary for:

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- *To create a feeling that juniors are also heard by the superiors.* This helps in improved work environment and motivation of the employees which ultimately helps in increase in productivity.
- *To evaluate the functioning of communication system.* If there are any suggestions and award schemes are announced as a company policy, how many persons actually give suggestions will be an indicator of morale of the workers. The management may feel the need of modifying the system, increase the incentives and so on.
- *Get new ideas.* Many times, the employees working at a lower level, come out with many brilliant ideas as they are the ones who actually use plant, machinery, equipment and perform other tasks at operational level. It is a good idea to get regular feedback from them about production quality and Process, any problems and suggestions for improving the overall system.

The following media of upward communication may be used:

- *Face-to-face.* An employee or a junior level manager seeks interview or meets informally the senior person and shares his views, concerns, difficulties, grievences etc. Many companies encourage their employees to avail of any opportunity to meet the top boss when he goes around the organisation. This healthy exchange of information can give an excellent real time information to the management which can be used for the benefit of the employees as well as the organisation.
- *Group meetings.* Management can plan to have department-wise meetings in the company. General Manager of Accounts, HR, Marketing, Production, Engineering etc. may invite all members of there departments, say, once in a month to get to know them better, find out any such issues which have the potential to become a major trouble in due course of time, if not handled immediately. Such meetings would reveal events, places and happenings which are trouble spots and if not tackled the smoke can become a disastrous fire.
- *Grievances Handling Procedure.* There is a statutory requirement that companies employing large number must have an appropriate grievences handling method. Generally a committee is formed which is headed by senior person, usually from HR and representatives from all departments are its members. The committee is expected to have periodical meetings where all problems, complaints etc., from the employees are discussed and remedial actions recommended to the top management ; There may be a separate women cell, depending upon the strength of female employees which can tackle special issues like gender bias or harassment of women at the hands of men.
- *Making Counsellor available.* A counsellor is like a trained friend who understands the work conditions, educational, cultural and social background of the workers and helps them in tackling their personal and professional problems. Labour officers, welfare officers can also be used to the advantage of the organisation. They can give a very

useful feedback to the top management about the overall health of the organisation. The top management has to listen to such feedback with patience and take it seriously.

How can Upward Communication be made more effective?

Some barriers and how to remove these, as far as upward communication is concerned, are discussed below:

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Subordinates tend not to open up. There is so much difference in position and stature perceived by the workers and managers, that generally juniors do not come out with correct and truthful information. It is the empathy, compassion and personal rapport of the manager or senior person with his subordinates which can get the true feelings of the employees. Juniors perceive that the seniors may become biased or revengeful if they criticize any policy, system or procedure. This perception that if they speak up they are likely to get into trouble as far as their promotion, suitable postings, transfer, important position, perks and fringe benefits are concerned, may be ill conceived but is a reality. They feel the best way to get a raise or promotion is to agree with the superiors and hope that someone else will bell the cat. Majority of the employees follow this approach and remain indifferent to problems of their own and those of others working under them.

Perception that management is interested only in their well being and not that of the employees. There is a common belief in most of the employees that top management has no interest in their problems. Even if the management seeks their views, it is only a lip service and nothing substantial will be done by them to relieve them of their difficulties and troubles. Supervisors are the culprits in developing such feelings because they themselves do not project any difficulties from their departments fearing that their superiors will conclude that they are tactless and cannot handle the problems of their juniors. Management should be able to ask probing questions from the supervisors, reassuring them that any genuine problems put up to them would not go against the supervisor who on their part should develop a rapport of confidence, mutual trust and respectful working relationship with his subordinates, to get the right feedback.

Different background experiences. If a worker had a difficult time because of his speaking up attitude, he will go to any extent to avoid similar situation in new job. Similarly, past experience of the supervisor where he may have been admonished by his superiors for not being able to control his subordinates, may restrict him from speaking up. It is the responsibility of the seniors to let the juniors know that they are interested in solving the difficulties and problems of their juniors and they can always express their true feelings to their superiors.

Personality, beliefs and stereotyping. Some individuals have such a personality that they easily come out with true feelings about anything. It is very easy to extract any information from them. Some others, by nature, are more reserved and introvert, they keep their feelings to themselves, even if they wish to share something with others, it is very difficult for them to do so. Some supervisor may perceive that others are criticising him or are laughing at him, when, in fact, they may be sharing a joke. If he is insecure due to any reason what so ever, he may draw inferences far from reality. He may conclude that workers are generally shirkers and do not put in hard work, if they are seen joking and laughing by the supervisors.

Some workers or juniors have strong belief in value system, they cannot remain silent spectators to anything unethical or wrong doing by anyone. They

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are the ones who became whistle-blowers *i.e.*, they bring such happenings to the notice of top-management even if they have to pay a price for it.

Expertise and professionalism. There is a vast difference in the fluency in spoken and written language, specially English, between the lower staff and senior management. Juniors somehow feel inadequate and inferior and do not share. Seniors who have vast experience in diverse fields like engineering or management etc. are looked up to by their subordinates as more knowledgeable and more capable. This becomes a barrier between them, under such circumstances, if the seniors make special effort to develop a close rapport of confidence, this gap can be easily plugged. All differences of educational qualification, language and semantic differences can be reduced by extra effort by the seniors.

Tips for making Upwards Communication more effective

- Seniors should adopt an open-door policy.
- Adopt a grievances handling procedure.
- Organise picnics, parties, sports competition etc. so that juniors are prompted to share in an informal atmosphere.
- Seniors should adopt listening postures. They should listen more and speak less.
- Educate employees about the advantages of upward communication.
- Provide suggestion and complaint boxes at different locations.

Exhibit 2.1 : A summary of the three directions of communication system is given below:

Downward Communication

<i>Oral</i>	<i>Written</i>
1. Through personal instructions.	1. Written policies, written instructions and orders.
2. Lectures, seminars, conferences meetings.	2. Memoes, letters, minor issues on note pads.
3. Counselling, motivational discussions, interviews including exit interviews.	3. In house journals, news letter etc.
4. Telephones, cell phones, public address system, movies.	4. Bulletin boards.
5. Picnic social meetings, union meetings.	5. Posters
6. Grapevine, gossip, rumours.	6. Handouts
	7. Information racks
	8. Manuals handouts
	9. Annual Reports
	10. Publication by unions, labour welfare others.

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|------------------------------------------------------|-----------------------------------------------------------------|
| 1. Face to face meetings, conversations, discussions | 1. Reports and returns |
| 2. Organised interviews | 2. Personal complaints |
| 3. Telephone, cell phone, intercom methods. | 3. Suggestion and reward schemes |
| 4. Meetings, conference, seminars, lectures. | 4. Grievances handling procedure |
| 5. Social meetings, picnics | 5. Union publications |
| 6. Union activities | 6. Surveys on difficulties and problems faced by the employees. |
| 7. Grapevine, rumours, gossip | |
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Horizontal Communication

-
- | | |
|-------------------------------------------------------|---------------------------------------------|
| 1. Lectures, seminars, conference, meetings. | 1. Letters, reports, memoes |
| 2. Telephones, inter-com, system, movies, slides etc. | 2. In house magazines, journals newsletters |
| 3. Social get togethers | 3. Posters, notice boards |
| 4. Union activities | 4. Policy manuals, handbooks, handouts. |
| 5. Grapevine, rumour, gossip | 5. Annual reports |
| | 6. Union publications. |
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3.6 SUMMARY

- Corporate communication means a network of communication established amongst the members of an organisation.
- Types of networks are—
 1. Wheel Communication Network
 2. Circular Communication Network
 3. Free Flow Communication Network.
- Types of Communication are :
 1. Formal
 2. Informal or Grapevine
- A communication works either downward direction or horizontal or upward direction.

REVIEW EXERCISES

1. What do you understand by corporate communication?
2. Discuss various networks of communication.

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3. What are the types of communication? Define and discuss.
4. What are the characteristics of Grapevine communication?
5. What are the directions of communication?
6. Discuss the methods of downward communication.
7. What are the barriers to downward communication?
8. How can we make the downward communication effective?
9. What are the basic objectives of horizontal communication?
10. What do you understand by upward communication?
11. How one can make upward communication effective?

SECTION B
PRINCIPLES
OF
EFFECTIVE COMMUNICATIONS

★ STRUCTURE ★

- 1.1 Objectives
- 1.2 Introduction
- 1.3 The Noun
- 1.4 The Pronoun
- 1.5 Articles
- 1.6 The Adjective
- 1.7 The Verb
- 1.8 Summary

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1.1 OBJECTIVES

At the end of this unit you should be able to:

- Know about Noun
- Know about Pronoun
- Use the Articles Correctly
- Know about Adjectives
- Know about Verb

1.2 INTRODUCTION

Grammar is a subject that teaches one how to write, read and speak correct language. It illustrates the concepts of various aspects of language and pattern of structures.

1.3 THE NOUN

1. We already know that a **Noun** is *the name of a person, a place or a thing*.

Kinds of Noun

2. Read the following sentences :

Manu was born on *Wednesday*.

Delhi stands on the bank of the *Yamuna*.

In the above sentences *Manu*, *Delhi*, *Wednesday*, the *Yamuna*, are **Proper Nouns**.

Proper Nouns, begin with *capital letters*. No article is needed before them. However, there are certain *Proper Nouns* which are preceded by the article 'the' ; as—

The Yamuna, *the Tapti*, *the Ganges*, *the Arabian Sea*, *the Punjab*, *the Himalayas* etc.

The days of the week, *months*, *languages* and *festivals* are all **Proper Nouns**.

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3. Look at the following sentences :

My *pen* is very costly.

Boys are thinking of playing a friendly *match*.

In the above sentences *pen*, *boys*, *match*, are **Countable Nouns**. They can be counted.

The Classes of Nouns known as 'Common Nouns' (*pen*, *boys*, *match*, *lions*, *forest*, *vine* etc.) and 'Collective Nouns' (*class*, *bunch* etc.) are included in the larger class of **Countable Nouns**.

A **Singular Noun** is used for one noun and a **Plural Noun** is used for more than one. When we write or speak a Singular Noun for the first time, we use a *determiner* before it. Some Plural Nouns also take a *determiner*. There are such Plural Nouns also which do not take any *determiner* before them.

Examples :

I want *some* good **pens**.

An **ox** is grazing in *the* **field**.

4. Now study the following sentences :

Cows eat *grass*.

Put *some* *butter* on the potatoes.

In the sentences given above, *grass*, *butter*, *ink* and *honesty* are uncountable Nouns. We cannot count them or we do not count them. We do not even use *a*, *an*, *one*, *two*, *three* etc., before them.

We can group the following into Uncountable Nouns :

- (i) *Abstract Nouns* ; as—*honesty*, *courage*, *youth*, *freedom* etc.
- (ii) *Material Nouns* ; as—*gold*, *silver*, *wood*, *paper* etc.
- (iii) Things that are not considered in numbers but in *mass* or *quantity*; as—*grass*, *wheat*, *rice*, *sugar* etc.
- (iv) *Liquids* ; as—*ink*, *milk*, *water*, *oil* etc.
- (v) *Gases* ; as—*oxygen*, *hydrogen*, *steam*, *smoke* etc.
- (vi) *Natural Phenomena* ; as—*heat*, *cold*, *sun-light* etc.
- (vii) *Branches of learning* ; as—*Economics*, *Politics*, *Mathematics*.

Thus there are three main classes of Nouns. They are :

Proper Nouns,

Countable Nouns and

Uncountable Nouns.

A Noun has its number—*Singular* or *Plural*; its Gender — *masculine* or *feminine* or *common* or *neuter*, its person— first person, second person or third person and its case— *nominative*, *possessive*, *objective* or *vocative*.

Incorrect

Correct

- | | |
|-----------------------------------------------------------|--------------------------------------------------------|
| 1. Learn these <i>poetries</i> by heart. | Learn these <i>poems</i> by heart. |
| 2. There is no <i>place</i> on the bench. | There is no <i>room</i> on the bench. |
| 3. The clock has struck <i>three hours</i> . | The clock has struck <i>three</i> . |
| 4. This is a <i>seven-days</i> clock. | This is a <i>seven-day</i> clock. |
| 5. He has ten <i>heads</i> of <i>cattle</i> . | He has ten <i>head</i> of <i>cattle</i> . |
| 6. The <i>jury</i> was <i>divided</i> in their opinions. | The <i>jury</i> were <i>divided</i> in their opinions. |
| 7. The <i>committee</i> were unanimous in their decision. | The <i>committee</i> was unanimous in its decision. |

- | | |
|-----------------------------------------------------|------------------------------------------------------------------------|
| 8. <i>A black and a white cow is grazing.</i> | <i>A black and a white cow are grazing.</i> |
| 9. <i>Hundred paises are one rupee.</i> | <i>Hundred paisa is one rupee.</i> |
| 10. <i>Twenty rupees are much for this table.</i> | <i>Twenty rupees is much for this table.</i> |
| 11. <i>I live in the boarding.</i> | <i>I live in the boarding-house.</i> |
| 12. <i>Give me blotting.</i> | <i>Give me a piece of blotting paper.</i> |
| 13. <i>Where is my copy ?</i> | <i>Where is my copy-book ?</i> |
| 14. <i>Pay my best respect to your parents.</i> | <i>Pay my best respects to your parents.</i> |
| 15. <i>He secured many numbers in English.</i> | <i>He secured high marks in English.</i> |
| 16. <i>He is one of the best boy in the class.</i> | <i>He is one of the best boys in the class.</i> |
| 17. <i>There are ten B.T.s in our school.</i> | <i>There are ten B.T.'s in our school.</i> |
| 18. <i>I shall leave by the 4.30 O'clock train.</i> | <i>I shall leave by 4.30 train. Or (half past four O'clock train.)</i> |
| 19. <i>He ran a five-miles race.</i> | <i>He ran a five-mile race.</i> |

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1.4 THE PRONOUN

1. A **Pronoun** is the word which is used for a **Noun**. The *person, gender and number* of the pronoun will be the same as that of the *Noun* for which it is used.

KINDS OF THE PRONOUNS

Pronouns are of the following kinds:

- | | |
|----------------------------------|----------------------------------|
| 1. <i>Personal Pronouns</i> | 2. <i>Reflexive Pronouns</i> |
| 3. <i>Relative Pronouns</i> | 4. <i>Interrogative Pronouns</i> |
| 5. <i>Demonstrative Pronouns</i> | 6. <i>Indefinite Pronouns</i> |
| 7. <i>Distributive Pronouns</i> | |

I. Personal Pronouns

2. **Personal Pronouns** are used for *three persons* :

- (i) The *First Person* denotes the person or persons *speaking*.
- (ii) The *Second Person* denotes the person or persons *spoken to*.
- (iii) The *Third Person* denotes the person or persons *spoken about*.

Various forms of the Personal Pronouns

		<i>Nominative</i>	<i>Possessive</i>	<i>Objective</i>
<i>First Person</i>	<i>Singular</i>	I	my, mine	me
	<i>Plural</i>	We	our, ours	us
<i>Second</i>	<i>Singular</i>	Thou	thy, thine	thee

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Person	Plural	You	your, yours	you
Third Person	Singular	{ He She It	{ his her, hers its	{ him her it
	Plural	They	their, theirs	them

Note.

1. Now-a-days, *Thou, thy* and *thee* are used only in the *Prayer* (of God) or in *Poetry*.

2. 'You' is used both for Singular and Plural.

3. 'My, our, their, your, her and his' function as adjectives and are used with Nouns. They are called *Possessive (Prenominal) Adjectives*.

Examples :

I am at *my* seat.

We read *our* books.

You write with *your* pen.

He broke *his* arm.

She lost *her* slate.

They finished *their* work.

3. The forms *mine, ours, thine, yours, hers* and *theirs* are Possessive Pronouns. They are used :

(a) When a Pronoun is separated from the Noun by a Verb ; as

This kite is *mine*.

This school is *ours*.

(b) When the Noun is used before the Possessive Pronoun ; as

He is a brother of *mine*.

The idea of *yours* is fine.

(c) When the Noun is understood ; as

This pen is yours, where is **hers** ? (*her pen*)

These books are theirs, where are **ours** ? (*our books*)

(d) The word 'his' is used both as an Adjective and as a Pronoun ; as

This is *his* slate.

(*Possessive Adjective*)

This slate is *his*.

(*Possessive Pronoun*)

Note. In reality, a noun remains hidden in a Possessive Pronoun. Like a pronoun, it takes the place of a Noun also.

4. Study the use of Personal Pronouns in the following sentences :

The **jury** cannot give *its* decision soon.

The **fleet** has reached *its* destination.

The **crew** wanted to do away with *its* Captain.

The **committee** cannot decide the matter without leaving *their* seats.

The **jury** were divided in *their* opinion.

Ram and Sham have done *their* duty.

Every boy and every girl has *her* book. (Now they put 'their' in place of *her* or *his*)

Uma or Rama has lost *her* ring.

Either Ram or Sham did not take *his* share.

Neither Sarla nor Bimla has dressed *her* hair.

You are wiser than *he* (is). (here 'him' is also taken to be correct)

I love you more than *he* (loves you).

I love you more than *him* (I love) *him*.

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II. Reflexive Pronouns

5. **Reflexive Pronouns** are formed by adding '*self*' to *my*, *thy*, *your* (Singular), *her*, *it* and '*selves*' to *our*, *your* (Plural) and *them* ; as

My-self, *thy-self*, *your-self*, *her-self*, *it-self*.

Our-selves, *your-selves*, *them-selves*.

6. Reflexive Pronouns are used when the subject and object is the same person :

(a) As Objects of Verbs ; as

I hurt myself.

She enjoyed herself.

(b) With Prepositions ; as

Please tell me something **about** *yourself*.

She was sitting there **by** *herself*.

(c) To emphasize a Pronoun ; as

I myself saw the thief.

He *himself* killed the lion.

III. Relative Pronouns

7. **Relative Pronouns** are used for their preceding Nouns. They combine the sentences too. The Noun with which *Relative Pronoun* is related is called its antecedent ; as—

Here comes the **boy** *who* stole my book.

This is the **book** *that* lay on the table.

In the above sentences, *boy* and *book* are Antecedents.

8. Forms of Relative Pronouns

Pronoun	Nominative	Possessive	Objective
Who (for persons only)	Who	Whose	Whom
Which (for animals or inanimate objects' only)	Which	Of which	Which
That (for all things, genders and persons)	That	That
What (for things only)	What	What

IV. Interrogative Pronouns

9. **Interrogative Pronouns** are used for asking questions ; as

Who are you ?

Whose pen is this ?

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'**Who**, **whose** and **whom**' are used only for human beings. '**Which**' is used for objects/things. We also use '**which**' while we make a selection among many persons. '**What**' is used only for things ; as—

Which is your book ?

Which of those boys took part in the drama ?

10. While asking questions *what* and *which* become Interrogative Adjectives when they qualify Nouns ; as

Which (Adjective) subject do you like most ?

At what (Adjective) time are you meeting for the decision ?

Note. '*What*' when used in *Exclamation* means '*how great*' ; as

What ! You don't recognize your real brother !

What a wonderful sight !

11. Study carefully the following sentences:

A.	<i>Questions</i>	<i>Answers</i>
1.	<i>Who</i> is he ? (refers to his name)	He is Rajesh.
2.	<i>What</i> is he ? (refers to his profession)	He is a lawyer.
3.	<i>Which</i> is he ? (which particular person) (to be pointed out of a group)	He is the man with spectacles on.
B.	<i>Direct Questions</i>	<i>Indirect Questions</i>
1.	<i>Who</i> is Lata ?	Tell me who Lata is.
2.	<i>What</i> is her name ?	Tell me what her name is.
3.	<i>Which</i> is your house ?	Tell me which your house is.

C. Make questions on the following sentence :
Nirmal's father gave me a book.

V. Demonstrative Pronouns

12. **Demonstrative Pronouns** point out Nouns to which they refer ; as

This is my pen. (for a thing, that is near)

That is your house. (for a thing that is at a distance)

These are our toys. *Those* are yours.

'**These**' is the plural of '*this*' and '**Those**' is the plural of '*that*'

Such is my view.

He is a great scholar and as *such* must be held in great esteem.

This pen is not the *same* as that.

13. When two things are mentioned, *that* refers to *the former* while *this* refers to the latter ; as

Drinking and *smoking* are both injurious ; **that** perhaps is more injurious than *this*.

14. **That** and **those** are used to avoid the repetition of a Noun going before ; as—

- The *cows* of Tibet are not so good as *those* of India.
 The *climate* of hills is cooler than *that* of plains.
 (*that of* is used here for '*the climate*')

VI. Indefinite Pronouns

15. Indefinite Pronouns point to some particular *person/thing* but they point to the Nouns which are not mentioned but are implied.

The following are the Indefinite Pronouns:

One, none, some, somebody, anybody, anyone, no-body, every-body, other, all etc.

Examples:

(a) **One** is used :

1. For people in general ; as
One ought to do *one's* duty.

But, we say :

Every-one ought to do *his* duty.

When '*One*' is a numeral, we say :

One of the girls *is* absent today.

2. To avoid repetition of a Noun ; as
 This is a blue *pencil* ; that is a red *one*.
3. In the sense of beings or creatures ; as
 A bitch loves her young *ones*.

(b) **None** (= *not one*) is used :

1. In the Singular when it refers to a Material Noun ; as
 I want milk ; there is *none* in the jug.

2. In the Plural or Singular when referring to persons or Common Nouns ; as—

None but the brave deserve the fair. (Plural)

Do you want oranges ? There are *none* in the market.

(Plural)

Is there any letter for me ? No, there is *none*. (Singular)

(c) **Each, Every-one, Anybody, Everybody** etc.

1. The Pronoun *he, his, she, her* etc., are used for *anybody, everybody* etc., according to the context ; as—
Each of the boys has taken *his* share.
Every-one of the girls likes her manners.
2. We use *he* where the sex is not expressed ; as—
Everybody likes to serve *his* own purpose.
Everyone can make *his* choice.
Anyone can speak if *he* likes.

VII. Distributive Pronouns

16. Distributive Pronouns refer to a single person or one thing at a time. They are always followed by Verbs in Singular Number ; as—

Each of the girls *is* present.

Either of you *is* at fault.

Neither of them *is* educated.

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['**Either**' means 'one of the two' (options) or 'both of the two' and '**Neither** means 'no one of the two'.]

Note. *Either* has two meanings :

1. One or the other of the two.

2. Each of the two or both.

There are shops on *either* side of the road.

You may take *either* of the two pens.

['**Each other**' is used in case of two persons or objects / things and '**one another**' is used for more than two persons or things.]

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Common Errors in the Use of Pronouns

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|------------------------------------------------------------------|------------------------------------------------------------|
| 1. Neither of them <i>are</i> eligible. | Neither of them <i>is</i> eligible. |
| 2. Ram is cleverer than <i>all</i> . | Ram is cleverer than <i>all others</i> . |
| 3. He and I tried <i>their</i> best. | He and I tried <i>our</i> best. |
| 4. All the brothers love <i>each other</i> | All the brothers love <i>one another</i> . |
| 5. The two friends quarrelled with <i>one another</i> . | The two friends quarrelled with <i>each other</i> . |
| 6. <i>Such</i> boys who come late are taken to task. | <i>Such</i> boys <i>as</i> come late are taken to task. |
| 7. This is the <i>same</i> book which you gave me the other day. | This is the same book <i>as</i> you gave me the other day. |
| 8. <i>Who</i> runs faster, Pinki or Shashi ? | <i>Which</i> runs faster, Pinki or Shashi? |
| 9. <i>What</i> is there ? <i>Myself</i> . | <i>Who</i> is there ? It is <i>I</i> . |
| 10. Sham and <i>myself</i> went to see the exhibition. | Sham and <i>I</i> went to see the exhibition. |
| 11. It is you who <i>is</i> at fault. | It is you who <i>are</i> at fault. |
| 12. Give me <i>any</i> of these two pens. | Give me <i>either</i> of these two pens. |
| 13. This is table <i>whose</i> legs are shaky. | This is the table the <i>legs of which</i> are shaky. |
| 14. Let <i>he</i> and <i>I</i> do it. | Let <i>him</i> and me do it. |

1.5 ARTICLES

1. **A, an and the** are called *Articles*. They are really Demonstrative Adjectives. They may also be called Determiners because they are used before Nouns.

2. There are three Articles—*a, an and the*.

(a) **A and an** are called the **Indefinite Articles**. They leave the person or thing spoken of in an indefinite state. They do not refer to or define any specific person or thing ; as—

A book ; that is, any book

An ox ; that is, any ox.

Note. The Indefinite Articles '**a**' and '**an**' are the weakened forms of '**one**'.

(b) **The** is called the **Definite Article**. It particularises a person or thing ; as—

He ran after *the* thief. (*some particular thief*)

Note. The Definite Article '**The**' is the weakened form of '**that**'.

3. An Article is generally used before a Countable and Common Noun, Singular Number ; as—

Here is *a* letter for you.
There comes *an* ox.
This is the book I want.

But if the Common Noun (*man* and *woman* only) in the Singular is used in a general sense, then no Article is used ; as—

Woman is vain.

Note. This statement is correct only in the case of a man and woman.

Man can not bear such humiliation (here *man* = *all men*)

But before other words, **A** means '*every one*' : '*A cow has two horns*' means '*Every cow has two horns*'—

Position of the Article

Rule I. An article comes before a noun ; as

He is *a* boy of ten. I saw *an* owl in the forest.
The Taj is *a* historical building.

Rule II. An article comes before an adjective in case it qualifies some noun ; as

He helped *an* old man. The cow is *a* faithful animal.
She reached *the* dense forest in the dark.

Please note that the article *a/an* is determined by the sound of the adjective which follows it.

Rule III. An article is placed before an adverb which comes before an adjective ; as

This is *a* very pretty girl.
This is *a* really difficult sum.

Please note that the article is sometimes placed after the adverb ; as

She gave me quite *a* different reply.
It is almost *the* same story.

Rule IV. **Such** is followed by **a/an**. **All** and **Both** are followed by **the** ; as

She is **such** *a* nice girl. We have never met **such** *an* idiot.
Both *the* brothers are wise. **All** *the* girls are smart.

Use of Indefinite Articles

4. Indefinite Articles are used :

(1) In numeral sense meaning one ; as

Seven days make *a* week.
Not a word did he speak.
Hundred paise make *a* rupee.

(2) To represent a class ; as

A donkey is a beast of burden.
A subordinate should obey his boss.
A child cries when he is hungry.

(3) In the vague sense of something certain ; as

One night *a thief* broke into his house.
In old days there was *a king* in India.
An old man had four daughters.

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- (4) To generalise the Proper Noun ; as
He is *a Newton*. (as able as Newton)
Kalidas is *a Shakespeare*.
- (5) In the sense of the same ; as
Birds of *a feather* flock together.
Two of *a trade* seldom agree.
- (6) In the sense of *every* ; as
I get a stipend of Rs. 1000 *a month*.
Rice costs forty rupees *a kilo*.
- (7) In the sense of *some, any or a single* ; as
I have *a regard* for my uncle.
She did not speak *a word* in self-defence.
There is not *a man* here who can solve this sum.

Use of A and An

5. **A** is used with a word having a consonant sound whether the word begins with a vowel or a consonant.

- (1) Consonants with consonant sound :
A man, a book, a pen, a B.A., a yard, a year etc.
- (2) Vowels with consonant sounds like 'w' and 'y' :
a one-eyed donkey, a one-way ticket
a one-rupee note ; a one-legged girl.
a useful book, a European
a unique building, a university ;

6. **An** is used before a word beginning with a *vowel sound* ; as

- (1) Vowels with vowel sound ; as
An eye, an elephant, an ox, an inkpot, an ear, an owl, an orange.
- (2) Before words beginning with a silent 'h' ; as
An hour, an heir, an honest man.
- (3) Consonants with vowel sound ; as
An M.A., an S.D.O., an M.P.

Use of Definite Article 'The'

7. **The** is used :

- (1) To particularise a person or a thing, or one well-known to us or one already mentioned ; as—
I have lost the pen that you gave me.
Let us go to the bazaar.
The thief was taken to the police-station.
He sent me a book. The book was interesting.
- (2) When a Singular Noun represents the whole class ; as—
The cow is a useful animal.
The fox is a cunning animal.
The lion is the king of beasts.

Note. The whole class of things can be shown in the following ways :

A camel is a beast of burden.

The camel is a beast of burden.

Camels are beasts of burden.

Exception. Man is mortal. Woman is fickle.

Man, woman never take an article when they are used in a general sense to denote the whole class.

(3) We use **The** with a Proper Noun when we wish to show similarity ; as—

Kalidas is *the* first-rate poet in India, like Shakespeare.

We can use **The** with a Material Noun when we change it into either 'of Phrase' or particularise it as a word or phrase or clause. *The cotton of Egypt* means especially *cotton of Egypt*.

Kalidas is *the Shakespeare* of India.

Bangkok is *the Venice* of the East.

Gama was *the Rustam* of India.

Always speak *the truth*.

The cotton of Egypt is superior to that of India.

(4) (i) With names of seas, oceans, gulfs, rivers, groups of islands, bays, straits and canals ; as

The Arabian Sea, the Indian Ocean, the Persian Gulf, the Ganges, the East Indies, the Bay of Bengal, the Panama canal, the Palk strait.

(ii) With a range of mountains.

The Alps, the Vindhya, the Himalayas.

Note. (a) '**The**' is not used before certain individual mountains ; as Mount Everest, Parasnath.

(b) '**The**' is not used before certain individual islands ; as Sicily, Ceylon, Ireland.

(5) Before the names of sacred books, news-papers, magazines, ships and well-known buildings ; as

The Gita, the Tribune, the Indian Review, the Delhi (ship), the Taj.

Note. '**The**' is not used before the title of a book bearing the name of a person or the author ; as

David Copperfield, Tom Jones, Oliver Twist

Vyasa's Mahabharata, Shakespeare's Hamlet.

(6) Before the descriptive names of countries and provinces ; as

The Punjab, the Uttar Pradesh, the U.S.A., the Deccan.

(7) Before the names of unique objects ; as

The sun, the moon, the earth, the sky, the sea.

(8) Before a *Proper Noun* when qualified by an Adjective or defining Adjective clause ; as—

The great Ashoka, the immortal Tagore.

The Mr. Sharma whom you met in the evening is my friend.

(9) With an Adjective to represent a class ; as—

The rich should not look down upon the poor.

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The wise should be sober.

The literates should teach the illiterates.

- (10) (i) With the Superlative and in certain cases with Comparative Degree ; as—

Mahatma Gandhi was *the greatest* man of the world.

The longest day has *the shortest* night.

The tallest boy won the race.

- (ii) Before a comparative adjective to denote selection out of two.

She sings *the better* of the two.

Vibha is *the taller* of the two sisters.

- (iii) As an adverb with comparative.

The more, the merrier.

The higher you soar *the cooler* it is.

The more you waste, *the more* you suffer.

- (11) To lay emphasis ; as

Selfishness is *the order* of the day.

He is *the man* for *the work*. This is the thing I want.

- (12) Before Ordinals ; as

The second girl in *the first* row is my sister.

- (13) Before the Nationalities, Communities (People) and Political Parties ; as

The Hindus, the English, the Burmese, the Congress.

- (14) In place of a Possessive Adjective ; as

He held me by *the* arm.

- (15) Before dates ; as

I shall come back on *the* 13th of May.

- (16) With the cardinal points (names of directions) ; as

The sun rises in *the East* and sets in *the West*.

- (17) Before the Adjectives 'Same' and 'Whole' and after the Adjectives 'all' and 'both' ; as—

This is *the same* pen (as) you gave me.

The whole class was absent.

All the boys are present.

Both the friends are jolly.

- (18) Before an adjective to indicate an abstract idea.

I appreciate *the honest, the good and the pure*.

(Here *the honest, the good and the pure* indicate honesty, goodness and purity.)

- (19) We use *a/an* when a singular countable noun is mentioned at first. We use *the* when we happen to refer again to the noun already mentioned.

I saw *an* old man. *The* old man came to me. I gave some money to *the* old man.

I went to *a* photographer. *The* photographer was young.

- (20) When someone/something particular is meant.

The teacher wrote to me a chit.

The baby is crying. Her mother is not at home.

I was talking to *the* councillor yesterday.

- (21) (i) Before a public building ; as

The Town Hall. *The* Prime Minister's House.

The Rashtrapati Bhawan.

- (ii) Before some performances ; as

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The circus, the show, the cinema, the concert.

- (22) Before the name of an aeroplane or a ship ; as
The Kanishka, the Delhi, the Jaldurga.

8. Study the use of the *Definite Article* in the following sentences :

- (a) *The virtuous* are generally happy.
 This is *the book* on Arithmetic. (*The best*)
 This is *the teacher* in the school.
 Time makes *the worst* enemies friends.
The day dawned.
The heat was unbearable there.
The honourable minister will speak in the public meeting today.
 Ashoka, *the great*, is known for his Law of Piety.
The Guptas went to Ambala.
- (b) Milk is sold by *the litre*.
 Cloth is sold by *the metre*.
 Eggs are sold by *the dozen*.
 We shall fight to *the last*.
 The old man is on *the point of death*.
 Do not leave your friends in *the lurch*.
 The colonial system is on *the wane*.
 He is quite upto *the mark* in the class.
 The number of students in the school is on *the increase*.
 You are in *the wrong*.
 He played *the fool*.
 He is on *the brink* of ruin.
 He met me in *the guise* of a beggar.
 Death stared us in *the face*.

We also say :

In <i>the end</i>	all <i>the same</i>	by <i>the way</i>
to go to <i>the dogs</i>	to go to <i>the wall</i>	in the nick of time
in <i>the face</i> of	out of <i>the question</i>	on <i>the one hand</i>
on <i>the whole</i>	on <i>the eve</i> of etc.	

Omission of Article

9. *Article is not used before :*

- (1) Proper, Material and Abstract Nouns when they are used in general sense; as

<i>Ram</i> is the monitor of our class.	(<i>Proper Noun</i>)
<i>Coal</i> is not found in Pakistan.	(<i>Material Noun</i>)
<i>Patience</i> is a virtue.	(<i>Abstract Noun</i>)

Remember :

- (i) When the *Uncountable Nouns* (*Proper, Material and Abstract Nouns*) are particularised **the** is used before them ; as—

Prem is *the* Newton of our class.

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The sugar of Java is not superior to that of India.
The beauty of the garden is unique.

- (ii) **The** is used before Proper Nouns preceded by Adjectives ; as—
The honest Kishan.

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Note. **The** is used in case some phrase makes them particularised—
The children of my neighbour are very sweet.

- (2) The Common Nouns in the plural ; as
Children like sweets.
- (3) The Common Nouns used in the widest sense ; as
Man is a social animal.
Animals have an underdeveloped brain.
- (4) A Common Noun in the Vocative case (Nominative of address) ; as
Bring me a book from the library, boy.
- (5) A Common Noun preceded by 'kind of', 'sort of', 'type of' ; as
What kind of man is he ? What sort of girl is she ?
What type of house do you live in ?
- (6) Common Nouns used in pairs ; as
Both husband and wife are poets.
From head to foot she was dressed in white.
- (7) Nouns used as complements ; as
They selected him President.
He was appointed monitor.
- (8) A title, rank, status etc., used in Apposition to a Proper Noun ; as
Neelam Sanjiva Reddy, President of India.
Elizabeth, Queen of England.
- (9) The names of *lakes, capes, countries, continents, cities, days, months, languages* etc. ; as
Lake Sambhar, Cape of Good Hope, England, Europe, Sonapat, Monday, March, English etc.
- (10) Before names of meals ; as
She invited me to dinner.
Let us meet over tea.

Exception

I liked *the* tea, she offered me.

Here *tea* has been specified by the use of the clause 'she offered me'.

11. Before the nouns as *bed, hospital, church, office, temple, school, college* etc

When they are used for their primary purpose ; as

She goes to *office* every morning.

My mother goes to *temple* everyday.

The injured were rushed to *hospital*.

My mother is still in *bed*.

Exception

I went to *the* school to see the Principal.

I go to *the* hospital every day to see my aunt.

Here *the* is used before school and hospital because they are used in a secondary sense.

(12) In certain Verbal Phrases (Transitive Verb + Noun) ; as

to cast anchor	to follow suit	to keep house
to catch fire	to lose heart	to leave home
to give ear	to do penance	to lay siege
to set foot	to send word	to set suit
to take offence etc.		

The ship has cast anchor.
Her clothes have caught fire.
Don't lose heart, cheer up.
Give ear to what I say.
Never set foot in our house again.

(13) In certain Prepositional Phrases ; as

Mother in not at home.	I am in mental trouble.
She will return at sunset.	I have never travelled by air.
I go to school on foot.	She can do anything for money.

NOTES

Common Errors in the Use of Articles*Incorrect.**Correct*

- | | |
|------------------------------------------------------------------|----------------------------------------------------------------------|
| 1. Never tell <i>lie</i> . | Never tell <i>a lie</i> . |
| 2. She is a <i>M.A.</i> | She is <i>an M.A.</i> |
| 3. <i>Sun</i> sets in <i>West</i> . | <i>The sun</i> sets in <i>the West</i> . |
| 4. This is a <i>news</i> to me. | This is <i>news</i> to me. |
| 5. She has <i>headache</i> . | She has <i>a headache</i> . |
| 6. It is <i>quarter</i> to ten. | It is <i>a quarter</i> to ten. |
| 7. Why are you making <i>noise</i> ? | Why are you making <i>a noise</i> ? |
| 8. <i>Ganges</i> is a sacred river. | <i>The Ganges</i> is a sacred river. |
| 9. <i>The both</i> sisters are intelligent. | <i>Both the</i> sisters are intelligent. |
| 10. I buy <i>Hindustan Times</i> daily. | I buy <i>the Hindustan Times</i> daily. |
| *11. <i>Deccan</i> is drier than Punjab. | <i>The Deccan</i> is drier than the Punjab. |
| 12. <i>Camel is ship</i> of the desert. | <i>The Camel is the ship</i> of the desert. |
| 13. Cloth is sold by <i>metre</i> . | Cloth is sold by <i>the metre</i> . |
| 14. I held him by <i>arm</i> . | I held him by <i>the arm</i> . |
| 15. <i>Lion</i> is a king of <i>beasts</i> . | <i>The lion</i> is the king of <i>the beasts</i> . |
| 16. <i>The gold</i> is a precious metal. | <i>Gold</i> is a precious metal. |
| 17. This radio set cost me <i>thousand rupees</i> . | This radio set cost me <i>a thousand rupees</i> . |
| 18. <i>Gita</i> is a sacred book of <i>Hindus</i> . | <i>The Gita</i> is a sacred book of <i>the Hindus</i> . |
| 19. <i>The English</i> is the language of <i>English</i> . | <i>English</i> is the language of <i>the English</i> .** |
| 20. <i>Himalayas</i> are the highest mountains in <i>world</i> . | <i>The Himalayas</i> are the highest mountains in <i>the world</i> . |

1.6 THE ADJECTIVE

1. An ADJECTIVE is a word that adds to the meaning of a Noun ; as
A long snake, a clever boy, ripe mangoes, several girls etc.

Kinds of Adjectives

(i) **Adjectives of Quality** describe Nouns. They show the *quality, kind* or *state* of a person or a thing ; as—

A *fast* friend ; a *rich* man ; *honest* boys ; a *noble* king etc.

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Adjectives formed from Proper Nouns are called *Proper Adjectives*. They are also classed as *Adjectives of Quality* ; as—

The *Indian* batsman ; The *Assam* tea ; The *French* lady etc.

(ii) **Adjectives of Quantity** show the *quantity* or *degree* of a thing; as—
Much money ; *sufficient* labour ; *some* bread ; *no* patience ; *half* holiday etc.

(iii) **Adjectives of Number (Numeral Adjectives)**, show the *number (counting)* of *persons* and *things* along with their *order*. They are of the following three kinds :

(a) **Definite Numeral Adjectives** show *order* and definite number; as—

First, second, third etc.

One, two, three etc.

Single, double, three-fold etc.

(b) **Indefinite Numeral Adjectives** do not show a definite number; as—

Some, many, few, all, several, certain etc.

(c) **Distributive Numeral Adjectives** show each *person* or *thing* separately out of their groups ; as—

Each, every, either, neither.

Now study the following sentences carefully :

Adjectives of Quality

Adjectives of number

- | | |
|------------------------------------------|---------------------------------------------------|
| 1. Did you eat <i>any ripe</i> mango ? | Are there <i>any boys</i> in the playground? |
| 2. There is <i>some milk</i> in the jug. | <i>Some girls</i> did not attend the class today. |

(iv) **Demonstrative Adjectives** point to the concerned *persons, places* or *things* ; as—

This, that, these, those, such, same etc.

A, an and *the* are also Demonstrative Adjectives. They are called *Articles*.

(v) **Interrogative Adjectives** are used with Nouns to *ask questions*; as—

What *time* is it now ?

Which *pen* do you like ?

Whose *house* was burgled last night ?

Comparison of Adjectives

2. Adjectives have *three degrees* of comparison :

1. Positive
2. Comparative
3. Superlative

Positive Degree shows *simple quality*. **Comparative Degree** shows a *higher* or *lower degree of quality*, and **Superlative Degree** shows the *highest* or the *lowest quality* ; as—

Ram is a *clever* boy.

(Positive)

Ram is *cleverer than* Sham.

(Comparative)

Ram is *the cleverest* boy in the class.

(Superlative)

Formation of Degrees

3. The Comparative and Superlative Degrees are formed :

(i) By adding **r** and **st** to the *Positive* when it ends in **e** ; as—

<i>Positive</i>	<i>Comparative</i>	<i>Superlative</i>
Able	abler	ablest
Brave	braver	bravest

(ii) By adding **er** and **est** to the *Positive* ; as—

<i>Positive</i>	<i>Comparative</i>	<i>Superlative</i>
Bold	bolder	boldest
Clever	cleverer	cleverest

(iii) If the *Positive Degree* ends in 'y' and there is a consonant before 'y', change 'y' into 'i' and add **er** or **est** with it ; as—

<i>Positive</i>	<i>Comparative</i>	<i>Superlative</i>
Easy	easier	easiest
Happy	happier	happiest

(iv) If some adjective ends in 'y' and there is a vowel before 'y', add '**er**' and '**est**' with the *Positive Degree* ; as—

<i>Positive</i>	<i>Comparative</i>	<i>Superlative</i>
Gay	gayer	gayest
Grey	greyer	greyest

(v) If the *Positive Degree* ends in a single consonant, and there is some vowel before the consonant, that consonant is doubled and '**er**' and '**est**' are added to it ; as—

<i>Positive</i>	<i>Comparative</i>	<i>Superlative</i>
Big	bigger	biggest
Fat	fatter	fattest

(vi) If some *Positive Degree* ends in two or more syllables add '**more**' and '**most**' or '**less**' and '**least**' before it ; as—

<i>Positive</i>	<i>Comparative</i>	<i>Superlative</i>
Beautiful	more/less beautiful	most/least beautiful
Courageous	more/less courageous	most/least courageous

(vii) *Irregular Comparisons* ; as—

<i>Positive</i>	<i>Comparative</i>	<i>Superlative</i>
Bad, ill, evil	worse	worst
Good, well	better	best
Little	less	least
Much, many	more	most
Fore	former	foremost, first
Hind	hinder	hindmost
Late	later, latter	latest (<i>time</i>) last (<i>order</i>)
Near	nearer	nearest, next
Old	older, elder	oldest, eldest

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Note. 'Older' is used in respect of 'age'. 'Elder' is used only for members of the same family.

Arun is my *elder* brother. Dharam is *older* than I (me).

(viii) Certain words are *Adverbs* in Positive Degree but are *Adjectives* in Comparative and Superlative Degree ; as—

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Positive	Comparative	Superlative
Far	farther	farthest (<i>distance</i>)
Far	further	furthest (<i>position</i>)
In	inner	inmost, innermost
Out	outer	outermost, uttermost
Up	upper	upmost, uppermost

Uses of Degrees of Comparison

4. Positive Degree is used :

(i) To show simple quality and when there is no comparison ; as—

You are a *clever* boy.

(ii) To show comparison between two persons or things when they are equal in some quality ; as—

She is as *tall* as her sister. (Positive)

He is not so *wise* as his friend. (Negative)

5. Comparative Degree is used :

(i) When, two persons or things are compared, '**than**' is normally put after them ; as—

Shimla is *cooler than* Delhi.

My picture is *more beautiful than* yours.

He is *less intelligent than* his brother.

(ii) In case of making a selection between two persons or things put '**of**' in place of '**than**' after the Comparative Degree ; as—

This book is **the better of** the two.

(iii) In case, two qualities of the same person or thing are compared to each other, the **Comparative form (degree) of Adjective** is not used ; as—

He is **more wise than** honest.

(a) Now study the use of Comparative Degree in the following sentences:

The sooner you come, **the better**.

The oftener we do a thing, **the easier** it becomes.

(b) The following *Latin Adjectives* in Comparative Degree take '**to**' instead of **than** ; as—

He is *junior to* me in service.

You are *senior to* me by two years.

6. Superlative Degree is used when more than two persons or things are compared. It is generally preceded by '**the**' ; as—

He is **the wisest** of all the boys in the class.

Kolkata is **the safest** sea-port in India.

Note. If *Possessive Pronoun* is followed by superlative degree or in case there is a Noun in Possessive Case, '**The**' is omitted ; as—

You are my *best* friend.

This is Shiela's *finest* picture.

Some important points to note

(a) Don't use double Comparative or Superlative. It is incorrect to say :

She is *more wiser* than her sister.

He is the most *tallest* boy in the class.

But, we say :

She is *wiser* than her sister.

He is the *tallest* boy in the class.

(b) Never use the Superlative Degree where the Positive Degree is required.

Incorrect

He is a *best* player.

Correct

He is a *very good* player.

(c) Use *much*, *very much*, or *far* before Comparative Adjectives and *very* and *by far* before Superlative Adjectives to make the Degree of Comparison intense ; as—

You are *much taller* than he.

Rajesh is *by far the wisest* boy in the class.

(d) To compare two qualities existing in, the same person or thing, use 'more' in place of comparative form (degree) of Adjectives.

Prem is *more brave* (not *braver*) than *prudent*.

(e) Some Adjectives like *perfect*, *ideal*, *unique* are not compared.

(f) Former, latter, elder, hinder, inner, upper, minor, major, outer, utter etc., are not followed by *than* ; as—

Rama and Uma are two sisters. The *former* is a painter and the *latter*, a poetess.

She is my *elder sister*.

Nouns Used as Adjectives

7. There are some Nouns which can be used as Adjectives ; as—

The *well* water is good to drink.

She offered me a *gold* ring.

Adjectives Used as Nouns

8. Certain adjectives have been given below which can be used as **Nouns**. The article 'the' is placed before them and they are used in the plural, like the **Common Nouns** ; as—

Always help *the needy*.

Do not look down upon *the poor*. (not *poors*)

Position of the Adjectives

9. (a) When the Adjectives are used as indicator of virtues, put them (adjectives) *close to the Nouns qualified by them* ; as—

Ashoka was a *noble king*.

It is a *knotty problem*.

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(b) When Adjectives are used in a *systematic way*, the right order will be ;
Noun + verb + Adjective ; as—

You are *intelligent*, but your brother is *dull*.

(c) When several Adjectives qualify the same single Noun, use all the adjectives *after the same Noun* systematically to make them effective ; as—

Socrates was a great man, *wise, just, truthful* and *frank*.

There lay his four brothers, *pale, cold* and *motionless*.

(d) An Adjective Phrase usually comes *after the Noun* ; as—

He is a man *fertile in resources*.

(e) In certain Phrases the Adjective is always *placed after the Noun* ; as—

God Almighty ; body politic ; President elect ;

time immemorial ; heir apparent.

(f) Note the position of 'all', the Adjective of *number and quantity* ; as—

Incorrect

Correct

His **all** relatives live here.

All his relatives live here.

I ate *the all* butter.

I ate **all** *the* butter.

Correct Uses of Some Adjectives

10. (i) All, Whole

All denotes both quantity and number, while *Whole* refers only to quantity ; as—

All the apples are rotten.

(Number)

She drank **all** the milk.

(Quantity)

(ii) Each, Every

'Each' is used with two or more persons (definite), while 'Every' is used with two or more persons (Indefinite) ; as—

The two girls had *each* a book.

Each of the girls had a book.

(iii) Each other, One another

'Each other' is used for two persons or things while 'one another' is used to point towards two or more persons and things ; as—

Board and Anders quarrelled with *each other* over a watch.

All the boys quarrelled with *one another*.

(iv) Either, Neither, Any, Any other

Either means one of the two or each of the two.

Neither is the opposite of *either*. *Any* means one or more out of many ; as—

There are shops on *either* side of the bazar.

(Both)

I can speak on *either* side.

(Both)

Note. In such sentences never omit *other* because she herself is one of the girls.

(v) Some, Any

'Some' is used in *Affirmative Sentences* ; while 'Any' is used in *Negative Sentences*. But both of 'Some' and 'any' can be used in **Interrogative Sentences**; as—

I shall buy *some* books.

I could not get *any* tonga there.

Have you *some** work to do ?

Have you *any* money ?

(vi) **Older, Oldest, Elder, Eldest**

'Older' and 'Oldest' are used for both, living beings and things but 'elder' and 'eldest' are used for members of own family. 'Than' is not used with *elder*. as—

My *elder* sister is much *older* than I.

My *eldest* brother deals in cotton.

Mark the difference between—

He is my *oldest* son. (Oldest living son)

He is my *eldest* son. (First born)

(vii) **Later, Latest ; Latter, Last**

Later and *latest* refer to *time* ; while *latter* and *last* refer to *position* or *order* ; as—

I came *later* than he.

What is the *latest* news ?

Note. *Later* is opposed to *earlier*, while *latter* is opposed to *former*.

(viii) **Less, Lesser, Fewer**

Less denotes *quantity* ; while *fewer* denotes *number*.

Lesser is the double comparative of *little* ; as—

This jug contains *less* milk than that. (Quantity)

No *fewer* than fifteen houses were burnt to ashes. (Number)

(ix) **Farther, Further**

Farther means *more distant* ; while *further* means *next, onwards* or *additional* ; as—

The nearer the Church, the *farther* from heaven.

Delhi is *farther* from Chandigarh than Ambala.

(x) **First, Foremost**

First shows *order* or *position* ; while *foremost* means the *most important* ; as—

I was *the first* to solve the question.

The first chapter of this book is not difficult.

(xi) **Nearest, Next**

Nearest refers to *position* or *order*, *next* shows *order in space* or *time* ; as—

I went to the *nearest* railway station.

The *next* house belongs to Manu, my brother.

(xii) **Outer, Utter**

Outer shows *position* and *utter* refers to *degree* ; as—

The *outer* wall of this house has collapsed.

In *utter* disappointment he gave up the attempt.

(xiii) **Many, Many a, Much**

Much denotes *quantity* while *many* denotes *number*

Many is followed by Plural Noun ; while *much* by a Singular Noun ; as—

I have *much* work to do.

Many students were absent yesterday.

NOTES

Common Errors in the Use of Adjectives

NOTES

<i>Incorrect</i>	<i>Correct</i>
1. This is the <i>fresh</i> news.	This is the <i>latest</i> news.
2. I shall leave by <i>the latest</i> train.	I shall leave by <i>the last</i> train.
3. You are our <i>mutual</i> friend.	You are our <i>common</i> friend.
4. <i>From the three</i> Sarla is the <i>cleverer</i> .	Sarla is the <i>cleverest of the three</i> .
5. <i>Whole the village</i> caught fire.	<i>The whole village</i> caught fire.
6. Kalidas is <i>greater than all the</i> dramatists.	Kalidas is <i>greater than all the other</i> dramatists.
7. She lost her <i>three-years-old</i> son.	She lost her <i>three-year-old</i> son.
8. Our house is <i>further</i> from here than yours.	Our house is <i>farther</i> from here than yours.
9. He is a <i>most perfect</i> gentleman.	He is a <i>perfect</i> gentleman.
10. Your sister is very <i>long</i> .	Your sister is very <i>tall</i> .
11. You are <i>miser</i> .	You are <i>miserly</i> .
12. He is <i>coward</i> .	He is <i>cowardly</i> .
13. Do not look down upon the <i>poors</i> .	Do not look down upon <i>the poor</i> .
14. There were <i>no less than</i> fifty boys in the class.	There were <i>no fewer than</i> fifty boys in the class.
15. Our examination begins <i>on next Tuesday</i> .	Our examination begins <i>on Tuesday next</i> .
16. The climate of Shimla is cooler than Delhi.	The climate of Shimla is cooler <i>than that of Delhi</i> .

1.7 THE VERB

1. Verb. The **verb** is a word that expresses some action, feeling or existence. It tells us something about the subject ; as

Lions roar .	(<i>action</i>)
Boys fly kites.	(<i>action</i>)
I feel sorry.	(<i>feeling</i>)
Ashoka was a great king.	(<i>existence</i>)

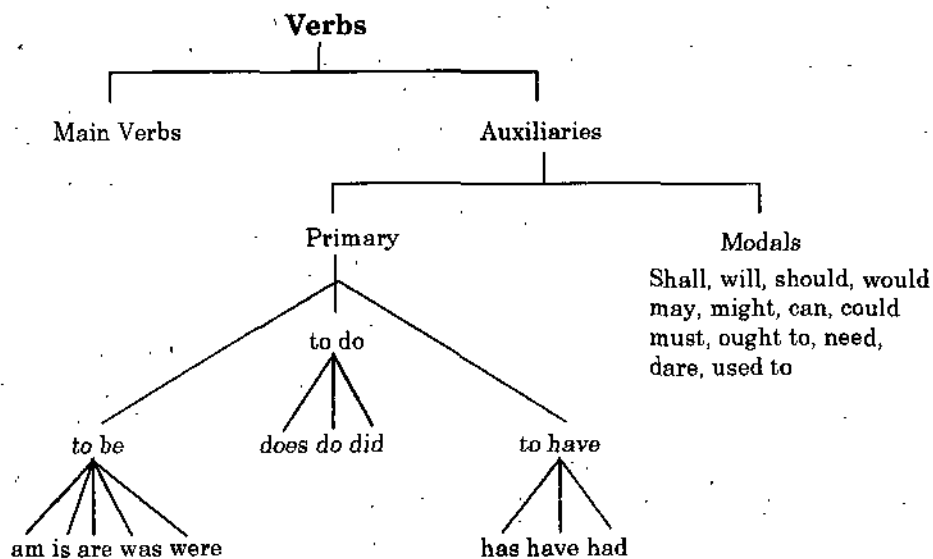
2. All the verbs (shown above in black) 'roar', 'fly', 'feel', and 'was', are limited by the number and person of their subjects. Therefore, 'roar', 'fly', 'feel', and 'was', are **Main Verbs**—main verbs are also called **Finite Verbs**.

3. Verbs are divided in two parts :

A. Main Verbs (also called lexical verbs)

B. Helping Verbs (Auxiliaries-Primary and Modals)

All verbs in English except the 24 helping verbs are main verbs. The twenty four helping verbs which are called a auxiliary verbs are the following :



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A Main Verbs

Main Verbs are also of two kinds :

- (a) Finite verbs
- (b) Non-finite verbs

Finite verbs change their forms according to the person and number of the subject and the tense also, *e.g.*,

I *read*, he *reads*, they *read*.

She *goes*, I *go*, they *go*.

Non-finite verbs do not change their forms according to the number, person or tense of the subject. The *infinitives*, *gerunds* and *participles* are called *non-finites*.

Non-finite Verbs are of two types :

- (i) **Verbal nouns** *e.g.*

Infinitive : I want *to go*.

Gerund : *Swimming* is a good exercise.

- (ii) **Verbal adjectives** *e.g.*

Present Participle—*Flowing* water is pure.

Past Participle—He gave me a *broken* pen.

4. **Finite Verbs** can be classified into the following two forms :

- (a) **Transitive** and (b) **Intransitive**.

5. Read the following sentences :

Lata sang a *song*.

I wrote a *letter*.

Children *like* *sweets*.

In each of these sentences the verb takes an *object*. 'Song', 'letter' and 'sweets' are objects. A verb that takes an object is called a **Transitive Verb**. The object usually answers the question *what* ? Or *whom* ?

But in the following sentences :

Birds **fly**.

The sun **shines**.

NOTES

These verbs do not require objects. They express the actions by themselves and make the sense complete. They are called **Intransitive Verbs**. Some Verbs can be used both **Transitively and Intransitively**.

Verbs Used Intransitively

1. Birds *fly*.
2. The horse *runs* fast.
3. The fire *burns* dimly.
4. His mother cannot *read*.
5. Wood *floats* on water.
6. The chair *broke*.

Verbs-Used Transitively

- Boys *fly* kites.
I *ran* a race.
He *burnt* his book.
I *am reading* a book.
He *floats* paper boats.
She *broke* the glass.

Please note that some Intransitive verbs can be converted into transitive verbs by adding a preposition to them, e.g.,

The girl laughed .	(Intransitive Verb)
The girl laughed at the stranger.	(Transitive Verb)
I am watching.	(Intransitive Verb)
I am watching your activities.	(Transitive Verb)

6. Some **Transitive Verbs** require two objects. They are called the *Direct* and the *Indirect* objects ; as—

She taught **us** (*Indirect Object*) **English** (*Direct Object*)

I gave **him** (*Indirect Object*) your **message** (*Direct Object*)

Note. (i) The following Verbs often take two objects : *Give, grant, ask, promise, offer, teach, tell, show, write* etc.

(ii) The *Indirect Object* generally precedes the *Direct Object*.

7. Some **Intransitive Verbs** are followed by a Noun which is similar in meaning to the meaning of the Verb. That is called *cognate object* ; as—

She *sang* a melodious *song*.

Let us *run* a *race*.

Verbs of Incomplete Predication

8. Such verbs as do not make complete sense by themselves are called **Verbs of Incomplete Predication**. They require *Complements* to complete their sense. They convey the idea of being, *becoming* and *seeing* ; as—

(a) Intransitive Verbs

Man *is* mortal.

You *appear* to be sad.

(b) Transitive Verbs

They *made* him king.

We *called* him a liar.

Note. (i). Intransitive Verbs of Incomplete Predication are :

Be (*is, am, are, was, were*), seem, become, look, appear, grow, taste, turn, go etc.

(ii) Transitive Verbs of Incomplete Predication are :

Appoint, believe, call, create, elect, find, make, name, suppose, think, wish, etc.

These Verbs act as links between their subjects and the complements. They are called **Linking Verbs**.

(i) Sometimes the complement follows a transitive verb in active voice. It is related to the object. Hence it is termed as '**an object complement**'.

(ii) Sometimes the complement follows an intransitive verb. It is related to the subject. Hence it is termed as '**a subject complement**'.

Read the following sentences :

The quinine *tastes* bitter.

Your argument *sounds* strange.

Such Verbs as are used in above sentences denote a certain *state* or *steady condition*. They are called **stative Linking Verb**. They are generally not used in the Present Progressive Tense.

But there are certain other stative verbs besides these **Linking Verbs** ; as—

See, hear, smell, feel, think, remember, want, *like*, love, have (रखना), own, contain etc.

These Verbs are also not used in the present progressive form.

We will not say—

I am seeing a child playing in the garden (×).

We should say—

I see (or I can see) a child playing in the garden.

But the Verbs which denote a process or a change in the person or thing mentioned in the subject are called the **Dynamic Linking Verbs**. They can be used in Present Progressive Tense ; as—

You are *growing* weaker and weaker.

The milk is *turning* sour.

9. Transitive Verbs can be used Intransitively as follows :

(a) When the verb is used to express something in a general way and no object is thought of ; as—

The bus *stopped* suddenly.

The boy *cried* all of a sudden.

(b) When the reflexive pronoun is omitted ; as—

I *moved* (myself) near the stage.

Keep (yourself) to the left.

10. (a) The noun comes in the form of object (*cognate object*) with many **Intransitive Verbs** which has the meaning similar to the meaning of verb. They are used transitively ; as—

He *died* a natural *death*.

Mohan *sang* a sweet *song*.

Here, the cognate object is used in the accusative case.

(b) Some **Intransitive Verbs** are rendered into **Transitive Verbs** by adding some preposition with them ; as—

The police *looked* into the matter.

Don't *laugh* at the poor beggar.

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You will see that these prepositions are closely connected with the verbs. Used as such, these are called **Prepositional Verbs**.

(c) When an **Intransitive Verb** is used in the *causative sense* and causes some action or thing to be done, it becomes a **Transitive Verb**. Look at the examples given below.

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Intransitive

Ripe fruits *fall* on the ground.
(caused to fall)

The horse *runs*.
(caused to run)

Transitive

He *felled* the trees.

He *ran* the horse.

11. Subject Complement can be a noun or an adjective.

He is **healthy**. (*Adjective*)

He is a **boy**. (*Noun*)

B. Auxiliary Verbs

12. An **Auxiliary Verb** is a *helping Verb*. It helps a Principal or Main verb to form a Tense, Mood or Voice ; some question or negative sentence.

1. I **play** (*Principal Verb*) cricket.
2. I **shall** (*Auxiliary Verb*) **help** (*Principal Verb*) you.
3. She **has** (*Auxiliary Verb*) **finished** (*Principal Verb*) her work.
4. They **had** (*Auxiliary Verb*) **already reached** (*Principal Verb*) home.

The following are the Chief Auxiliary Verbs :

To be (is, am, are, was, were),
to have (has, had),
to do (does, did),
may, might,
can, could,
shall, should,
will, would, must etc.

13. Only **Primary auxiliary Verbs** can be used as **finite** or **main verbs**. These are—

be (is/am/are/was/were),
do/does,
have/has/had.

Do you smoke ?	(do-auxiliary verb)
I do my work.	(do-main verb)
He has stolen my pen.	(has-auxiliary verb)
He has a new scooter.	(has-main verb)

1.8 SUMMARY

- Noun is tells us the name of anything or concept.
- Some nouns are countable, some uncountable.
- Noun has its number, person, gender and case.

- Pronoun is used in place of a noun and does all the things that a noun can do.
- Pronoun may be Personal, Reflexive, Relative, Interrogative, Demonstrative, Indefinite and Distributive.
- Article is a Determining word used before a noun.
- Article may be definite—*the*, or indefinite — *a* and *an*.
- Adjective qualifies a noun. It tells the quality, quantity, number etc. of a noun.
- Adjective has three degrees—Positive, Comparative and Superlative.
- Verb expresses an action. It may be Transitive or Intransitive.

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REVIEW EXERCISES

Correct the following sentences:

1. Many peoples were standing there.
2. My spectacle is costly.
3. Learn these poetries.
4. Each of them have their pen.
5. I, you and he are friends.
6. Do not overeate.
7. Never tell lie.
8. Ganges is a river.
9. The gold is precious metal.
10. I am more stronger than you.
11. Little money is better than none.
12. The climate of Shimla is cooler than Delhi.
13. The bus stop suddenly.
14. He die a natural death.
15. Word float on water.

UNIT 2 PRACTICES IN BUSINESS COMMUNICATION

NOTES

★ STRUCTURE ★

- 2.1 Objectives
- 2.2 Introduction
- 2.3 Group Discussions
- 2.4 Mock Interviews
- 2.5 Listening Exercises
- 2.6 Group Presentation
- 2.7 Summary

2.1 OBJECTIVES

At the end of this unit you should be able to:

- Know the basis of Group Discussions
- Performs well at Seminars
- Practise Listening Exercises
- Know the Concept of Individual and Group Presentation

2.2 INTRODUCTION

Communication in a business matters most for handling good business activity. It conveys or presents the view of one party to the other or to one's client. It depends upon some of the factors discussed in this unit.

2.3 GROUP DISCUSSIONS

Purpose of Group Discussions

Group Discussion (GD) is a part of the recruitment and selection process. Candidates go through different steps of selection, which involves a series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts. The process of selection leads to employment of persons who possess the ability and qualifications to perform the jobs, which have fallen vacant in an organisation. Candidates who qualify different types of written tests are required to clear GD and Personal Interviews (PI) before they are finally selected. Though GD is not a must in every kind of selection process, yet good organisations use it to make the selection as objective as possible. In a highly competitive world of today, it has assumed much more importance and many organisations have adopted it. Like many other tools and techniques, GD has also been borrowed by Service Selection Board (SSB) of Armed Forces.

GD is used to supplement the PI. PI has a large number of limitations. GD is generally used to know the total personality characteristics of a group of candidates simultaneously. Certain qualities like leadership, cooperation and coordination etc. can be judged only in a group. It is possible to observe the actual behaviour of an individual in a group. However, the process of GD provides only a limited time for observation of this behaviour and can thus be misleading. The candidates come prepared to demonstrate certain traits of their personality and some of them may be able to hide their shortcomings by an outwardly manipulated conduct for a few minutes. Perhaps, one can at best get some idea of the personality of the candidates, which has to be interpreted very carefully. A well planned and suitably organised GD needs a lot of preparation and effort to administer it. In spite of certain limitations of GD, it is still used as a popular tool in the selection process.

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The Process of Group Discussions

GD is a process where all candidates who have been short-listed on the basis of Written Test -WT (generally, 5-6 times the number of vacancies) are sub divided into small groups, which are allotted specific tasks, topics, case studies etc. to observe and judge certain traits of their personality. There is no sacrosanct numbers of candidates in a group and it may vary depending upon the type of organisation and the qualities to be assessed. However, generally 8-15 candidates are allotted to a particular group. The observer(s) moderator(s) only watch the entire proceeding and may interfere only to direct and guide the discussion when there is a confusion, otherwise he/she doesn't offer any argument, view or opinion. The discussion is left to evolve itself. Again, there is no hard and fast rule to allot a particular time for the GD, it is a matter of convenience to give reasonable time and opportunity to every candidate, It normally does not exceed 30 minutes. Candidates may be asked to wear chest numbers or display name plates etc. for easy identification by the observer who has to assess the candidate. The medium of GD is again a matter of choice by the organisation conducting it and type of job/task for which a candidates is to be selected, but most of the times, it is English.

Many candidates, who feel confident of having done well in WT, tend to be carried away that GD and PI will be a cake walk for them. It must be very clear to every candidate that no one ever knows where one stands in WT, hence a sincere and honest effort in GD and PI could make all the difference between being selected and being left out. One must begin with the premise of being one out of the two (or three candidates) being short-listed out of a particular group.

Tips for Preparation for Group Discussion

1. Reading as a habit. Some people develop reading habit as a life style. Just like every one needs food for physical well-being, so also all of us need reading for intellectual well-being. One should understand the truth of the statement, "the more you know, the more you realise that how little you know". Ignorance is the biggest sin and anyone not making effort to be informed is committing an offense of the worst order against himself as well as against the mankind. You must ensure that you spend at least one hour every day in reading a good newspaper and/or a magazine. There is so much of junk information bombarded at the average citizen that one has to make special effort to filter wheat from the chaff. Any of the national dailies will keep you well informed of the latest

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in the fields of politics, technology, economics and so on. Good magazines also carry columns of experts in these fields. A lot of insight into various subjects can best be obtained by a regular reading of the editorials. A person who is a regular reader really needs the preparation of only recalling and may be remembering certain facts regarding which he/she already has the background knowledge. But those who have not cared to read, they need to go through all kinds of 'without tears' books to gather whatever they can for a specific short-term goal. This kind of information doesn't get converted into knowledge, leave alone into wisdom, and you must remember it is wisdom that lingers and stays with you, wisdom comes through regular collection of desired information and knowledge and it is a continued practice.

2. Develop the habit of discussing with parents, teachers and friends.

What is read is not retained, unless you have special interest in it. You may have special interest in a few things and may remember these to be reproduced in an examination or in GD. How about the rest of the subjects/issues? The best way of making any subject of interest a part of you is to deliberate over it and discuss it with as many people as possible. Of course, it goes without saying that your choice of such persons should be very good. They have to be those who know and can impart knowledge. Add to this, any other source of information - TV, library, Internet and so on.

3. Habit of making notes. There are individual who are readers and there are others who are writers. You may be the one who remembers things by reading out something aloud to yourself or you may be the one who can remember the thing only by writing them down on a piece of paper. By now you would be knowing which category you fall in. However, it is always a good idea of making short notes of what you want to use at a later state. Preferably, use one page only for one topic and leave another blank for the same topic. Develop the habit of writing in your own 'telegraphic language', which you should be able to understand later on. Writing down what you want to understand, gives you a chance to clarify certain doubts while you are writing. Also, new ideas, new facts, keep coming to you during the time you spend in writing. And what does through your hand, the chances of it being retained in your memory are much more.

4. Develop verbal communication skills. Every one is not an orator or a public speaker. You don't have to be one. But you must be able to put your thoughts in a sequential and logical manner and then communicate to others in a forceful manner, so that it leaves impact. The best of the public speakers in the world were originally shy and could not overcome stage fear. You can try any of these (suited to your personality) to improve your verbal skills:

- Pick up any subject, make notes of it and give yourself a few minutes (say 3 minutes) to speak on it alone. You may consult the notes initially, if you forget the points but when it becomes a habit you will start remembering the details.
- Watch the great commentators and speakers how they speak. You don't have to copy anyone's style, but you could get clues from them which could be most helpful in your style of speaking.
- Be proactive in your approach. Do not remain a dumb listener in a party or get-together and never get over-awed by others. You can't be rude and offensive when you intervene in any conversation, but if you have some thing worthwhile to contribute, you must do so in a dignified

manner. Remember, none of them are the originators or creators of any of the ideas or situations they are discussing. They have gathered information by reading, listening to or discussing with others. So go ahead and give your concerted views.

5. Develop the right attitude. It is said that it is not your Aptitude but your Attitude that determines your Altitude. Right attitude is the product of your faith in yourself. Having put in the best effort in preparation for GD or PI, you must also know that the person who will get selected is not necessarily the one who knows the best. A person who thinks he can make the grade will make it. You don't have to have misplaced confidence in yourself, the confidence in self can come only with study and hard work. But many candidates who know everything that is to be discussed in GD or is asked in PI, don't do well at all. If you start speaking with confidence, others will automatically look up to you and pay attention to what you say. You will be surprised how well you are able to speak. Remember, first few seconds when you begin to speak are very important for you as every one is watching you very carefully. When you speak second or third time, the others will expect the same high standard of inputs from you. So be deliberate and confident and go ahead and make a point keeping at the back of your mind that you are the best out of the lot and no one knows about a particular subject as much as you know. You will carry the day.

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2.4 MOCK INTERVIEWS

Interviews are conducted in order to select a suitable candidate for a particular job/post. It is every one's effort to come out with flying colours in any interview he or she appears in. Mock interviews are planned and conducted to simulate *i.e.*, create situations as close as possible to the actual interview. The idea is to let the person who wishes to appear in an interview a good idea of how interviews are conducted and what questions are asked so that when one appears for the actual interview, one does not have any imaginary fears or false notions and one's moral and confidence level is good. It is a practice session to give an example of what might happen in any actual interview it is a good training tool to prepare a person before he or she actually faces any interview.

Mock interviews are organised by training institutions However, one can plan, a mock interview for himself with the help of one's friends, teachers or parents. Effort should be made to suit the actual situation as far as possible *i.e.*, by asking relevant questions and being formal with the candidate.

Here a few mock interviews are provided for the candidates to practise them. All basics of interview techniques must be kept in mind.

You have received a call from a prestigious private airline for the job of an airhostess. This interview will give you some ideas what to expect in the actual interviews. Please read it carefully and interpret it intellegently. The candidate must remember that there is nothing like fool-proof preparation for any interview. One can only prepare it with one's best ability under a particular set of situations. Read on for example.

Miss Aanchal Grover is a candidate for Air Hostess interview. When she is called for the interview, she enters the room gracefully and wishes the Presiding

officer/Chairman and the members of the board according to the time of the day. For example

- Up to 12 noon — Good morning sirs, or ladies and gentlemen, if there is a lady Presiding Officer or Member of the Board.
- 12 noon to 4 pm — Good afternoon
- 4 pm onwards — Good evening

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When she is asked to take a seat, she pulls the chair with confidence and sits down in a relaxed manner and thanks the Presiding officer/Chairman etc., of the Board. The above sequence could also be in the following form

Candidate (when called in) May I come in, please.

C/P/M Chairman/Presiding officer or any Member of the board. In mock interview this position could be occupied by any suitable person. Yes, please come in.

Candidates Response (CR) Thank you, Good Morning Sirs, Madam or Good morning ladies and gentleman or Good morning ladies/gentlemen as the case may be because of the constitution of the interview board/panel.

C/P/M- Please tell us something about yourself

CR- This is a questions which comes up in one form or the other you should be able to give out everything worth telling the board in not more than two minutes. Tell them about your educational qualifications, experience (if any) and some unique personality traits you possess. The board has to interview many candidates like you and do not have the time to listen too long stories. Do bring out any specific achievements like representing school/college in any cultural/sports/academic activities, NCC/NSS background, specific programmes undergone to develop your personality etc.

C/P/M- Why do you wish to become an Airhostess?

CR- This is a question to understand how serious you are about getting selected. Do you have the clarity of thought as far as your career planning is concerned or it is just became a friend or acquaintance has applied and you also want to do the same. How does this job fit in you personality?

A suitable answer would be how you have grown thinking about the adventure of flying in the skills, and that you have been an adventurous person right from your childhood. Do say only the bright and beautiful adventurous and confident girls with passion to move ahead in life choose this profession and you have all this in you.

C/P/M- What are your strengths? How will these help you in making you a good Airhostess?

CR- Remember, there can be no human being without a strength as these can be none without a weakness. You are not expected to describe any misplaced and exaggerated confidence. Provide 2-3

work or job related strengths and explain them. Your strengths must support you in your career objective, in this case becoming a good Airhostess an example:

I can confidently interact with strangers with grace and charm. As front desk executive with a MNC I handled my job responsibilities in admirable manner and was appreciated by MD a number of times I have excellent communication skills in English, Hindi and Punjabi, I respect good values and conduct myself in a dignified manner in any situation.

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C/P/M- What are your major weaknesses?

CR- The candidate must not say that she does not have any weaknesses. There could be nothing faster from truth than this statement. Accept gracefully that as a human being you have weaknesses which have created problems for you in the past but the good thing is that you know your weaknesses and you have already initiated action to correct them. Also mention that your weakness cannot interfere in your passion for achievement as a professional. If you have packed up a self-help book to take care of your weaknesses, you can maintain it. But don't try to impress the board if you have not read the book. Remember the board members are experienced individuals who had interviewed many like you. If you try to pull a fast-one you will be caught.

C/P/M- Where do you see yourself after five years if you get this job?

CR- This question is asked to assess your hunger for success and growth you should be able to relate it with your short-term and long-term career objectives. Since you are projecting yourself as an above average person, your expectation for promotion should also be above average. All this has to be related with the career opportunities available with the airline you are being interviewed by. Unrealistic ambitions cannot be fulfilled and individuals feel frustrated and unhappy. At the same time, any good which can be achieved without stretching oneself does not give sense of satisfaction and achievement. So, balance it out and mention a reasonable growth goal.

C/P/M- Job of an Airhostess involves a lot of flying which is associated with risk. What are your views about risk taking ability of a person?

CR- A calculated risk is a part of living and growth in any job. You should not project yourself that you can take any type of risk. In life it may be considered foolish by others. At the same time being over-ambitious in life does not provide opportunities. You should explain that perhaps there is more risk in driving a car on a metro road than in flying in an aircraft and technology is making airtravel more and more safe.

C/P/M- Many women find the offbeat and odd working hours of Airlines different to adjust. Will you have no difficulty in adjusting yourself to late night/early morning shift as part of your Job?

CR- The candidate is expected to answer this question in the following manner.

It is true that getting into new routine is difficult and it takes time to adjust oneself to the demands of the job of Airhostess.

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However, with my passion for this profession I am confident, I will adapt to the new schedule of working without any difficulty.

C/P/M- Do you prefer to work alone or as a team?

CR- Obvious answer to this question is that you like to work with others as you understand the importance of teams in any organisation. You could mention that though individual excellence is good organisational excellence is the ultimate goal of any business or non-business entity. If you have had the experience of working in groups or as a team give those examples. There are very few jobs where one could work alone and produce results, Airhostess's job is definitely not that kind of job. You will need the help and support of your superior colleagues and juniors you must try and project yourself as a good team member.

C/P/M- What book are you currently reading? Any specific character or issue you like in the book?

CR- Here the candidate should give the name of actual book if he/she is reading one. Don't say anything which is not factual. If you have been reading a fiction-non-fiction etc., mention that. It is not necessary that you should be reading a book, however, it shows your general interest in life and its surroundings and if you don't have the habit of reading book for a good self-help book and start reading it, it will help you in interviews group discussions and make you a better informed person which is the need, in any case.

C/P/M- Please tell us something about your hobbies or how you like to spend your spare time.

CR- This question is to find out about other activities than what one does for living i.e., earning a livelihood. Every person likes to do something which he or she may not be able to use for making a career but it gives a lot of happiness. For example, there would be only rare people who don't enjoy good music a tennis or a cricket match, a good movie etc. A good answer may be a for the past five years, I have been associated with helping poor meritorious students free of charges. I have realised that there are so many bright students if given emotional, financial and coaching support, they can do extremely well. There is an organisation called 'Meritorious of students and I am proud to be associated with it as its secretary. Other thing is like to do in to listen to soft Indian music?.

C/P/M- What do you like to watch on television?

CR- You should remember that all of us like to watch different types of programmes and what a person likes may not be the choice of another. You should not project your self as a compulsive TV-watcher. Spending an hour or two watching news on NDTV, IBN/ or Hindi channels as also some interesting programmes is perfectly OK. But never say that rush back home to watch every episode of Shah Rukh Khan's or Salman Khan's Programme. At the same time if you say that you watch only History, Discovery, BBC and CNN. The Board will know that you are telling a lie. So, maintain a balance.

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C/P/M- What do you do to keep yourself physically fit?

CR- Obviously, if you are fit and in good health, it will be easy for you to answer this question. You could answer. "I know keeping oneself physically fit is one's prime responsibility. I jog in the morning for half an hour and go for long walks in the evening. I also eat nutritious healthy food and fruits and drink plenty of water to remain in shape.

C/P/M- Airlines all over the world are running under reduced margin and many of our domestic operators are in the race. What do you think is the reason and what is in store in future?

CR- If you read newspapers regularly, you would know that it is a fact. Basically there are two reasons, one steep increase in fuel prices and cut-throat competition. Any competition with a level playing field is good as it improves quality and provides services of cheaper rates to the customers the only way out is to maintain quality of service and increase volume of business, more and more passengers and cargo is lifted by the Airlines from new destinations.

C/P/M- Domestic airtravel is not within the reach of the common man. How do you look at this problem?

CR- There is acute shortage of airports which are available in metros and some other big cities, tourist spots, religious places and so on. In a growing economy like ours more and more airports will become available and more people will travel by air in future. Airline industry has a bright future.

C/P/M- Many careerist girls find it difficult to balance career and family. How would you do it?

CR- This is a problem with many, however I am very lucky to have very supporting parents who have always encouraged me to stand on my own two feet and make a place for myself as a professional. In any case, I would like to devote required time with my family members but never at the cost of my career I know I can always find time for my family and friends, however busy I am. This will not be a problem for me.

C/P/M- Change is the only thing which is permanent. How well can you handle change?

CR- This question is asked to assess your adaptability to new systems, methods, locations, and circumstances. There are certain people who find the change very difficult to cope with and repent having left the previous job or location. There are others who forget the past easily and move on with the new situation. One must adopt the new things, whether it is technology, food habits process etc. easily. It is part of one's attitude towards life in general. Change is imperative and one should always be prepared for it. So, be ready to change with the fast pace of the world.

C/P/M- What is the concept of 'open skies'? Are you aware that India and European Union (EU) are likely to sign an agreement for open skies?

CR- 'Open skies' is the policy of liberalising the operation of airlines from the control of the government and let private sector participate on a level playing field Government controls and regulations should

be removed and necessary guidelines applicable to every operator should be given. You should answer that agreement between India and EU will immensely benefit, both the parties and can become our important growth vehicle for India.

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2.5 LISTENING EXERCISES

There are three approaches to listening.

Interactive Listening: In this form of listening some activity or action must take place after listening. When one responds to an instruction command or order by doing what the other person wants it becomes very clear whether the message has been listened properly and understood or not.

Non-Interactive Listening: Here no action is warranted as an order and generally remains one way communication process. Watching TV, listening to recorded messages, radio, lectures, public performance, public address announcements, railway and airport arrival/departure announcements religious discourses, advice by superior generally fall in this category.

Self Talk. When one talks to one self for reasoning, finding a way out, rearrangement one's ideas feelings etc., it is also a form of listening

We have already seen that listening skill is the most neglected one. Here are a few exercises which will help you improve your listening ability.

Exercise 1

Select your favourite TV programme. Let us say, you have watched "Big Fight" or We the People on NDTV. Here that programme is recorded. After you have watched the programme carefully, write down the important points made by the Anchor/invited panelists and then compare these by playing the recorded programme. You will notice many major points get missed out. Depending upon how many major issues you are able to recall, you will get your listening score higher or lower.

Exercise 2

Your company is in the process of revising Human Resource Policy Manual. MD invites all manager level employees, approximately 16, to give their views on subjects like, Holidays Leave Incentive, Loan, Confidential Reports, Training etc.

Listen to all the views carefully and list them making a chart.

Exercise 3

Whenever you are listening to somebody speak make a habit to give oral acknowledgements like "I see" "I understand, "Ok" etc. And then occasionally summarise in your own words what you understood of whatever was said by the other person. Summarising the conversation in your own words every now and then helps you in two ways. Firstly, you will not forget what has been said, secondly, there will be a record of everything for future reference.

Exercise 4

Ask a friend/brother/sister/parents to read one to two paragraphs from a book/newspaper. If you can understand then the best thing to do is to ask some

one to read the Editorial of a good newspaper like the Times of India, Hindu etc., Listen carefully and after that write down the essential aspects. Now check with the newspaper if you have left out something essential.

2.6 GROUP PRESENTATION

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The panel is aware of the fact that only few selected candidates have come up to them after having done well in WT. What they are looking for is the 'real' you, how will you conduct yourself in real-life situation, making right decisions in suitable time frame, being a team man and carrying others with you etc. Some of the qualities the GD panel is looking for are as follows :

1. Knowledge Quotient (KQ): Many candidates believe that they are being tested for their IQ. There could be nothing farther from truth. You will be tested for your knowledge of the topic, which has been thrown open, your ability to understand and analyze the problem, find a suitable solution and take action to implement that solution. Generally, the subjects are picked up out of the socio-economic, politico-legal and technological issues at national or international level. Sometimes case studies are given to the candidates to test their assessment of the situation given in the case and their ability to solve the problem in a practical manner. This calls for innovative and creative approach, which the panel is specially looking for.

2. Logical and analytical mind: Having knowledge about a particular subjects is not enough, if the candidate doesn't have the ability to develop on the theme of the subject. Any situation or subject will have its merits and demerits, pros and cons and the candidate should be able to evaluate different courses open to him/her and come up with the most suitable in a particular time frame. One must have the ability to organise one's thought process in a logical manner and build up one's case confidently.

3. Communication skills: This is a major aspect, which the panel keenly observes about a candidate. Communication is not only skill in reading, writing and speaking, it also includes your ability to listen. You may have excellent knowledge of the subject and an analytical mind but unless and until the others know it through your ability to forcefully convince others, it is of no use. In modern day very competitive world, where opportunities and competition are racing with each other, no one can succeed without good ability to 'sell' oneself.

4. Leadership qualities: Leadership is all about influencing others. Unless a candidate has the ability to influence the thoughts of others, no useful action is possible. A leader is able to "make others want to do what he wants them to do." You have to be a part of a team, yet the responsibility for getting things done is with you. This is a special trait and not every one possesses it. Certain people can only be good followers, they fail miserably when required to lead. Leader should be able to take calculated risk and bold initiative in the interest of the organisation. The panel is specially looking for this trait in a candidate.

5. Group behaviour: No individual can ever achieve the organisational goals alone. There is a need of groups to convert human and material resources into desired and specified results. Individual excellence is important but organisational excellence is more important. A case in point is the number of Nobel prizes won by USA against those of Japan, yet Japan is giving USA the run for their money in every possible field.

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2.7 SUMMARY

- Group Discussion—a way of presentation of one's views at an interview.
- Group Discussion includes a team/panel of interviewers and a group of interviewee.
- Mock test—another way of testing candidates skills.
- Listening skill helps one perform well at one interview.

REVIEW EXERCISE

1. What is group discussion?
2. What is the process of group discussion?
3. How would you prepare for a group discussion?
4. Define mock interviews? what is its purpose?
5. What do you mean by listening skills? How does it help one in interviews?

UNIT 3 WRITING SKILLS

★ STRUCTURE ★

- 3.1 Objectives
- 3.2 Introduction
- 3.3 Difference between Business and Personal Letters/Messages
- 3.4 Functions of Business Letters/Messages
- 3.5 Principles of Business Letter Writing
- 3.6 Planning Business Letters/Messages
- 3.7 Making Business Correspondence Effective
- 3.8 Some Do's and Don'ts in Business Correspondence
- 3.9 Structure and Layout of a Business Letter/Messages
- 3.10 Some Other Important Types of Business Letters
- 3.11 Summary

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3.1 OBJECTIVES

At the end of this unit you should be able to:

- know about the concept of Business Letter/Message
- Explain the functions of Business Letter/Message
- Discuss the principles of Business Letters/Messages
- Plan the Business Letter/Message

3.2 INTRODUCTION

Commercial writing is a skill and like other skills it must be learnt. People need to be trained so that business communication is effective. Business letters are an important part of business communication in every organisation whether big or small.

In modern organisations, a number of means of communication are adopted for correspondence within the organisation and with outside agencies. In big organisations, there are a number of hierarchical steps and maintaining a good level of communication with all its employees is a big challenge. Business organisations have to remain in constant touch with outside agencies like suppliers of materials, customers, government agencies etc. Manufacturing companies get their raw materials, components and sub assemblies from a number of vendors ; domestic as well as foreign. Correspondence has to be made with them about the requirements in terms of numbers required, specifications of quality standard, date and time deadlines to be met etc. Similarly, the company's customers must be informed of the time their requirements have been despatched, the details of means of transportation of the goods being sent and the terms and conditions of payments to be made. Though, telephone, e-mails and fax play an important role in business communication, none can replace the business letters because of the

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details and accuracy such letters can provide. Letters remain as important today, as they were earlier and will continue to retain their special place in business correspondence in future as well. The purpose of business letters can be many depending upon the type of organisation. Some of these are :

- (i) For requesting quotations/soliciting inquiries, forwarding of catalogue.
- (ii) Placing orders.
- (iii) Correspondence regarding delay, wrong dispatch, equipment/machine not in order.
- (iv) Payment schedules, payment delays, seeking special concessions, discounts etc.
- (v) Appointing sales and service personnel, Annual Maintenance Contracts (AMC)
- (vi) Purchase of raw materials, components, subassemblies/assemblies from different vendors.
- (vii) Keeping the customers and potential clients in picture about the new products.
- (viii) Maintaining good public relations, extending greetings, etc., essentially remaining in touch with people who can be helpful in business activities of the company.
- (ix) Remain in contact with government agencies in context of many stationary requirements, like PF, ESI etc.

3.3 DIFFERENCE BETWEEN BUSINESS AND PERSONAL LETTERS/MESSAGES

It is important that one makes a distinction between business letters and personal letters. The following are the basic differences :

1. Personal letters are written to our acquaintances or with whom either we have had relationship or we wish to maintain some relationship. The objective of business letters is purely business activity. They are written for a definite objective like selling or purchasing, seeking information about products, goods and services etc.
2. Personal letters because of their very purpose are informal in nature. The salutation may be for a relation or a friend and may start with "My dear", "My very dear" and end up with "your only one", "for you alone" etc. However, the business letters are formal in nature and follow a laid down procedure as also certain rules.
3. Personal letters can be as intimate as one can be and are written using the dictates of heart. Generally, no specific purpose is achieved, except renewing or reinforcing love and affection. Business letters have to be accurate to the point and are written in cool and calculated manner with a specific purpose or motive.

3.4 FUNCTIONS OF BUSINESS LETTERS/MESSAGES

As discussed earlier, business letters perform an important function in business activities. They are an accurate and an inexpensive way of communicating with

vendors, customers, employees of the company, shareholders, government agencies and so on. Some of the useful purposes the business letters perform are:

1. **For keeping records and maintaining references.** Business dealings are not possible without records and references of interaction with outside agencies. A letter is a record of what was committed to a supplier or customer or what information was sent to a government department specially when an organisation is large and correspondence with outside agencies is of large volume, it is humanly impossible to depend upon memory. If there is a need to check back what the other agency had agreed to do, it is available on record and reference can be made to that particular letter or correspondence. Maintaining data in computer memory is a good idea, however, certain type of information, specially sensitive and confidential data where access has to be restricted may be retained in files.
2. **Record of contracts with different agencies.** Any communication, a telephone or fax may not be good enough evidence to prove a point when there is a difference of opinion or dispute in any business matter. Any document, signed on the letter head of a company by any functionary like Managing Director or his authorised signatory is an authentic proof of the commitment, terms and conditions etc., of the business activity. Such documents are recognised by courts of law also.
3. **Maintain contacts where physical contact is not possible.** Many a times, the location where business correspondence is to be carried out, are such that it is very difficult to reach it physically, either it being a remote and hilly terrain or the distances making it uneconomical to physically visit it. Letters can reach every possible location, thanks to our postal departments. To remain in touch with locations where means of transport and communication have not yet developed, business letters are the best mode.
4. **Maintaining good public relations.** The companies often want to stay in touch with organisations and people even if they do not have direct business dealings with them. This is to generate awareness and goodwill for their products and services. Heads of the organisations communicate with such people and with eminent people and respected organisations through formal and demi-official letters.

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3.5 PRINCIPLES OF BUSINESS LETTER WRITING

For writing effective business letters, one should follow certain principles. Some of them are discussed here.

1. **Courteous and Considerate.** All business letters must be courteous and considerate in their language and style. Though business letters are dictated by the head and not by the heart ; they are calculated in every respect, yet there is need to be considerate and courteous, so that it creates a favourable impact on the person who receives the letter. There would be many unpleasant and difficult exchanges through letters because of the business interaction, but that does not mean that either of the parties should forget the basic courtesy which should be extended to each other. It is important for all organisations which wish to thrive in business that goodwill amongst those with whom they have business relationship, is one of the most important elements of growth. This gets translated to good business at one point of time or other. Courteous and considerate communications with all concerned can help build goodwill for the company. Some common courtesies which may be exchanged are:

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- (i) Thank you very much for your letter, dated 10 March, 07.
- (ii) We are pleased to receive your enquiry.
- (iii) We regret we have not received your letter under reference, can you be kind enough to forward it again.
- (iv) We are sorry to learn that you did not receive the machine on time for the inauguration. We assure you that this will not happen in our future dealings.
- (v) I am very pleased to receive D O letter. dated 15 April, 06 from your honourable Managing Director.
- (vi) We are pleased to receive the payment so promptly and thank you for the same.

It is advisable to avoid the use of following expressions in all business communications:

- (i) It is surprising that you have not received our letter dated 10 January, 07.
- (ii) We do not expect you to
- (iii) I must very clearly mention that
- (iv) You can do what you please, however
- (v) It is difficult to believe that
- (vi) We are not bound to do what you want us to do.
- (vii) We are unable to meet your unreasonable demand.
- (viii) You can go ahead with whatever actions you wish to take.
- (ix) We refute your claim as

All business correspondence should be made keeping in mind what the reader will think of the individual signing the letter or the organisation he represents. Courtesy cost, nothing but creates a very good impression on the recipients of the communication. Correspondence shows the attitude of the person initiating it. The person who drafts or signs the letter from a position of authority in his organisation, often forgets the impact it is going to have it on the person reading it.

Good organisations are always careful in drafting, typing and following the principles of good communication. The company cannot afford to forget business interest, which is very important for it in any case, but not being curt and rude and not forgetting decency and courtesy of civilised behaviour is also important. It is always helpful to be human in personal as well as business correspondence.

Exhibit 3.1. Please find below a good example of a courteous letter.

Dear Mr. Kakkar,

We gratefully acknowledge the receipt of your letter regarding your grievances. I, on behalf of Punjab Medical Council, assure you that a detailed investigation will be carried out on the basis of information provided in your complaint and if we find that the said doctor was involved in misconduct, suitable action will be taken against him.

We appreciate your concern about the behaviour of doctors with public and once again reiterate our commitment to take appropriate action.

Kindly make it convenient to present yourself for helping in the investigation, as and when we request you to.

Your co-operation will be greatly appreciated.

Yours Sincerely
Dr. H. S. Sandhu
For Punjab Medical Council

Dear Mr. Menon,

Your order for our X-Ray machine is most welcome. We are delighted that your hospital recognises the merits of our product. You may be rest assured that your decision will go a long way in improving the quality of health care in your esteemed hospital. Please find enclosed the detailed price list of our products which are the pride of many government and private hospitals in India and abroad. Having gone through your specific needs, we recommend model X-2B.

While making payment, please be sure that you return the invoice which is needed to credit the payment to your hospitals account.

Your co-operation will be greatly appreciated.

Yours Sincerely,

R. K. Narang,

Chief Sales Manager,

For All Well Medical Systems Ltd.

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2. Direct Approach and Conciseness. Many forget the basic aim of the letter and try to make use of beautiful but inappropriate words and sentences. They keep beating about the bush and do not convey the message directly. This must be avoided. You must remember that the recipient of the letter is a busy person and would like to know the message of the letter straightway. Avoid unnecessary details and come to the point directly. While courtesy must not be forgotten, the writer of business letter should focus on the message.

3. Avoid Verbosity. Most of the business correspondence has unnecessary phrases and words which become an irritant to the reader. It must be remembered that the best communication is the simple, straight—forward communication, using minimum words. Some phrases and clauses which have direct and concise word or words are shown below.

- | | |
|-----------------------------------------------------------------------------|---------------------------------|
| (a) As desired by your esteemed organisation | As desired |
| (b) As advised in our earlier communication with your esteemed organisation | As stated in our earlier letter |
| (c) We beg to submit | It is submitted |
| (d) Beg to acknowledge | Acknowledge |
| (e) Please find enclosed herewith | Enclosed |
| (f) In compliance with your earlier request | As requested |
| (g) In the event of our machine being found defective | If our machine is defective |
| (h) Please make necessary adjustments at your end | Please adjust |
| (i) In most of the cases | Usually |
| (j) In view of the fact that you have approached us | As you have requested |
| (k) Should it interest you | If you are interested |
| (l) It has been our experience in the past | It is our experience |

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4. Participial Endings. Certain sentences at the end of the letter do not convey anything essential, they just add to the length of the letter. As far as possible, that should be avoided.

- (a) Hoping you will continue to show your interest in our products in future as well.
- (b) We trust that the information provided will meet your requirement, otherwise you are welcome to revert back to us.
- (c) It goes without saying that we shall be delighted to get a communication from you in this regard.

5. Positive and Direct Statements. In any correspondence, negative expressions create avoidable confusion. It is best to make a positive and direct statement. Some examples are given below :

Please let us know	instead of	you have failed to inform us
We will be happy to help you if	instead of	We are not in a position to help you unless
We will appreciate to hear from you	instead of	We have not heard from you for the past six months.

6. Brevity and Clarity. Though brevity is very important but it must not be at the cost of clarity. A clear, simple and straight-forward style of writing always achieves more than ambiguous, beating about the bush style. Clarity is in the attitude of a person who is sure of what he wants from the communication. As stated earlier, good and effective business communication is a skill which needs to be acquired through training.

3.6 PLANNING BUSINESS LETTERS/MESSAGES

The Need of Planning A Business Letter

The need of planning in every activity one undertakes, needs no emphasis. It is often seen that we waste a lot of time in executing a task because no planning has been carried out as to how to approach the problem. A little time spent in planning can save a lot of time in execution and the total time taken for any activity can be drastically reduced.

Planning is essential in letter writing too. A letter written without any planning and serious thought cannot convey the intended message and hence is just waste of time and effort. Many a times, the recipient of the letter comes to know about the letter writer and his organisation only through the means of the letter and the first impression which he gets is by reading that letter. There are different kinds of situations which have to be handled in business world and hence different planning would be needed. While forwarding a catalogue of products, perhaps, a simple letter is good enough but while forwarding a proposal for undertaking a project, a lot of thought and planning the presentation of the proposal has to be gone into. Planning any official business correspondence comes as a habit with good organisations.

Examine the following letter in reply to an enquiry about the types of products manufactured :

"Please refer to your letter dated 10 March, 2007, a catalogue is enclosed. You may select the product you wish to purchase". A better way of writing this reply would have been as follows :

"We are in receipt of your letter dated 10 March, 2007 and thank you for the same. As you may be aware, we are the leading manufacturers of healthcare diagnostic equipment, which are popular in India and abroad. We are enclosing a company profile as also a catalogue for your perusal.

We will be very happy to arrange your visit to our world-class manufacturing facilities at Baddi in Himachal Pradesh. Please let us know convenient date and time when you would like us to organise your visit from our corporate office at Chandigarh.

Thanking you once again for showing interest in our products."

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There are generally three situations in which business letters are written :

- (a) Letters which are initiated for a particular purpose.
- (b) Letters which are sent as a reply to letters received from others.
- (c) Letters or correspondence written as a follow-up of an earlier communication.

If a letter is initiated, the following aspects must be kept in mind while planning the letter :

- (a) The letter must clearly indicate the subject of the communication.
- (b) It must arouse the interest of the reader, so that he goes through the entire letter.
- (c) The letter must give an unambiguous indication of what action you want the recipient to take.

If a letter is written as a reply to a letter received from someone, the following aspects need to be planned carefully :

- (a) The letter must be courteous and suitable in salutation and complementary closing depending upon the level and status of the organisation or individual it is addressed to.
- (b) It must cover all points and aspects, one by one,
- (c) Do not say anything that is not related with the issues raised in the correspondence.

If a communication is a follow-up of earlier communication, the following aspects must be kept in mind :

- (a) While confirming what has been asked, be careful that all the details are meticulously provided.
- (b) If it is a remainder of earlier letter, be extremely courteous as no one would like to be told that he is lazy or forgetful. There may have been other reasons, for your letter not being replied, do think about these while planning a fresh letter to the other party.

Steps in Planning a Business Correspondence

Planning is the most important activity, yet it is not given the importance it deserves. Many people take writing letters as a routine thing which does not need any planning. That is why there are so many communication problems in business correspondence. The following steps can help in planning any correspondence :

1. **Allot time for handling correspondence.** Business activities are stressful and time consuming and more important things like sales

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and follow up service are on the minds of the executives rather than sending a reply to a particular letter. Business letters need a lot of concentration and a chunk of free time to think and plan. Executives should preferably allot morning time between 9—11 A.M. to sort out the mail and keep aside those letters which require special attention and need information from various sources.

- 2. Understand the purpose behind each letter you write.** Often the focus of the letter is last in routine kind of replies. When a letter is being planned, the most important thing is to understand, why the letter is being sent in the first place. If the purpose is clear, the language and the tone will be in consonance with the purpose. If someone wants to know about the range and depth of your products, do give this information to the correspondent right at the start of the letter. The following example illustrates this point :

Thank you for your letter No. PS/34/091-2/07 of 15 March 2007. The range and depth of our products is as follows :

Product	Range
(i) X-Ray Machines	5 KW, 15 KW, 30 KW, 50 KW, 100 KW
(ii) Cath Lab	50 KW, 80 KW
(iii) Manmography	3 KW, 8 KW, 10 KW.

We will be happy to provide any other information in this regard.

- 3. Collect as much information as is required.** The letter you write must provide all information which is relevant to the enquiry, otherwise there will be one more letter from the same party increasing the work of both the involved parties. You must remember that collecting information does not mean delay in reply, only the relevant information must be given if the reply is time bound, otherwise the very purpose of your letter would be defeated.
- 4. Organise the letter in a logical order.** In business letters, there may be many issues which need to be tackled but to make letter meaningful and easy to comprehend, the information must be presented in a logical order, talking one issue at a time. Do not jumble up all points and confuse the reader. If required, the points may be noted in the order in which they should be dealt with. Sometimes, a rough draft will be the right thing to do.
- 5. Use the right language and tone.** Never forget that there is a purpose behind the letter you are writing. Approaching even the most tricky situation with a positive frame of mind can create a favourable interest on the person receiving the letter. If a mistake has been made in earlier correspondence, it must be accepted rather than keep harping on the same and finding ways and means to justify it.

3.7 MAKING BUSINESS CORRESPONDENCE EFFECTIVE

Business correspondence should be effective, cause the right impact on the person who receives it and achieve the purpose for which it has been written. It is said that business letters are the silent ambassadors of an organisation. They should be without any ambiguity, language of the letter should be simple,

accuracy and brevity must be the norms to create a good impression on the recipient, they should be neatly typed on a good quality of paper, carefully signed after ensuring all details are enclosed and put in a fine envelope which has complete address of the receiver. It becomes a habit with certain individuals to be meticulous with their correspondence and is a part of their attitude towards quality of any work they do.

Some of the aspects that need to be given special attention while writing business correspondence are given here.

1. Be yourself while writing. Many people try to be unnatural and lay lot of stress in using difficult and decorative words in the language they use to write. This is not desirable. One loses the focus of the purpose of the letter when one gets involved in the jungle of words. Remember, this is not a literary endeavour where the emotions have to be expressed in a complicated manner for someone to judge the quality of language. However, the grammar cannot be sacrificed. Plan, simple short sentences which directly convey what you wish to say. While hard facts of the case need to be presented in as simple words as possible, an official or business letter has no place for emotional outbursts. Writer of the correspondence must always remember that a letter is a piece of conversation by post or e-mail.

2. Use language carefully. Language used in business correspondence should be such that it does not unnecessarily burden the reader to find its meaning and purpose. Language can be improved and made more effective by

- (i) Write in straightforward manner using simple language and words used commonly.
- (ii) Use of active verbs, nouns, adjectives and adverbs creates clear impression and draws the attention of the reader immediately.

Instead of

Use

All the directors will meet on 25 March, 2007 and debate whether it is more profitable to continue in present location or move to Himachal Pradesh which has many advantages over Punjab.

All the directors will meet on 25 March, 2007 to discuss shifting of the plant to Himachal Pradesh as it offers many advantages.

- (iii) Do not use complicated financial, accounting and legal words when they can be avoided. Avoid words like heretofore, aforesaid etc.
- (iv) Phrases may make the expression clearer in certain usage, but fitting phrases unnecessarily makes the correspondence cumbersome.

3. Accuracy is of utmost importance. Any communication listing wrong facts can create a lot of problems for the author and his organisation. Goodwill of individuals in high positions and their organisations, depends upon their credibility. If any fact is wrongly mentioned, inadvertently, then an immediate correction must be issued. While writing letters, the author should himself verify if all names, dates, numbers, figures, specifications etc., are correctly mentioned.

4. Clarity of the message. Clarity of the message becomes a casualty when the writer becomes more concerned about the literary quality of the language he uses. The communication is complete only and only if the message intended to be given is clearly understood by the receiver. One must never lose focus of the purpose of the letter and how best that purpose can be served. The message of the letter must be clear, unambiguous and self explanatory to the reader. Here is what you can do to give a clear message :

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- (i) Never use words and phrases which can convey number of meanings and confuse the reader. These may be appropriate for writing a thesis or a philosophical treatise or literary piece of work but not for a business letter.
- (ii) Use exact and specific words which are most appropriate for the expression, you are looking for. This needs good command over vocabulary of the language used. So, make an effort to improve your vocabulary.

5. Brevity in correspondence. Brevity at the cost of clarity is meaningless. It does not mean that the details are left out and the message of the letter becomes ambiguous. However, it definitely means that the author should avoid beating about the bush and avoid unnecessary details which are only remotely connected with the purpose of communication. This needs clarity of thought and mind. One must remember that both the author and the reader of the letter have limited time for this specific purpose, *i.e.*, for correspondence with outside agencies. The message must be clearly driven in as few words as possible. This is what the art of business letter writing is all about.

6. Tone of the letter. Tone determines the emotional content of any message and conveys a lot more than just the message. Business letters are written to different agencies and people, like government offices, friendly or unknown business houses etc. While formal tone would be the most suitable for government agencies, a little more informal may be used in Demi Official (DO) letter to someone known to the writer of the letter. But one thing that should never be lost sight of is, the courtesy and decency which must be extended to the other party. A letter must never be written when you are hurt or angry with someone. One must suspend writing for sometime, cool down and think again before replying a rude or unreasonable correspondence.

3.8 SOME DO'S AND DON'TS IN BUSINESS CORRESPONDENCE

By now, you would have realised that commercial or business correspondence is a skill which can be acquired by training and constant practice. Here are some important Do's and Don'ts in Business correspondence :

Do's

1. Ensure that the paper used for correspondence is of good quality.
2. The letter head, must contain logo, full and complete address, telephone, fax, e-mail, website details.
3. Companies may have many addresses, like registered office, head office, works, godowns, dealers etc. You must make it very clear to the recipient of your correspondence, where should they reply to you. This may be done by printing in bold letters on the letter head, "Please reply at Head office" etc.
4. All correspondence should be neatly typed and should look beautiful and pleasing to the eyes. Any corrections, cutting, inter-polations, uneven spacing etc. irritate the reader and leave a poor impression of the company. It is the responsibility of the person signing the letter to ensure such mistakes are avoided.
5. Be courteous, whatever may be the provocation from the other party.
6. Check the letter before signing. Ensure that all the facts and figures like numbers, quantities, dates, values of money etc. quoted in the letter are correct.

7. Many a times, enclosures are mentioned at the end of the letter. See *physically whether all the enclosures mentioned are attached.*
8. Date in the letter is often forgotten: It is put either by the typist or space is left blank where the person signing the letter puts the date in his own hand. All dealing with commercial correspondence must be trained to develop an eye for details like dates and figures. A letter received without date is most annoying and creates a very poor impression of the person signing the letter and that of his company.
9. Correspondence must stick to the fundamental rules of accuracy, bravity and clarity. Only those who have clarity of mind and clear thinking can draft and write clearly. The very purpose of the letter may be defeated if it is not focussed and clear in its approach.
10. Long sentences, jargon and slang must be avoided. Everyone does not *understand the jargon, whether it is management related or is technical in nature.* Wherever technical terms are used, it is always good idea to explain these.
11. Paragraphing is important where there is a break in thought process. Too long sentences and long paragraphs make it difficult for the reader to comprehend the matter easily.
12. The envelop of the letter should be typed clearly with the complete address. It may be neatly written in *legible handwriting.*
13. Whenever window envelopes are used, the address should be clearly visible, otherwise the letter will either get delayed or it will reach the wrong person or place.
14. Be very clear or sure about the mode of dispatch of the letter. Clear instructions must be given whether the correspondence is to go by ordinary or speed post, registered post, courier, under certificate of posting, by hand delivery, by a special messenger etc.
15. All correspondence should be replied promptly.

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Don'ts

1. Do not delay the reply to the correspondence, *unnecessarily.* If you are clear about the facts and all information required to reply a letter is available, promptly give the reply. It is not to suggest that correspondence should be made in haste.
2. Do not be rude in your language and attitude. Be firm but at the same time polite.
3. Do not be unfair as a principle. Tendency to arm-twist the other party or exploit a situation can bounce back on you tomorrow.
4. Never make a personal attack on any individual or criticise him/her in correspondence, whatever may be the level of that individual in the organisation.
5. Do not write to wrong authority or wrong person because the very aim of such correspondence is defeated.
6. Do not use slang, jargon, long sentence, to show how well you know the language.
7. Don't violate any of the Do's mentioned above.

3.9 STRUCTURE AND LAYOUT OF A BUSINESS LETTER/MESSAGES

NOTES

Over a period of time, business letters have evolved a definite pattern as far as structure, layout and form is concerned. Following a logical and commonly used pattern, following the Do's and Don't discussed earlier, give the letter a neat clean and readable look. Good companies are always carefully in sending letters to the outside agencies as they care for their reputation and goodwill. The essential parts of a letter are:

- | | |
|--------------------------------|---------------------------|
| 1. Heading or the Head address | 2. The Date |
| 3. Reference number | 4. The inside address |
| 5. Attention line | 6. Salutation |
| 7. Subject | 8. The body of the letter |
| 9. The complementary close | 10. The signature |
| 11. Identification marks | 12. Enclosures. |

Exhibit 3.3. Each of the above parts of the letter are shown as per their position.

(i) Heading	_____

(ii) The Date	_____
(iii) Reference Number	_____

(iv) Inside Address	_____

(v) Attention Line (if required)	_____
(vi) Salutation	_____
(vii) Subject	_____
(viii) Body of the letter	_____

(ix) Complementary close

(x) Signatures

(xi) Identification Marks

(xii) Enclosures

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Let us discuss these parts one by one.

1. Heading or the Head-Address. The name and address of the company or organisation is placed in the centre or to the right of the sheet of paper. The head-address contains the complete address along with telephone number, fax, e-mail, web-site below the name of the company. Logo if any is also placed suitably. Since the companies have to write large number of letters, the letter heads are printed. The letter head performs the purpose of providing the address and other details for correspondence as also it acts as an advertisement. Hence, it is necessary, special attention is paid to its printing. Good companies get the format, colour code and design etc., done from the artists to make the letter head look attractive. Sometimes the companies mention the kind of business carried out and the details of their products and service under the address. The letter head consumes about one fifth of the total page.

Exhibit 3.4. An example of a letter head is shown below :

GOODHEALTH MEDICAL SYSTEMS LTD.

Manufactures of X-Ray, C-Arm

Registered Office: 515 Sector 19, Chandigarh

Telephone – 0112758092

Works, 212 Okhla

e-mail – goodhealth@rediffmail.com.

New Delhi – 110005

2. The Date. Date is generally written two to five spaces below the head address in the right hand corner. In certain letter heads, a printed line is made to indicate where date is to be written. The date should not be written in numbers or figures like 12.3.2007 but as follows:

12 March, 2007 or March 12, 2007

One should preferably follow the logical order of day, months and year, though both the above methods are acceptable. Names of months must be written full in words with the first letter in capitals and no abbreviation or suffix should be used. The following are incorrect methods of writing date

12th Mar, 07 or 2nd Sep, 07 or 12-3-07

Writing date in numbers, like 11-2-2007 can cause avoidable confusion. In England it means 11 is the number of day, 2 the number of month, whereas in USA 11 means the month i.e. Nov and 2 is the date.

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3. Reference Number. It is written on the left side of the paper in the same line as the date. Some letters may contain two lines to indicate reference of the other party, written as 'your reference' and own reference written as 'our reference'. Reference number makes it easier to file the letter at the right place and connect it with earlier correspondence for sending replies. Some companies follow the practice of writing the reference in the body of the letter in the manner, 'Thank you for your letter No. AMS/21//07 of 12 March, 2007', However, the method of writing it on top left in line with date should be preferred as it easily draws the attention of the reader. Extreme care should be taken to mention the reference numbers as exactly what was written in the correspondence of the other party, no changes in punctuation, small or capital letters etc., should be made to avoid ambiguity.

4. The Inside Address. Complete address of the person or company to which the letter has to go, must be written carefully containing all details so that the letter reaches the right person. It is normally written two spaces below the date and two spaces above the salutation, sometimes this inside address may be used as outside address also, as in the window envelopes, so it is important that the address here is given correctly and completely.

Writing inside address may take the following forms :

- While writing to a company for the first time, generally an individual is not addressed
- Messers or M/s should be written only if the name of the company contains a person's name

Messers or M/s R. C. Paul and Sons

14 - Lajpat Nagar

New Delhi - 110022

'M/s All Engineers Company' is incorrect.

- If a letter is written to an officer by name, the following should be observed :

Mr or Shri or Sri before the name as Shri T. N. Menon or Mr. T. N. Menon.

In case of unmarried women 'Kum' (abbreviated from Kumari) or 'Miss' is written.

In case of married women 'Smt' (abbreviated from Shrimati) or 'Mrs' is written

If a person has a special title, that title is written before his or her name

Dr. S. P. Singh

Dr. (Mrs) Reema Cheema Badwal

Dr. (Miss) Harmeet Kaur

Professor A. K. Handa

Professor (Smt) Neena Singh

Col. (Mrs) T. K. Dhull

Maj. P. C. Sethi

Suitable abbreviations which are well recognised and accepted may be used, for example, 'Prof' for Professor and 'Col' for Colonel or 'Maj' for Major.

Sometimes, the degrees or the department to which a person belongs are also written,

Prof K. N. Pathak, Ph.D, D.Litt

Col S.S. Gill, M Tech, (EME)

Col (Dr.) P.S. Handa, M.D, (AMC)

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5. **Attention Line.** Sometimes a business letter is marked to a particular individual of a company to draw his/her attention, so that prompt action is taken on the letter. This is done by writing an attention line two spaces below the inside address and two spaces above the salutation line. It is generally underlined to highlight the effect as follows :

Attention : Mr. R. S. Reddy

6. **Salutation.** Below the attention line, if it is there, or below the inside address the complementary greeting, which is called "salutation", is written. 'Salutation' is necessary as it is a greeting to the receiver of the letter. It is written on the left side and its form and style depends upon the relationship of the writer or author of the letter, with the receiver of the letter. Generally 'Dear Sir' or 'Dear Madam' is written, for married as well as unmarried persons. But if the letter is written to a company, a board, a club, a society or an association or agency, 'Dear Sirs' is used.

In formal business letters, use only 'Sir' or 'Madam' letters written to superior authorities, Head offices, newspaper editors, etc., are always formal letters. If a letter is written to an officer by name then the salutation will be as follows :

Dear Mr. Vipin Passi

Dear Mrs. Lalita Gupta

Dear Kum. Lalitha

The salutation is less formal, if the writer knows the receiver of the letter and is written as :

My Dear Dr. Singh

My Dear Prof. Avinash

If the receiver of the letter is a close friend, the salutation may be of the following form :

My Dear Ramesh

My Dear Ismat

Dear Harish

7. **The Caption Line or Subject.** The idea of writing subject line is to let the reader of the letter immediately know what is the correspondence about and, it saves time. The reader is able to focus the background of the matter and apprehend the contents more easily. It is placed between the salutation and first line of the body of the letter and is generally typed in double space in bold letters. It gives in nutshell what is followed in the body of the letter. The subject should

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be carefully chosen so that it is not misleading. The following examples show how subject is written in relation to other parts of the letter.

All Well Medical Systems Ltd.

80, Daryaganj,

Delhi - 110002

Attention : The Regional Sales Manager

Dear Sirs,

Subject : Supply of Hospital Beds

or

Bhusan Steel Corporation

212, Industrial Area, Phase II

Chandigarh - 160028

Attention : Mr. P. S. Jaiswal

Subject : Receipt of Poor Quality Raw Material

8. **The Body of a Letter.** This is the most important part of the letter as it contains the message the writer wants the reader or receiver of the letter to get. It is, therefore, very important that special attention is paid to this part in organising and arranging the contents so that they have the desired impact on the person who is to take action. The body line is written two spaces below the salutation or subject line as the case may be.

The body of the letter should be broken into three parts :

- (a) The opening or introductory part, which is short, to the point and immediately attracts the attention of the reader.
- (b) The main communication which may take the form of many paragraphs or subparagraphs, depending upon the details and length of the letter.
- (c) The closing part of the body of the letter is again short and it mentions the action the writer expects the recipient of the letter to take.

9. **The Complementary Close.** It is a form of saying good-bye or a courteous way of taking leave from the reader. It is generally typed on the right side of the letter as a conventional and polite way of ending the correspondence. The complementary close and the salutation used have a relationship as shown below. The more informal the salutation, the more informal will be the closing, as a rule.

Salutation Line	Complementary Closing line
(a) Sir	Yours faithfully,
(b) Dear Sir	Yours faithfully,
Dear Sirs	or
Dear Madam	Yours truly
Dear Madams	
(c) Dear Mr. Bhatia	
Dear Mrs. Singh	Yours sincerely,
My Dear Dr. Nigam	

(d) Dear Raghu

Yours Sincerely,

My dear Harsh

or

My dear Sheela

Yours ever,

(e) Dear Reader

Dear Member

Your sincerely,

Dear Customer

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When a student writes to a teacher or Principal, 'Yours respectfully' is used but not in business letters. However, when an individual writes to a high official, this close may be used

His Excellency, Lt. Gen. A. A. Mohan, PVSM Yours respectfully,
Governor of

While writing the complementary close 'y' has to be capital and no apostrophy in the word 'yours' before 's'.

10. **Signatures.** It is the signed name of the writer of the letter and is placed two or three spaces below the complementary closure. The signatures are put just above the name and designation which are typed. The initials and surname are typed and no 'Mr' or 'Miss' is written. Legally the signature has lot of importance as it is the signatory of the letter who is held responsible for the contents in the letter.

Some examples are given below :

Yours faithfully,

(R. D. Singh)

Regional Manager

or

Yours faithfully

(R. K. Naggar)

Managing Director

or

Yours faithfully

For Girdhari Lal and Sons

(Ram Parsad)

Sales Executive

or

Yours sincerely

(Miss Harmit Kaur)

Secretary to MD

11. **Identification Marks or Reference Initials.** These are used for the identification of the person who has typed the letter. The

initials of the person who dictated the letter may also be put along with the initials of the person who has typed the letter. It may take the following form :

TRC/LP, if the letter has been dictated by TR Chadha and Latha Pillai has typed it.

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- 12. Enclosures.** The enclosures is the material that has been enclosed with the letter and is written on the left side below the signature line. It may be marked either as 'Enc' or Encl'. Any documents like certificates, photocopies, cheques, bills, receipts, etc. which are being sent along with the letter are mentioned in front of 'Encl' in a sequence as they are attached. It may take the following form :

Encls 1. MOU dated 17 Dec, 2006

2. Cheque No. 2732 dated 04 Oct, 2006 of SBI, Jammu

Format or Layout of Business Letter

The arrangement of the above different parts of the letter is known as layout or format. The following formats are used in business letters.

- 1. Full or complete Block Format.** In this form, all the parts of a letter begin from the left margin. All lines of all the parts like date, salutation, subject etc., flush with the left margin. It is easier to type since the typist does not have to adjust different margins for different parts of the letter. This form concentrates too much on the left margin and sometimes the margin appears to be crowded and unbalanced.

Exhibit 3.5. An example of this format is given below :

India Forge Limited 256, Ashiana Road, Mangolpuri New Delhi-110037	
Your Reference : PS/34/04	14 Oct, 2005
Our Reference : IFL/210/03	
The Managing Director Amartex Garment Store 101, Industrial Area Chandigarh-160089	
Dear Sir,	
We are pleased to inform you that we have received the catalogue of your goods and a tie up with you is under our active consideration.	
I shall be very happy, if you can forward a CD giving three-dimensional view of your products.	
Yours faithfully (P. N. Mahindra) G M (Business)	

- 2. Block Style Format.** In this style of layout the date line, complementary signature, name of the writer, his designation etc., everything is aligned with the right margin. All others like reference number, inside address, salutation, enclosures are aligned with the left margin.

Exhibit 3.6. An example of this layout is shown below :

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CONSUMERS RIGHTS ASSOCIATION

212, Ludhiana Road
Morinda-200578 (Punjab)

Batra Nursing Home,
110, Sector 87,
Panchkula-134278 (Haryana)

10 Jan, 2007

Dear Sir,

It is to inform you that Mrs. Leelawati, who delivered a baby boy in your nursing home on 25 Dec, 2006, has given a written complaint to us against negligence on the part of Dr. R. N. Batra.

We request you to forward your comments immediately, but not later than 27 Jan, 2007, so that further action in the matter is taken. A copy of the complaint is enclosed.

Yours sincerely
(D. S. Guru)
President

Encl. Complaint of Mrs. Leelawati.

3. Indented Form of Layout. This is one of the oldest and most traditional forms of business letters. The address line and the body of the letter are indented two to four spaces from the previous lines. The address lines have a comma at the end of each line and a full stop at the end of the last line.

This form is generally used when the letter is written in hand. It requires more time to type as the typist has to keep shifting because of the indent. But those who advocate this style feel that its balanced and pleasing appearance, more than compensates this weakness.

Exhibit 3.7. An example of such a letter is given in

TUSHAR TRADING ENTERPRISE

210 Jhandewalan
New Delhi-110021

The Union Bank of India,
258, Sardar Patel Road,
New Delhi-110058

10 Oct, 2002

Dear Sir,

Please refer to your letter No. UBI/58/02 dt 28 Sep, 2002.

We are very happy to note that you have accepted to advance a loan of Rs. 15,00,000 (Fifteen Lakh Only). We will be happy to visit your bank on 15 Oct, 2002 as suggested, to sign the terms and conditions.

Yours faithfully,
A. P. Tushar
For Tushar Trading Enterprise

PBS

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4. **Simplified Format.** Like full block format, here all lines are flushed with the left margin but the salutation and complementary close are done away with. It does not involve the confusion of gender specific salutation, is simple and saves time. This type of style is gaining acceptance in Western countries because of its simple and time-saving style. This form was evolved by the National Office Management Association (N.O.M.A.) as a protest against unnecessary formalities involved in other forms of letters.

Exhibit 3.8. An example of this form is given below :

LALA GIRDHARI LAL AND SONS 111, Netaji Subhash Chander Road Jhansi-200856	
The Bankers Association, 8, Hazrat Ganj, Lucknow	25 Nov, 2000
<p>We regret to inform you that the local Indian Overseas Bank has behaved in a very arbitrary and ad-hoc manner while dealing with us.</p> <p>We will be pleased to present our case personally to your association on a date and time convenient to you.</p>	
<p>(Roshan Lal) For Girdhari Lal and Sons.</p>	

3.10 SOME OTHER IMPORTANT TYPES OF BUSINESS LETTERS

1. Goodwill letters

Business Communication is not only about writing and receiving letters about sale and purchase of goods and services. One of the important purposes of business communication is to create good business relations. Many executives and managers at different levels find the opportunities to exchange goodwill letters on different occasions, such as,

- Promotion
- Pay raise
- Death, loss of dear and near ones
- Appreciation
- Welcome
- Special incentives, awards, selection for important task
- Thanks for a good job done
- Condolence
- Unwelcome or bad news
- Sympathy
- Birthday and Weddings
- Congratulations

- Thanks
- Apology

As a principle, every opportunity to write goodwill letters should be availed. There is hardly any cost involved and with a little extra effort one can cement existing good relation and create new opportunities of business dealing in a future time. One simple principle that should be followed is to send goodwill letters as early as the event occurs, a promotion, a condolence or even an apology when you come to know of the mistake made. Such letters should be informal in nature, like a *Semi-Official (DO) letter and sincere in their tone*. Letters should be neatly typed and signed, however, personal handwritten notes, wherever appropriate give the personal touch and generate goodwill.

General goodwill letters are courteous and friendly, in their very basic approach, personal touch by way of adding a few words or sentences in ones own hand give extra good, impression. However, such letters must never convey cunning, looking for opportunity to cash it feeling to the reader, otherwise they will never have any impact and it will be just waste of time and effort.

Exhibits 3.9 and 3.10. A few examples of the general goodwill letters are given below :

NOTES

Dear Mrs. Roy,

I am sorry for being late in writing to you because of certain unavoidable circumstances. However, I had passed on your letter to the concerned officer immediately to find out the information you had asked in you letter. I have just received the information and am writing to you immediately.

Unfortunately, we will not be able to place an order for the Image Intensifier Tubes on your company as we have recently concluded an agreement to purchas our requirements from Ms. Dowell Healthcare, France. We shall be reviewing our contract in March 2008 and will be pleased to consider your company. In the meantime, I suggest you forward the catalogue and other relevent information to us.

Yours sincerely

Dear Mrs. Suresh,

MBA In 30 Days

I have had the opportunity to go through the manuscript of your book as an expert, which you sent to me recently.

The book contains all necessary reading material of an MBA programme of any university and is a self learning material to learn everything in 30 days in a sequential manner. I was impressed the way you have simplified even difficult subjects like Operations Reason, Financial Account and Business Economics.

I want this book to be published at the earliest and definitely before 31 July 2007, May I request you to ensure that the balance chapters are completed at least one month before this date and sent to us.

I remember you mentioned to me, last time when we met, that you are taking a trip during May-June to Malaysia. I hope you have had great time.

Yours sincerely

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2. Letter welcoming the leader of a delegation from abroad

When business delegations from other countries visit your corporate office or factory premises, it is sound business practice to extend hospitality and provide any advice and help they seek from you. Such letters should be carefully drafted giving the impression to them that you are genuinely looking forward to be of service to them. The tone of the letter should be friendly and sincere.

Exhibit 3.11. Here is an example given below :

Dear Mr. Brown,

I was extremely pleased to receive your letter of 05 May and to learn that you and your three colleagues, Mr. Smith, Miss Anguloy and Mr. Grand will be visiting our corporate office at Chandigarh between 10-15 June, 07. We shall be very pleased to welcome you and take you around our manufacturing facilities and help you meet some of our important customers in government, public and private sector.

I understand that this will be the first visit of Miss Anguloy to India and she is deeply interested in understanding the culture of India. A suitable programme for this purpose can be chalked out if she lets us know the details.

Please find enclosed a tentative programme of your stay in India. I request you to suggest any change at an early date so that we can plan your visit accordingly. Your team will be received at International Airport at Mumbai and put in the next flight to Delhi under our arrangements. I will receive you personally at Delhi airport.

Yours sincerely

3. Apology for poor service

Such letters leave the customers with impression that you genuinely care for them and create immense goodwill.

Exhibit 3.12. An example is shown below :

Dear Dr. (Mrs.) Brar,

Thank you for your letter dated 10 May regarding the poor service provided by our service engineer Mr. Ravinder Sood, when you complained to him about the problem in the X-ray machine. You are absolutely right when you say that the least you expected was prompt attention to your complaint and because of the casual attitude of our service engineer, your patients had to suffer.

May I assure you, that this incident was most unlike our usual very high standards of prompt and reliable service to our products. Another engineer has been dispatched and I am sure by the time you receive this communication, your problem would have been over. In any case, Mr. Ravinder Sood has been reprimanded and he has expressed his regret for the unfortunate lapse.

I am enclosing a discount voucher of 10 per cent which you may use for any future purchase of any of our products.

With my apologies once again.

Yours sincerely

4. Apology for cancelling an appointment

Sometimes, a busy business person may have to cancel an appointment already made because of another more important and urgent work. It is a good idea to write a letter of apology to the person as a matter of common courtesy.

Exhibit 3.13. The following is an example,

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Dear Mr. Swaminathan,

I am so sorry that I had to cancel our meeting on 10 May at such a short notice. As my secretary explained to you, I had to attend to an urgent meeting with a delegation from USA:

I understand our meeting has been rescheduled on 18 May at 1 PM. I shall be very pleased if you accept my request to extend our meeting over lunch.

Your sincerely

5. Letters in which tone is particularly important

Sometimes it becomes necessary to convey an unpleasant news, refuse payment, apologise for oversight and mistake, increase price, reduce the number to be supplied etc. In such letters tone is the most important aspect. No amount of explanation can control the damage unless the tone of the letter is soothing. If due consideration is not given to the language used, one could end up with mis-understanding, bad feeling and perhaps business may be lost. Examples of some such letters are given below :

6. Letter conveying unwelcome or unpleasant news

Exhibit 3.14

Dear Sh. Prabhjot Singh,

I was shocked to learn about the sad and tragic death our colleague Mr. Surinder Singh on 11 May 07 in a road accident when he was going back home from the office.

Surinder was a very hardworking and good worker and he had endeavored one and all with his pleasant manners. We have lost a valuable colleague whom we will always miss.

Your loss is irreparable but one has to accept the will of the Almighty. We pray Surinder's soul rests in peace.

The entire FTP family joins me in conveying our heartfelt condolences. We shall always be with you whenever you need us with regards.

7. Letter disclaiming liability for loss

Companies suffer losses because of theft, fire and natural calamities and prefer claim over insurance companies. Here is an example in which the claim cannot be accepted for the entire loss in fire.

Exhibit 3.15

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Dear Mr. Partho Chaudhary,

On receiving your telephone call on 25 Nov, 06, at about 11 PM. I had sent our representative to inspect, assess and report the damage caused by the fire in your factory. The report of Mr. P. Sengupta has now been received by us. After going through the report, I have observed that your insurance policy had lapsed on 15 Oct, 06, as the yearly premium of Rs. 2,21,000 which was due for payment had not been paid, inspite of repeated reminders and our agent having visited and met you on many occasions.

In view of the above facts, we are sorry that we will not be in a position to accept the claim submitted by you. It is unfortunate but in these circumstances we will not be able to help you.

Yours sincerely

8. Letter regretting price increase

All customers resent any increase in prices as they feel that increase has been unwarranted. A letter explaining the reasons and circumstances which necessitated increase in prices, can help in preserving goodwill and save future business. Here is one such example.

Exhibit 3.16.

Dear Customer,

You would have noted, an increase of five per cent in the prices of our products which has been made applicable on 01 April, 2007. I wish to take this opportunity to explain to you the reason for this increase in our price. You are a valuable customer and it is my duty to give you the reasons and circumstances which have forced us to go for this increase.

As you know, we use imported Image Intensifier Tube in our machines. Increasing world demand of this tube, because of the healthcare awareness, specially in third world countries has pushed the price of the tube by 15-20 per cent. We have the largest networking vendor for this product and did our best to locate any market in the world which supplies the tube at lower price. Unfortunately, it was not been possible. Till now, we have been absorbing the steadily rising prices of the tube and other raw material through economy in other areas. We find that we can no more do so and are forced to offset the increase by passing on a part of the total increase in our costs. We do hope that you will appreciate this increase is reasonable.

Hoping to continue providing you the best of our products and services.

Yours sincerely

9. Letters of congratulation

Everyone likes to be complemented on occasions like promotion, getting an award, a new appointment, setting up of a new business, success in an interview or examination etc. Even personal occasions like birthdays and marriage anniversaries are important landmarks in our lives. A well thought out letter of congratulations can enhance goodwill in relationship. Whether the letter is formal or informal, will depend upon the relationship between the parties involved.

Dear Mr. S.K. Marwaha,

I was extremely delighted to learn that you have been selected to be appointed as member of Punjab Service Selection Board.

Your qualifications, experience and dedicated service to the society has been recognised by offering this coveted post, which you immensely deserve. I have no doubt you will contribute a lot to the fair selection of the most suitable candidates for appointment in key posts of Punjab Government.

I pray you get many more recognitions in future as well.

Yours sincerely

NOTES

3.11 SUMMARY

- Business messages/letters play the most vital part in every activity in any business organisation.
- Business letter differs from a personal letter.
- Business letters/messages help in maintaining records of references, contracts, contacts etc.
- Business letters/messages should be courteous and considerate, direct and concise; it should avoid verbosity; it should have particular ending. Positive and direct statements, brevity and clarity.
- An effective business message can be planned wisely.
- Steps to be followed in planning a business correspondence are—
 1. Allotment of time for handling correspondence.
 2. Understand the purpose.
 3. Collect the required information.
 4. Organise the letter logically.
 5. Use proper language.
- A effective business correspondence can be written by—
 1. Being yourself while writing
 2. Using languages carefully
 3. Be accurate
 4. Mind clarity of message
 5. Care for brevity in correspondence
 6. Be mild in tone.
- Use proper format for writing particular message.

REVIEW EXERCISES

1. What do you understand by business correspondence or message? How does it differ from a personal correspondence or message?
2. What are the functions of business correspondence?
3. What are the principles of business correspondence?

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4. How do we plan a business letter/message? What is its need?
5. What do's and dont's we need to observe while writing a business letter?
6. What do you mean by the format of letter? Show it with a specimen format of any one type of business letter.
7. What is a goodwill letter? Give an example.
8. How do we write a letter for expressing grief? Show with an example.
9. Write a specimen letter of congratulation an upcoming firm.
10. What is a letter disclaiming loss? Show with an example.

SECTION C
REPORT WRITING
AND
PRESENTATION SKILLS

★ STRUCTURE ★

NOTES

- 1.1 Objectives
- 1.2 Introduction
- 1.3 Types of Reports
- 1.4 Essentials of a Good Reports
- 1.5 Stages of Writing a Business Report
- 1.6 Structure and Layout of a Business Report
- 1.7 Planning and Preparation of a Business Report
- 1.8 Summary

1.1 OBJECTIVES

At the end of this unit you should be able to:

- Discuss and explain about Report
- Know about the Various Types of Report
- Know about the Essentials of a Good Report
- Be aware of the Various Stages of Writing a Business Report
- Know about the Structure and Layout of a Business Report
- Be about to know about the Steps of Planning and Preparation of a Business Report

1.2 INTRODUCTION

A 'Report', which literally means a description or an account of any opinion, situation or happening is necessary in a business activity for various reasons. The word 'report' owes its origin to the Latin word, 'reportare' which means to carry back, 're' means 'back' and 'portare' means 'to carry'. Hence, report is an account, description or statement of anything or about anything which is 'carried back' to some one who was not present on the scene of the event or happening.

In business, reports are needed for various purposes. In broad sense of the word, the news items, memoranda etc., are all reports. Reports are required at different levels of management which help in designing an effective Management Information System. The top level management needs certain reports like increase or decrease in production or sales targets, budget reports, feasibility reports for expansion of business activity and so on. Middle level and operational

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level managers need more detailed reports, like inventory levels, orders placed for raw material, finished goods, orders received, new sales targets etc. At supervising level, many reports are needed for planning routine production. Similarly, companies prepare annual reports to apprise the shareholders of the status or health of the company. Companies also submit reports to government agencies regarding compliance of statutory requirements like PF, bonus, minimum wages etc. But we are interested here in the reports which are prepared by management experts, scientists, business executives, administrations etc., and are the result of detailed investigation based on rational and logic, prepared in a particular format and presented in a formal manner. Such reports help the management in taking decisions which are far reaching in their results.

A report may be defined as

A formal communication prepared for a specific purpose, which includes the details of methodology adopted for collection and analysis of data and information, their importance to the organisation for which the report is prepared, findings, conclusions and recommendations.

The following definitions are also relevant here.

• *A business report is an orderly, objective communication of factual information that serves some business purpose.*

— Raymond V. Lesikar and John D. Pettit

• *In a very general sense, a report is an account of something It is usually an answer to a question or demand from some other person for information.*

— Bruce Cooper in 'Writing Technical Reports'

• *A formal report presents in organised form the information that has been requested by an authorised person.*

— Philip S. Atkinson and Helen Reynolds, 'Business Writing and Procedures'

• *A report is a communication from someone who has information, to someone who wants to use that information.*

— C A Brown, in 'Written Communication in Business'

• *A technical report is a written statement of the facts of a situation, project, process or test ; how these facts were ascertained ; their significance ; the conclusions that have been drawn from them ; the recommendations that are being made.*

— John Mitchell, 'How to Write Reports'

• *A report is like a bathing suit. It covers anything that has to be covered but nothing more*

— HA Shearring and BC Christian, 'Reports and How to Write them'

The above definitions or statements have the following in common:

- (a) A report is a formal statement of an account, facts, information etc.
- (b) It is presented in a particular format.
- (c) It is written for a specific individual or for a group of individuals.
- (d) It includes the methodology of collection of information and its significance.
- (e) It contains the findings or the conclusion reached by the writer of the report.
- (f) It gives recommendations which can be implemented.

1.3 TYPES OF REPORTS

Though it is difficult to list all types of reports used in business, some categories of reports are provided here.

1. Oral or Written Reports

Oral reports are the face to face communication from the person who has some information which has to be given to the other who has to use it for a business purpose. Oral reporting is resorted to when there is an emergency or immediate action is required to be taken to correct the situation. The receiver of the information has to very carefully listen and understand every word of what is being spoken. It may not be accurate and may leave ambiguity because of the poor communication skill of the person presenting the oral report. No record can be kept unless it is taped. It is more of an informal reporting. Written report has the benefits of giving accurate factual details based on analysis ; such report gives findings and conclusions as also the recommendation. The reader can read it carefully what he wants to read or ommit and it can be retained to be referred to again and again. It is a formal document which can be used legally or otherwise can be given to someone else.

2. Formal or Informal Reports

Formal reports are written communication which is presented in a structured manner according to certain established rules. Formal reports differ according to the specific requirement of purpose or content, like technical feasibility report, pollution clearance report, land use report and so on. A written report can be sometimes informal and may not be in the structured format. An authority from HO visiting the branches may give a written report to the Managing Director in the form of points and only hints about these points.

3. Statutory or Non-statutory Reports

Statutory reports are the ones which fulfill a legal requirement. For example, Section 165 of the Companies Act, a company must hold a meeting within six months of the incorporation of the company and must submit a report. Similarly, Annual Report and the reports like deduction of PF or on payment of minimum wages or the report by inspecting authorities appointed by government agencies are the statutory reports. Non-statutory reports are those which a company is not bound legally but prepares them for its functioning effectiveness, expansion of business, starting of new ventures, entering into joint ventures, developing new technology and so on.

4. Frequency based Reports

Reports can be categorised according to the frequency of preparation. Certain reports may be needed on daily basis, for example, a Managing Director would like to know on daily basis, the payments recieved against sales. Similarly, the reports could be on weekly or monthly basis as the need may be. A monthly sales report or Annual Report are the other examples. These may also be special reports which are not according to any fixed frequency. Such reports are required in a particular situation only and are not needed on regular basis. The Board of Directors may ask the General Manager (Administration) to submit a report on the causes of strike which resulted in loss of crores to the company or it may ask the Managing Director to recommend action against some employee who has brought disrepute to the company because of his conduct.

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5. Function based Reports

The reports can also be classified depending upon the purpose the report serves. Some of such reports are :

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- (i) *Informational Reports.* Such reports just present the factual information without any analysis, findings or recommendation. Monthly sales report, spares availability report, stock taking report fall in this category.
- (ii) *Analytical Reports.* These reports not only collect data but also analyse it, draw inference and give recommendations. Examples are 'Recommendation Report', 'Initial Feasibility Report', 'Technical viability Report' and so on.
- (iii) *Program Reports.* These reports, as the name suggests are prepared to report progress of various activities like production, sales, collection of payments, projects etc., over a period of time. These are generally prepared by juniors for the information of superiors. Such reports may be a regular feature and have a set frequency say monthly or may be prepared for a special occasion. For example, progress of the project may be prepared by the junior staff to apprise the senior visiting from an outstation. These reports may be organised as :
 - Introduction – giving the nature and broad purpose of the project.
 - Progress during the reporting period i.e., since it was assessed last time.
 - Plans for a specific period in future.
 - Problems faced and anticipated in future.
 - Conclusion – giving overall appraisal of the project and present status.
- (iv) *Subject Reports.* Business reports can be classified on the basis of subject they report. For example, there are Marketing Reports (How can the market share of the company's product be increased ?), Accounting Reports (Suggest an on-line system of accounting connected with all branches of the company) and Production Reports (What has been the pattern of production during the second and fourth quarters ?)
- (v) *Short and Long Reports.* This is the classification on the basis of length of report. Short reports have the following characteristics :
 - less formal in nature, hence not structured like a conventional report, less introductory and conclusion etc.
 - presented to immediate superior when sufficient time is not available.
 - more personal touch.

Long reports on the other hand are formal and follow the conventional structure. These reports may run into hundreds of pages.
- (vi) *Reports submitted by individuals or by groups.* Reports may also be classified on the bases of their authors or writers :
 - When an individual submits a report, it is called an Individual Report, like Production Manager's Report, General Manager's (Commercial) Report etc.
 - Sometimes the reports are prepared by committees or groups of people, consisting of experts from different disciplines,
- (vii) *Private Reports.* In certain cases a report which is not shared with others is prepared. It is prepared by a selected individual for a special purpose. For example, Managing Director may depute his General Manager (Personnel) to give a private written report about the conduct of Manager (Purchase).

Some examples of different types of reports are shown here.

Specimen Examples of Reports

Inspection Report

Such reports give information about the quality of raw material, finished goods etc. Inspection may be carried out of a particular machine to ascertain any deviation from production tolerance limits.

Exhibit 1.1. A specimen proforma for an inspection report is given in the following :

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Inspection Report on Lathe Machine	
Number :	Make :
	Model :
Date :	Type :
Prepared by :	Ser. No. :
Note. Please put a tick (✓) against relevent items	
1. Visual Inspection	Rusty at places, Not cleaned properly
2. Electrical Connections and functioning	Wires hanging, plug and switch black due to sparking.
3. Mechanical movements	Does not start properly.
4. Suggested repairs and replacement properly.	Chuck sticky, does not hold job
5. Maintenance Recommendations	
6. General Remarks	
Signatures	

Inventory Report

Inventory reports are prepared to carry out stock audit to know the latest position of raw materials, spares or other equipment issued to various functionaries in the company.

Exhibit 1.2. A specimen proforma for an inventory report is shown below :

S.No.	Item Description	Stock (Number)
1.	Laptops IBM, Make	11
2.	TFT Computers	18
3.	Pentium IV Configuration	57
4.	Telephone Instrument, Reliance Model	110
5.	Calculators (Sharp)	200
6.	UPS 3kV A (Online)	7
7.	Printer Laser HCL	18
Date :	Checked By :	
	Name :	
Place :	Signatures :	

Report of General Manager (Sales) on decline of Sales in Eastern Region

Exhibit 1.3. Such a report may take the style and format as shown below :

NOTES

DECLINE IN SALES IN EASTERN REGION

The Managing Director

25 July, 2001

Good Health Products

Chandigarh

Sir,

Report on Decline of Sales of our, Ultrasound Machine in Eastern Region.

As directed by you, during your visit to our Kolkata Branch on 15 July, I am forwarding the reasons of decline in the sales of ultrasound machine. After a detailed analysis, I have concluded that the reasons are :

(a) Insurgency in the East is on the increase as is well known. This restricts the movement of our machines in the interior areas, specially in Assam, Tripura and Mizoram.

(b) Three new distributors have recently been appointed by our competitors M/s Mediwell who are aggressively marketing their products.

(c) Our Branch Manager at Guwahati ; Mr. Partho Choudhary has recently resigned and joined M/s Mediwell as their Regional Manager.

(d) We do not give any free AMC after warrantee period of one year, whereas our competitors give one year free AMC.

(e) Our manufacturing plant is located at Chandigarh and the machines have to be transported a long distance, many a times damaging the fibre parts. Our competitors have set up a plant at Kolkata to take care of this problem.

(f) We have been marketing the same model since its production in 1999, whereas many new improved products have been launched by GE, Siemens and Wipro.

Yours sincerely

(S N Biswas)

Zonal Manager (East)

Annual Performance Appraisal or Annual Confidential Report (ACR)

Different companies, government and public sector departments have different formats to evaluate the performance of their employees.

Exhibit 1.4. Here, an example of Annual Confidential Report (ACR) is shown below :

GOVERNMENT OF UTTAR PRADESH

DEPARTMENT OF HOME

UNNATI BHAVAN, PARTAPUR

Annual Confidential Report

2000 - 2001

1. Name of employee	:	Sh./Shrimati/Kum.
2. Date of birth	:	
3. Father/husband's name	:	
4. Designation	:	
5. Date of Joining	:	
6. Present Pay and Scale	:	
7. Service under the reporting officer (give details)	:	
8. Nature of job or job responsibilities	:	
9. Job knowledge (Excellent/Good/Average)	:	
10. Execution of job	:	
11. General characteristics	:	
(a) Conduct with colleagues		
(b) Honesty		
(c) Time Management		
(d) Health		
12. Future Potential	:	
13. Recommendations	:	
(a) Is he suitable for promotion to next rank :	Yes/No	
(b) Justify your recommendation given above :		
14. General Remarks		
Date :		
Place :		
		Name and Signatures of the reporting officer Designation

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Directors' Report

As per Companies Act 1956, Section 217, a Directors' Report to the shareholders is a statutory requirement. It has to be given to C the shareholders along with audited Profit and Loss Account and the Balance Sheet.

Exhibit 1.5. A specimen of Directors' Report of ABC Limited for the year ended 31 March, 2006 is shown below :

DIRECTORS' REPORT TO SHAREHOLDERS

The Directors of your company have pleasure in presenting the eleventh Annual Report together with the Audited Accounts for the year ending 31 March, 2006.

1. Finance and Results

The financial result of operations for the year is as follows :

Item	2006 (Rs.)	2005 (Rs.)

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After providing depreciation	<u>7,25,200</u>	<u>6,20,500</u>
Gross Profit	78,20,400	71,10,000
Less : Share Issue Expenses	10,0100	
Depreciation Rebate	<u>1,4520</u>	<u>11,46200</u>
Profit before tax	66,74,200	65,81,770
Balance Brought Forward from previous year	<u>10,760</u>	<u>8,750</u>
	66,84,960	65,90,520
Deduction for taxation	<u>25,22,000</u>	<u>27,10,000</u>
	41,62,960	38,80,520
Balance carried forward	—	<u>10,760</u>
General Reserve	41,62,960	38,69,760

From 2006, the company has adopted straight line method of charging depreciation.

2. **Share Capital.** The company increased its Authorised and Paid up Capital to Rs. 3,85,00,000 during the year under report. Pursuant to the consent dated 10 May, 2006, received from SEBI, the company issued 15,50,000 fully paid Equity Shares of Rs. 10 each at a premium of Rs. 5 per share by a Prospectus dated 12 July, 2006. The issue was well received by the public, which is evident from the fact that it was oversubscribed by nearly 28 times although it was made at a premium of Rs. 5 per share. Under the terms of the issue, the new shares are to be eligible for dividend from the date of allotment, which is 20 Oct. 2006.
3. **Dividend.** The Directors recommend (subject to tax deducted at source) a dividend at the rate of Rs. 2 per share on 12,20,000 fully paid shares for the whole year and Re. 0.50 per share on 15,50,000 new shares. The dividend, if approved at the Annual General Meeting, will be paid out of the General Reserve.
4. **Operations.** The Company's sales for the year increased by 32.5 per cent from Rs. 15,00,70,510 to ?. Production increased considerably during the year. The capacity utilisation at Pipli plant was good. The Capital expenditure during the year amounted to Rs. 1,22,70,500 and was incurred largely for setting up another assembly line.
5. **Exports.** The Company has been exploring export markets and has succeeded in earning a revenue of Rs. 88,22,000 as against Rs. 37,85,500 in 2005. Our export potential has increased manifold through our tie up with Rank One in UK.
6. **Personnel.** The relations between the employees and the management have been very cordial like the previous years. Our employees' strength at present is 1132 as against 928 in the last year.
7. **Fixed Deposits.** The Company has fixed deposits of Rs. 8,55,00,000 with SBI Pipli which will mature on 25 Jan., 2009.
8. **Directors.** Two Directors, Mr. M.K. Seth and Mrs. Jay Lata retire by rotation as per provision of Article 28 of the Articles of Association of the company. Both of them, being eligible, have offered themselves for re-election.

9. Auditors. Ms. Atrey and Associates, Chartered Accountants, retire as auditors of the company at the conclusion of this meeting. They being eligible, offer themselves for reappointment.

Your Directors take this opportunity to thank our UK Associates, Export agents, distributors, shareholders and staff members for their co-operation.

Pipli 28 March, 2006

T.T. PUNIA

Chairman

For and on behalf of the Board of Directors

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1.4 ESSENTIALS OF A GOOD BUSINESS REPORT

As for any other business communication, business reports should also follow the basic rules of effective communication. Some of the essential features of a good business report are as follows :

1. Clarity of purpose. Unless the writer has clarity of mind and thought, any report he writes would not serve the purpose of the report. The report should be clear in its purpose, language etc., so that the reader exactly gets what the writer wants to convey. The report should have facts and figures connected with the theme of the report. It should be cohesive and logical in presentation.

2. Consistency. Many a time the writer loses track of the main purpose and theme of the report and gets unduly involved in the formal structure. One should never lose the focus and all steps of the report like introduction, methodology, analysis, findings and recommendations must flow from the main theme.

3. Objectivity. Objectivity is directly connected with credibility. If one is fair, reasonable and objective in one's approach without getting biased by subjective thought process, the party which reads the report gets impressed and has a positive and favourable impression. One's personal biases and prejudices have no place in any type of business communication.

4. Accuracy and Brevity. Many seniors seeking report lay a lot of emphasis on brevity, sometimes even indicating the number of pages and the junior in his enthusiasm to keep the limit, sacrifices accuracy and cohesiveness. Accuracy of details like facts, figures, dates, excerpts etc., is important for any type of report whether routine or statutory. The reader does not want to spend too much of time in reading the report and always wants a report to be brief, however, it is for the writer to see how much can be compressed without sacrificing essential details.

5. Keep the user in Mind. When a report is prepared, one must always keep the needs of the user in mind. What good is a report which can't be read and interpreted correctly by the person who has to make use of it. The writer of the report may be a highly educated intellectual but the user may be of an average ability and comprehension. The words, sentences, vocabulary, phrases etc., used should be understood by the reader or user. If engineering, medicine or management terms are used, these should be properly explained. The report

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must be prepared keeping the reader's communication ability in mind. The user must always be the focus, this requires rigorous discipline and deliberate effort.

6. Interesting and presentable. The report should arouse the interest of the reader straightway. If a report is put in a shabby file, it is not neatly typed but written in illegible handwriting, no one will like to put in so much of effort to read it. Report should not only present facts and figures but should create a rhythm and rapport with the user. This needs experience and maturity as well as vocabulary and creative writing ability. Suitable illustrations or other visual aids make the report more interesting.

7. Relevant to the needs of the Reader. The report is meant to help make decision. If the user has to take decision, the report must present relevant information to make rational decisions. If a report is just an analysis, it doesn't help the user. It must give findings and recommendations based on analysis.

8. Tone. The report is normally a formal structured document. It is generally written in third person unless it is a personal or confidential or eyewitness account.

1.5 STAGES OF WRITING A BUSINESS REPORT

Business report writing can be divided into the following three stages :

1. Pre-writing stage. At this stage, the following steps need to be followed:

- (i) What is the purpose of report ?
- (ii) Who are the readers/users of the report ? Top/middle/junior management, sales persons, workers, general public ?
- (iii) What all needs to be covered in the report keeping the above two aspects in mind ?
- (iv) Collection of background material from books, industry journals, newspapers, government data etc.
- (v) Use other methods to collect information, like contacting persons who have knowledge in particular field, making personal observation, preparing, sending and receiving pre-designed questionnaire.
- (vi) Analysis and evaluation of available and collected data.

Let us take an example of preparing report on decline in sales of toothpaste of a particular company in a particular region.

Step I. Purpose of the report – study and take corrective action on the declining sales of XYZ brand of toothpaste, say, in Southern region.

Step II. Who are the users of the report ? In this case, the report may be required by the management to improve the sales or by the competitors to study the reasons so that they take appropriate steps.

Step III. What should be covered in the report ? A few areas or subject parameters will be selected like quantities sold, price, demographic usage study, income pattern of users, dealers' margin, advertisement etc.

Step IV. Individual or committee preparing report will collect data from different sources, like area-wise sales, type of users of toothpaste, commission being paid to the dealers and margin of retailers in comparison to the other toothpastes.

Step V. Obtaining the information through personal observations, interviews or questionnaires.

Step VI. Analysis of the collected data and information. This will take the report writer to meaningful conclusion or findings like the taste of toothpaste not liked by children, rich people prefer a more attractive packing; dealers margin very small which does not motivate them to put in extra effort and so on.

2. Writing Stage. This is the stage where the report has to be written in logical order and its first draft has to be prepared. The entire matter has to be organised and arranged in a logical sequence which makes direct contact with the user. Usually a formal structured report has the following contents:

- (i) Front Matter – Cover, title page etc., is included in it.
- (ii) Main Body – Introduction, discussions, analysis, findings and recommendations etc., are covered in this.
- (iii) Back Matter – Appendices, glossary, bibliography etc.

3. Re-writing Stage. This involves going through the complete report, checking facts and figures, reviewing the analysis and findings/recommendations revising and recopying. It involves the following :

- (i) Checking if the report meets the objective and if it coherent.
- (ii) Does the report have complete information for the reader to comprehend the entire report ? If the user has to make use of the report, is this information good enough or something is left out.
- (iii) Is the report **without any ambiguity** of any kind ? Can the reader get the exact meaning that is intended ? Have all technical terms and jargon been explained ?
- (iv) The report should follow the rule of **brevity**. Are there any unnecessary words or phrases which load the report ?
- (v) Have all the facts and figures, illustrations and images **correctly** presented ? Is there any personal bias ?
- (vi) Any spelling and **grammatical mistakes** ?
- (vii) Is the tone of the report **courteous** ? Is it free from any expressions which will annoy the reader unnecessarily ? Is the language decent and polite ? Is it written in third person ?
- (viii) Is it neatly typed and appears presentable to any reader ?

1.6 STRUCTURE AND LAYOUT OF A BUSINESS REPORT

Though there is no standard format and layout of the report, it is customary to organise the report in the following manner :

Front Matter

1. Cover of the Report. When a report is received by anyone, this is the first thing which is noticed by the reader or the user. It gives first impression to them what to expect inside. A good quality art paper with all the details neatly typed or printed, leaves a lasting impression. Many organisations have the name of the organisation, its address and subject (leaving the space blank to fill the details of the subject of the report) etc., printed on thick folders. It should include

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- (i) The title of the report in bold letters.
- (ii) Number and date report is prepared and submitted.
- (iii) Classification like top secret, secret, confidential etc., which helps in proper handling and filing of the report.
- (iv) Name of the author (s) or committee which has prepared the report.
- (v) Authority for which the report has been prepared or is to be submitted.

Exhibit 1.6. A specimen cover is shown below :

Confidential	Logo	Report No 18/07
<p>ALLWELL HEALTH SYSTEMS LTD. AMRITSAR BEHAVIOUR PATTERN OF FEMALE AIDS PATIENTS 28 March, 2007</p>		

Exhibit 1.7. Another sample of cover page is shown below :

Confidential	Logo	
<p>KRISHNA PESTICIDES LIMITED CHENNAI EVIL EFFECTS OF PESTICIDES ON VEGETABLE PLANTS SUBMITTED TO BOARD OF DIRECTORS</p>		
10 April, 2006		Submitted by R.N. Murgan Manager (R and D)

2. Front Piece. It is just inside the front cover and first piece of paper which arouses the interest of the reader in the report. It is a show-case window and displays what is inside through artistic designs, drawings, sketches, photographs etc.

3. Title Page. If there is a front page, the first right hand page after that will be the title cover. In many cases, where there is no front piece, this is the first page the reader sees after the cover is removed. It contains the following information :

- (i) Title and subtitle
- (ii) Name of the authority, individual or committee/group for which the report has been prepared.
- (iii) Name of the author and his designation.
- (iv) Contract No./Project No./Job No. as it may have been assigned under a letter of authority.
- (v) Circulation/distribution list.
- (vi) Any special approvals/recommendations by higher authorities. Sometimes the report may be presented to immediate superior or a committee of experts before it is submitted to the final authority. The individual or committee may approve/disapprove or give special notes which have to be recorded.

Great care has to be taken to systematically set and neatly print the title page. It must be organised in a manner that it looks attractive. The author must remember that this page will give an idea to the reader, what has been your attitude, serious or casual, towards this task. Some organisations have standardised a format which they want their employees to follow whenever a report is prepared.

Exhibit 1.8. A specimen of the Title Page is shown below :

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Project No.	SECRET	Report No.
	(Logo)	
INDIA FUELS LTD., HYDERABAD		
REPORT ON		
ENHANCING THE FUEL EFFICIENCY OF ENGINE		
MODEL NO. DL-302/2006		
PREPARED FOR		
DIRECTOR RESEARCH AND DEVELOPMENT		
MV RESEARCH INSTITUTE		
LUCKNOW		
By		
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Approved By		
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Head, Department of Design Engineering		

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5. Forwarding Letter. Forwarding letters may take the following forms:

- (i) *Covering Letter.* It just says that the report is being sent to the addressee and contains no information about the type of report on its contents.
- (ii) *Introductory Letter.* As the name suggests this letter gives a number of details about the report. This is to develop a rapport with the reader and user of the report putting in correct perspective how the report has been prepared, the methodology used, the contents, findings, recommendations, assumptions, limitations etc., It must give a brief overview of who ordered the writing of the report, what were the terms of reference, objective etc. of the report. The author must mention the assistance he has received from various people and sources and how he thinks the report will be useful. If there is any further work to be done should also be mentioned. This letter should follow all the basic rules of a good business letter which have been discussed earlier.

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Dear Chairman

10 July, 2007

The Board of Directors,

I have the honour as the Presiding Officer, to submit the report on, "Designing syllabii for engineering students in Punjab", ordered by Mr P.S. Suri, Honourable Minister of Technical Education, in 2006.

I would like to place on record the co-operation and help I received from the other two members, Dr. D.S. Dhanda and Dr. Manjit Singh. I also wish to thank Principals, management, staff and students of 15 engineering colleges, the team visited during the course of preparing the report.

Yours Sincerely,

Dr. Y. V. Chanderashekhra Reddy

P.B.S. Reddy

(President)

Chandigarh

25 Jan, 2008

Dear Shri Chopra,

I have great pleasure in submitting the report, 'DAV College, Chandigarh - A Deemed University'.

I would like to submit that it was only because of your vision that a committee was appointed to assess if DAV College, Chandigarh should become a Deemed University. We have tried to be as objective as possible and hope the report will help the Management to take a suitable decision.

It is well known that our higher education system remains tied up in the shackles of syllabii designed by professors sitting in air-conditioned offices. What is being taught in the colleges is far from what the students need to become employable in any field. The end-users, the industry and business houses are not involved in designing the syllabus and just theoretical inputs are provided. Lakhs of young boys and girls with certificates and degrees in their hands move from one place to another in the hope of getting employment. These frustrated young persons who could do wonders for the nation, are at cross roads and get involved in dysfunctional activities. Also, a great opportunity of using a great resources is being wasted because the politician, the beaurocrat and the educationists can't show them the right direction.

DAV, as the pioneer of quality education, has always put a lot of stress on value-based education which makes a student employable and a good citizen. The status of Deemed University will provide an opportunity to move away from the stereo typed examination system which students pass by roteing. It will help us in designing innovative syllabii by involving the industry which has to use the students after they pass out from the colleges.

I and the other two members Dr. P S Sinha and Principal R.P. Jeewan, hope that we have done justice to the task entrusted to us by your honour.

With regards,

Your Sincerely,

Sh. G. P. Chopra

D.S. Cheema

President

DAV College Managing Committee

New Delhi

6. Preface. Preface introduces the report to the reader. It contains all information which is given in introductory type of letter, discussed. The report may contain a preface, written by the author. It should not be confused with the Foreword which is generally part of a book where some expert or authority expresses his opinion about the quality of the book. Foreword is not written for reports.

7. Acknowledgements. Any report will need the help and assistance of individuals and organisation for collection of data, typing effort etc. It should be clearly mentioned. If some data has been taken from government sources, books, journals etc, it must be acknowledged. Wherever permission of the author of article, book etc. has been taken, writer should make a mention of that.

8. Table of Contents. If the report runs into pages, say more than 15-20, a table of contents must be provided. For short reports, there are only a couple of topics or subjects and chapters, hence it is easy to locate where is what. However, in long reports running into hundreds of pages, it is tedious and time-consuming. Table of contents should give the chapter number, topic, subtopic etc., along with the page number as it is found in the report. Some of the points which should be kept in mind while preparing the table of contents, are given below :

- (i) A suitable margin should be kept on the left, right, bottom and top of the contents page. It is customary to leave 1.5 inches margin on the left and one inch on top, right and bottom.
- (ii) 'Table of Contents' must be written in capital bold letters in the centre.
- (iii) At least 3-5 spaces should be left between the next line i.e., the 'Table of Contents' and the next heading.
- (iv) Two spaces between the main headings of the chapters and one space between sub-heading should be left.
- (v) Roman numerals are used for acknowledgements and preface but Arabic numerals are used for all other page numbering.

Exhibit 1.11. A specimen of table of contents is shown below :

TABLE OF CONTENTS	
Preface	(ii)
Acknowledgements	(iv)
Summary	(vi)
1. Introduction	2
2. The Present Scenarios of Higher Education	4
3. What can be done to improve it ?	18
4. Process of the syllabus designing by universities	39
4.1 Identification of the need of industry	42
4.2 Involving the end-user in writing syllabus	57
5. Syllabus design for Engineering Education	82
6. Syllabus design for Management Education	93
7. Findings	101
8. Recommendations	103
9. Conclusion	105

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9. List of Illustrations. In every detailed report dealing with complex issue, a number of figures, charts and other illustrations are provided to make the report easy to comprehend. The illustrations are written on a separate page immediately after the table of contents and the same format is used.

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10. Abstract, Synopsis or Summary. The purpose of providing an abstract, synopsis or summary is to provide a busy reader the gist of the report which he can quickly go through and get a fair idea what to expect in the report. Drawing any distinction between the three is not really necessary as long as they give the report in nutshell without any explanation and illustration. Summary, generally includes the methodology used in analysing the issue, assumptions, findings and recommendations.

Main Body of the Report

Main body of the report contains:

- (i) *Introduction.* It is to give the background of the report to the reader and generally contains the following details :
 - Historical background material for the reader to appreciate the need of the report.
 - Scope, assumptions and limitations of the report in brief.
 - Methodology of conducting the report.
 - Authorisation by individual, committee or organisation for conduct of the report.
 - Any special terms of reference provided by the authority.
 - How the material has been organised.
- (ii) *Main part of the Main Body of the report.* This is the entire report less introduction, recommendations and conclusion. All aspects of methodology, limitations, assumptions, collected and sifted data, illustrations, present system and proposed system, findings etc., are included in it. The report can be divided into different sections which may be further grouped under different heads. Different chapters can be numbered say 1, 2, 3 etc., and if there are number of sub heads in, say, chapter 3, these may be numbered as 3.01, 3.02 and so on.

The main thing to be kept in mind is that the entire report should appear one whole and not as different parts to the reader. It should be cohesive and one part should sequentially and logically flow from the other. Organising the material in a suitable order is a matter of choice of the author of the report.
- (iii) *Recommendations.* No report can be complete unless it provides some recommendations. These are given at the end before conclusion. These may be given as a separate chapter if the recommendations are large in number and may be divided into main recommendations and other subsidiary recommendation, otherwise, for small reports, the recommendations may be given as the report proceeds and not as a separate chapter.
- (iv) *Conclusions.* A report should have at the end, a section on the conclusions arrived at as a result of the conduct of the report. Obviously, it will contain only those facts which have been covered in the main body of the report and no new information should come in at this stage.

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- (v) *Signatures.* A report should be signed by the person or persons who have prepared it. The signatures are put on the right hand side bottom at the end of the last page. The place and date are put on the left side.
- (vi) *Minutes of Dissent.* Many a times, some members of team or committee which prepares the report, may not agree with certain findings and recommendations and may have their different point of view. Such member or members may write a note of dissent and sign it. In such a case, a reference of this should be made in the introduction, summary and in the body of the report.
- (vii) *Summary of Recommendations.* Some official reports are very long. In such cases a separate summary of recommendations are made, copies of which may be made and given to the audience when presentation is made.

Overall Presentation

The report which has been prepared for a particular purpose of making a policy decision, must be presentable in look, form and shape. Often a good report may be spoilt by bad presentation. If report has to go to a large number of people, it may be printed. A good example of a printed report in business is the Annual Report of the company which is a formal document and a legal requirement under the Companies Act. Since business reports are generally of confidential nature, care should be taken in making copies and circulating the reports only to the authorised persons.

Government reports of ministries, corporations etc., are good examples for teachers and students to understand report writing. They can also go through the Annual Reports of well known companies like Reliance, Tata etc.

- (i) *List of References.* While working for preparation of reports the writer (s) may consult, or quote material from published or unpublished matter. It is customary and even considered essential to give credit to the authors of that material. The name of paper/book should be mentioned along with the name of the author in the body of the book. At the end all such material should be listed in alphabetical order. Sometimes these are given as footnotes at the end of the page, if the number is small.
- (ii) *Appendices.* Any report, long or short, will have a number of appendices relating to different matters, such as composition of different types of committees or sub-committees, technical specifications or details related with the report which help in understanding of the report, drawings, photographs, sketches, tables, copies of questionnaires and their responses etc. All these must be indexed properly and an index at the beginning of appendices provided. In some reports, appendices may be so many that a separate volume may be prepared.
- (iii) *Bibliography.* It is a list of published or unpublished works which the writer consults before or during the preparation of the report. The basic difference between the list of references and bibliography is that bibliography is the list of such books or material which the author has read and wants to gratefully acknowledge, whereas the list of references is to give exact location of the idea or piece of information in the original source.

Exhibit 1.12. An example of a bibliographical entry is shown below :

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Bibliography			
Ser. No.	Source (Book/Journal/Newspaper etc.)	Author	Book/Published elsewhere.
1.	Managing without MBA	Col. D. S. Cheema	Abhishek Publishers, Chandigarh 2005
2.	Knowledge Management, Design Analysis and Implementation	Col. D. S. Cheema	Abhishek Publishers, 2006
3.	Article in Newspaper	H. K. Duggal	Hindustan Times 23 Jan, 2007
4.	Address at a Conference	P. P. Arya	2007, Conference-Problems and Perspectives of Higher Education in India, Presidential Address. All India Human Resources Development Conference, Punjab University, Chandigarh

(iv) *Glossary.* It is a list of technical, legal, management or other words which have been used in the report and are not commonly understood by everyone. It depends upon who the reader or user of the report is. If the report is meant for circulation within a department and everyone knows the words, terms, acronyms etc., there is no need for a glossary. But if the report is to be widely circulated for the benefit of readers from other fields/departments, technical terms must be explained. If there are a couple of such words, they may be explained in footnotes, if there are many, it is a good idea to include a separate glossary.

(v) *Index.* Index is provided for easy reference of the report and is needed only when the report is bulky in size. It helps a reader in easily locating a subject, theme, sub-theme or idea. The index should be in alphabetical order and the page number where a particular subject or idea is available is mentioned against it.

Exhibit 1.13. An example of how index is provided at the end of the report is shown below :

INDEX			
A		C	
Abbreviations	258 - 266	Charts	420 - 430
Management	259	types of	423
Technical	263	-	
Legal	265	-	

Others	266	--
Agenda	268	--
Definition	269	--
How to prepare	269	--
--	--	--
--	--	--
B		Z
Bibliography	410	--
Preparation of	411	--
--	--	--
--	--	--

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1.7 PLANNING AND PREPARATION OF A BUSINESS REPORT

A well written report is not only useful for the reader and user, it is good record for future work to be done on the subject. It can be of immense value and may be used as a reference material. If a report has to serve the purpose for which it was prepared in the first place, the following steps in preparation for writing the report should be followed :

- Be very clear of the purpose and scope of the report.
- Who is going to read or use the report?
- Collection of all relevant material, data and information from different sources.
- Organise the material in the form in which it is going to be used in the report.
- Draw an outline of the entire report.

Purpose and Scope. Unless one is very clear about the purpose and scope of the report, the ultimate document will not serve the purpose for which it was prepared and it will result in waste of effort, time and money of all involved in it. Generally, the reports are prepared for a specific purpose defined by the authority in the form of Terms of Reference which very clearly define the purpose and scope. However, if there is any ambiguity, the writer or the chairman of the committee, as the case may be, should clarify all aspects before starting to write the report. For example, a report on, 'Problems and Perspective of Higher Education in India' may have the following terms of reference :

- To examine the present scenario of higher education in Universities and Management Institution.
- To examine the need of education as determined by end-users i.e., industry and business houses.
- To suggest ways and means of improving the system.

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Routine reports may be ordered at short notice to meet specific requirement. For example, MD of a company may order the GM(Sales) to prepare comparative data of sales in Northern Region for the past ten years, analyse the trends and submit suggestions for improving the sales, just before the annual sales meet. In such cases, the data is available in files or in computer and what one has to do is to simply take out, sift, organise the data ; analyse it and present in the form of a report. However, in another case, the management may appoint a senior functionary, say a Zonal Manager as chairman of a committee which is assigned the task of analysing the reasons of declining sales and recommend the steps to be taken at Head Office, Branches, and Dealer level to boost the sales. This will need a lot more interaction with branches and dealers, travelling to different locations, conducting surveys of customers, preferences, meeting retailer etc. This is a time-consuming process and may take a couple of months.

Who are the readers and users of the report ? Report is always prepared for a specific purpose and for a particular type of audience or the readers and users of the report. A routine report may be just for the information of the superior but another detailed report may be read and used by a large number of users located at different places. Generally, any report will have the following type of users :

- Superior authorities.
- Colleagues, peers and equivalent counterparts in other organisations.
- Subordinates.
- Other organisations in similar type of industry or functions.
- Customers, present and potential.
- Shareholders.
- Public.

If the report is required by the superior authorities, there is no ambiguity in the objective and the style of the report as he is expected to clearly lay down what he wants and if there is any further classification it may be sought from him. But if the report is to be read by a large number of audience, the report writer has to keep in mind the education level and training so that the report has the desired impact. If the report is to be read and used by the service engineers as well as the National Sales Manager and the Managing Director, general principle is that the writer should cater to the knowledge and training of the person who knows the minimum about the subject. In this case the service engineers and Sales personnel would easily understand most of what is being presented but the Managing Director may not, as he does not possess the specialised knowledge and skill of the subject.

Report is useful only when it is able to produce the response desired by the authority ordering the report. Whether a particular audience will be able to make the best use of report or not can be best known by putting yourselves in the shoes of the user of the report. Now try to understand how would the audience react to the report.

1.8 SUMMARY

- A 'Report' means a description of any opinion, situation or happening
- In business a report is needed for various purposes.

- Types of Report One:
 1. Oral or written.
 2. Formal or informal.
 3. Statutory or Non-statutory.
 4. Frequency-based Reports like Daily Reports, Monthly Reports, Annual Reports.
 5. Function-based Reports like Information Reports.

Analytical Reports, Program Reports, Subject Reports, Short and Long Reports, Individual or group reports, private reports.
- The essentials of a good business report are:
 1. Clarity of purpose.
 2. Consistency .
 3. Objectivity.
 4. Accuracy and Brevity.
 5. Keep the uses in mind.
 6. Interesting and presentable.
 7. Relevant to the needs of the reader.
 8. Tone.
- The steps to be followed in writing a business report are:
 1. Pre-writing stage.
 2. Writing stage – Re-writing stage.
- A particular structure and layout to be followed for business report.
- Purpose and scope of the report must be kept in mind before planning a business report.

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REVIEW EXERCISES

1. What is report ? What is its need in a business organization?
2. Discuss the types of report.
3. What is Inspective Report? Show with an example.
4. Give an example of Inventory Report.
5. What are the essentials of a good Business Report?
6. What steps should one follow in writing a Business Report?
7. What do you understand by structure or layout of a business report?
Show with illustrations.
8. Write a note on 'Forwarding letter'.
9. What are the contents of the main body of a report?
10. How do we plan a report?

UNIT 2 ORAL PRESENTATION

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★ STRUCTURE ★

- 2.1 Objectives
- 2.2 Introduction
- 2.3 Strategy of Oral Presentation
- 2.4 Factors Affecting Oral Presentation
- 2.5 Structure of Oral Presentation
- 2.6 Effective Presentation Skills
- 2.7 Interviewing Skills
- 2.8 Appearing in an Interviews
- 2.9 Conducting Interviews
- 2.10 Writing Resume
- 2.11 Summary

2.1 OBJECTIVES

At the end of this unit you should be able to:

- Know about the Principles of Oral Presentation
- Discuss the Strategy of Presentation
- Explain the Factors Affecting Presentation
- Know the Effective Presentation Skills
- Know the Proper Interviewing Skills
- Be able to know the Ways of facing Interviews
- Know how to write Resume and Letter of Application

2.2 INTRODUCTION

Ability to express oneself verbally is a very important skill. Today, we are living in the era of 'survival of the fittest' and everyone is forced to live by 'selling' something. In personal life, one has to put one's best foot forward to create the right impression on others. In business world, the ability of a person to express one's ideas, feelings and emotions verbally and present them in a proper fashion, plays a very important role. This ability plays a more vital role in getting and retaining a job than the 'hard skills' or functional skills. For overall growth of any individual, his professional or domain knowledge must be suitably complemented and supplemented by oral presentation skills.

People in business organisations are often asked to present their reports, explain their views, conduct training, participate in meetings and discussions, organise and participate in seminars, sales meets etc. It is a well recognised

fact that an effective speaker with command over the language which he uses, can influence decision-making in any organisation, he is a sought after man, looked up to by everyone and gets promoted in spite of certain weaknesses in functional ability.

There are many occasions for presentations in industry and commerce.

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- (a) Launching a new product/service.
- (b) Presentation of business plans.
- (c) Marketing or sales proposals.
- (d) Training and development sessions.
- (e) Participation in seminars/conferences.
- (f) Specific instructions from superiors for presenting any business related activity.
- (g) While negotiating for selling/buying products, equipment, machines etc.

2.3 STRATEGY OF ORAL PRESENTATION

It involves the following:

- (a) Clarity about general and specific purpose of presentation. The specific purpose of any presentation must be given due importance during presentation. If a marketing person is making a presentation about his company profile, his specific purpose is to influence the buyers about the company so that his products or services are sold better. The general purpose may be information to many who may be sitting in the presentation.
- (b) What is expected from the audience at the end of the presentation? Do you expect the information booklets of your product or service to be sold? Or do you expect the enquiries would be generated about the price of the product or service?
- (c) Sometimes, presentation may be made just to assess the types of potential customers, their buying preferences, gender, age, social and financial background etc.
- (d) Deciding the location *i.e.*, venue, time and the type of presentation which can best influence the audience.

2.4 FACTORS AFFECTING ORAL PRESENTATION

It is a well recognised fact that in face-to-face communication, is not only the words and sentences which are exchanged, the process involves the total personality of individuals. Physical disposition *i.e.*, neat dress sense, posture, general bearing, facial expression, gestures are all important in expression of feeling, ideas, thoughts etc. A person who is well dressed and has a pleasant mannerisms is always able to impress in the initial stages of meeting. He is able to develop an instant rapport with others, which is very helpful in presentation.

1. **Posture.** When you are asked/invited to walk up to the podium and make a presentation, do not get tense because of anxiety to impress the audience. It is natural to feel little nervous and excited but no

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one will know this state of your mind unless you let them know through an awkward walk. Get up from your seat naturally and walk confidently to the podium: Remember, all this is being keenly watched by the audience. Stand erect with your hands on side and if you have notes, these should be kept on the podium where these can be easily seen and read. Start with wishing the audience, depending upon the time of the day. Do use your hands to make a point but unnecessary and too much movement of hands distracts the attention. Keep yourself at appropriate distance from the microphone or hold it at a reasonable distance from the face, if a cordless microphone is being used. Only the first few minutes are the most important, after which you will settle down and develop a rapport with the audience and then the going will be much easier than you imagined.

2. **Eye Contact.** The purpose of any communication is to get the exact message across to the listeners. Eye contact is the most effective means of doing so. It is the eye contact through which you develop the right rapport with them. While presenting your point of view, look into the pair of eyes of each individual in a planned manner and do not ignore any person. Looking left, right or up or down, creates very poor impression on the audience and the communication will not be effective. While speaking, giving small pauses at appropriate time is very important ; it helps you to collect your thought process and helps the audience in assimilation and absorption of what has been said. Of course, unnecessary long intervals will cut you off from your audience which will defeat the very purpose of presentation. Eye contact helps you to get a feedback from the audience, if they look into your eyes and if their face expression and movements are such that you are reassured that what your are saying is being understood, you have made a good presentation.
3. **Voice Modulation.** You may have noticed that effective speakers always modulate their voice to create a special impact on the audience. Good voice, is, of course, a God's gift but any voice can be trained to create more impact. Only one has to make a special effort. The pitch and modulation combined can create the desired impact. One raises and lowers the voice to suit the kind of emphasis that has to be laid, suitable pauses and the body language combined create a very desirable effect on the audience.

To make a presentation more effective, one must record one's speech and listen to it carefully and modify wherever necessary. Voice modulation, pitch, body language, go with the kind of language, its pronunciation and vocabulary. Whenever in doubt, one must consult a dictionary for meaning as well as for proper pronunciation. While making a presentation, the following must be kept in mind :

(a) A monotonous and dull delivery without modulation and high and low of voice will have no impact on the audience and they will not be interested in what you are conveying. This defeats the very purpose of any oral presentation.

(b) Some people think that if they speak fast, they are impressing the audience. Far from truth. There has to be coherence between thought and speech. Speed of thought is much more than the speed of speech and one may become a victim of converting the thought quickly into speech. One should not speake faster than 130-150 words per minute for the speech to be understood by the audience.

(c) One must be clearly heard by all present in the place where presentation is being made. Before you start, check up with the farthest person whether he or she is able to hear your loud and clear voice.

(d) Pronounce every word properly with suitable emphasis. Wrong pronunciation will make you a butt of jokes with the audience.

(e) Avoid using unnecessary words which some are in the habit of substituting as pauses, "like 'Fact of the matter is', 'I mean', 'Do you get what I mean?', 'Ok', 'Alright', 'Now', 'Do you understand?', 'should I repeat?' etc. These are jarring notes in any presentation and should be avoided unless absolutely necessary.

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4. **Audience.** In business presentations, one would generally know who are going to be the audience and how long is the presentation. So, one keeps in mind their background, gender, seniority, status, position, knowledge etc. However, many a times, this may not be known. In such situations, one should use one's commonsense and presence of mind to size up the audience quickly. It is easy to spot friendly or hostile audience as also their expectations, their eagerness and anxiety to get involved with the presentation. The speaker must understand that everyone is important, however, if there is a point which is specifically applicable to a particular position or person, mention may be made of that. Each listener should get the feeling that the speaker is directly addressing him. Some speakers unnecessarily dramatise the situation to highlight a point. Though for inviting or arresting the attention, a special story or a joke or a couplet or quotation may be used but the focus must remain on the basic purpose of presentation. The subject matter of presentation cannot always be very interesting for everyone to become a keen listener, it is upto the speaker to make it interesting enough for the audience.

A joke is often a good way of developing appropriate rapport with the audience. But joke should be selected carefully and narrated in a style that it becomes helpful in conveying the main purpose of the presentation. Cheap and vulgar jokes not related with the subject or issue will make the audience think poor of you and lose respect for you and perhaps any interest in what you are going to say, after the joke.

A good speaker does not unnecessarily get disturbed or upset by the audience. Assuming that any two persons talking to each other must be criticising you, may be a fig of your imagination. Rather than asking them to stop talking and pay attention, look into their eyes to create a better rapport. But ultimate effect of the presentation depends upon the ideas being presented and the manner in which they are presented.

2.5 STRUCTURE OF ORAL PRESENTATION

No cut and dry formulae or magic tips can be given to become an effective speaker. Good speakers make persistent effort to plan what they are going to say and how they are going to do it. A thorough preparation is the only way of making it effective. A complete plan of action should be prepared under the following heads :

- (a) What has to be conveyed ?
- (b) How is it going to be conveyed ?
- (c) A summary of what has been conveyed.

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A speech or presentation should never be read from the text as by doing so one loses the contact with the audience and this is the worst thing that can happen to the speaker. Short notes of important points may be made on 3" x 5" size white thick cards, which can be kept in pocket and moved to hand as and when required. All relevant points should be noted in the order in which they are going to be presented. The points may be made in telegraphic language or acronyms or assemble of letters and words which one can easily identify with. Some speakers make the mistake of reading from the display material whether on overhead projector or LCD display. Remember, what has been displayed is for audience to comprehend clearly what is being said and not for you to read; you should have your own notes for this purpose.

2.6 EFFECTIVE PRESENTATION SKILLS

Like any other planning before execution, the advantages of planning for presentation are plenty. A presentation will be as good as its planned preparation. A rough plan for any presentation may be as follows :

- (a) Introduction or Beginning. It should include :
 - (i) introductory remarks, including any attention – gaining statement, quotation, remarks, etc.
 - (ii) main theme
 - (iii) statement of objectives, giving reasons for making a presentation
 - (iv) outline of the presentation.
- (b) Middle or Body should include :
 - (i) main body of the presentation should be divided into short and clear sections.
 - (ii) every point must be illustrated with suitable examples.
 - (iii) allot time for each section and each point, otherwise the presentation will become unbalanced. An important point may not be allotted enough time as trivia has been given undue long time. Time limit should be prioritised.
- (c) Conclusion. It should include :
 - (i) summary of what has been said earlier
 - (ii) emphasise certain points
 - (iii) final remarks
 - (iv) closing statement.

1. Reading a presentation. Many people have the habit of reading the entire presentation which they have written down. Major advantage of this kind of presentation is that facts can be stated with authority and accuracy. Many greats use this method. For example, Winston Churchill was reputed to have used the written script. But such master orators keep eye contact with the audience and do not lose rapport with the listeners. Reading aloud clearly also needs practice and is not the strong point of everyone. As far as possible, the written material should not be read out word by word, it does not appear fresh and original to the audience. This method definitely has more disadvantages than advantages and should be avoided.

2. Memorising presentation. Many speakers are known to write down and memorise the entire speech or presentation. Again, it is only some greats gifted with powerful memory who can remember everything,

including the emphasis and pauses and can create a positive effect. It is not advisable to memorise the entire speech. Face to face communication is most effective when the speaker uses notes or has mugged up only the important points but presents them in a thinking-and-speaking mode. Nothing that has been learnt by rote can be convincingly effective. One is likely to forget if one depends entirely on memorised sentences and most important aspects may be left uncovered.

3. Audio-Visual and other Aids It provides wide scope to the presenter by aiding and making the presentation more effective.

- (a) Have suitable aids been selected for the presentation ?
- (b) Do the aids contain correct data ?
- (c) Are they exposed properly for understanding ?
- (d) Is only that data etc., presented through such aids which reinforces or supports the main theme of presentation ?
- (e) Can these be seen clearly by every one in the room/hall ?

A speaker needs different types of visual aids to make his presentation effective. A table below gives the medium, advantages and disadvantages and the applications of widely used visual aids.

<i>Medium</i>	<i>Advantages</i>	<i>Disadvantages</i>	<i>Applications</i>
White Boards	Easy to use, Economical Effective for highlighting effect using different colours	Needs special markers, board, dusting pads difficult to carry anywhere	Useful for small groups in a room
Handouts	Permanent record Reduces need to take notes	Can distract the audience if given before presentation	Where important and often complex information is to be shared
Overhead Projectors (OHP)	Simple to operate, Anything written on a transparency can be projected in much bigger size coloured projection	Transparencies have to be written or typed 3-4 meters of projection distance. Needs a screen or white wall	Used for different types and sizes of groups. Where pictorial data, sketches, diagrams have to be explained
LCD Projectors	Advanced features, can use CD, DVD computer, Laptop etc sharp focus, clear display, ideal for power point presentation handy, portable	Expensive, one needs training to use it	Suitable for any type of presentations
35 mm slide projector	Very professional way of presenting, photographs, locations	Needs darkroom Expensive	Ideal for formal training, suitable for all sizes
Visual presenter	Can project any document clearly, can zoom any part.	Expensive	Ideal where intricate details have to be shown

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	No need to prepare transparencies or slides		
Video	Commercially available	Information cannot be added or deleted	Ideal for small group of 10-20
Training	can be prepared in house		
Films		Expensive	

It is always a good idea to prepare a checklist of points that should be kept in mind while making an oral presentation. If presentation is to be effective, one should plan to include all these.

4. Organisation of Matter. This is of utmost importance. All said and done, how material is collected, shifted and organised for presentation has the ultimate impact. The following need careful consideration :

- (a) Is the objective of presentation clearly stated ?
- (b) Is the introduction suitable ? Does it contain what is going to be explained ?
- (c) Is the introduction attractive enough and does it raise the curiosity of the audience ?
- (d) Is the main body of presentation suitably structured ? Are different aspects/issues/subjects appropriately divided in sections/parts ?
- (e) Are all the points suitably prioritised ? Are they in order of importance of the point ?
- (f) Is the data, information and knowledge being delivered factually true and have the persons whose quotation/reports used been given adequate credit ?
- (g) How are the arguments and logic supported ? Are there enough audio, visual and other material to make the desired impact ?
- (h) How is the presentation closed ? Are you coming abruptly to the conclusion ? How does the conclusion relate to the objective/main theme ?
- (i) Does the conclusion summarise the main points covered in the presentation?
- (j) Is the presentation concluded with a positive note ?
- (k) Is there a need of asking questions/clarifications from the audience?

5. Delivery. Whatever be the material that is being presented, suitable delivery alone leaves the audience with conviction. Here are a few check points :

- (a) Is the speaker/presenter confident, relaxed ?
- (b) Check if everyone in the audience can hear you loud and clear.
- (c) Does the presenter develop a suitable rapport with the audience by exchanging greetings etc., before the presentation.
- (d) Is the voice appropriately modulated to lay emphasis on important points ?
- (e) Does the presenter pause at the right place ?
- (f) Is the rate of delivery normal ? (not more than 150 words per minute)
- (g) How does the presenter move from podium to explain important points on screen ? Does he block the view of the audience ?

6. Pronunciation. Bad or wrong pronunciation puts off the audience badly. The presenter should check with colleagues or dictionary so that wrong pronunciation of the words does not make his otherwise good presentation a butt of jokes.

- (a) Does the speaker speak the words correctly as required in the language being used in presentation ?
- (b) If there are any 'other language' words and sentences, are these being put across properly with correct pronunciation.
- (c) Is the speaker trying to copy the style of pronunciation of others ?

7. Body Language. Body language matters most in an oral presentation.

- (a) Is the presenter appropriately dressed for the occasion ?
- (b) Does he project a pleasing personality overall ?
- (c) Do the gestures, which he makes, relate to what is being said ?
- (d) Does the speaker move from place A to B on the dias ? Is he static or dynamic ?
- (e) How does he maintain eye-contact with the audience ?

8. Audience Awareness. It helps us understand the audience type and we can set our strategy perfectly.

- (a) Is the presenter aware of the background knowledge and experience of the audience ?
- (b) Is he able to relate with them by suitably empathising with them ?
- (c) How does he create interest of the audience in what is being said ?
- (d) Is the language usually understood ?
- (e) Are there any jargon, slangs, acronyms, abbreviations which need to be explained ?

9. Interaction with the Audience. It helps one becoming confident and familiar with the audience in such a way that one can present oneself well.

- (a) Does the presenter invite questions, (at the end, in between) ?
- (b) Is he answering the questions to the point without beating around the bush ?
- (c) Does he accept any factual mistakes in his data or information ?
- (d) Is he cool in the face of constructive criticism ?
- (e) Does the presenter gracefully accept that he does not know the correct answer to the question ?

2.7 INTERVIEWING SKILLS

Personal Interview is the most commonly used method of assessing the potential of person for a purpose or job. There are two types of interviews:

- Interviews conducted by journalists. These are of general type. For example, the journalists interviewed Mr. Narendra Modi, the Chief Minister of Gujarat, the other day, to know how he will protect the interests of Muslims in Gujarat. It is of general type and is meant to extract some information.

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- Interviews conducted for a specific purpose. Here the person or persons conducting the interview want to find out the attitude, aptitude and attributes of personality of any individual for specific purpose *i.e.*, training in any institution or for a particular job *i.e.*, for appointing a marketing manager.

"Interview may be regarded as a systematic method by which a person enters more or less imaginatively into the inner life of a comparative stranger."

—Pauline V. Young

2.8 APPEARING IN AN INTERVIEW

An interview is a formal meeting with a candidate to find out his/her suitability for a job, it may be through a training course after which the organisation is bound to give specific job responsibilities or it may be without any special training. For selection of an individual by any airline, an interview session, called personal interview, will be conducted, after which a specialised training course will be given to the candidates and only after the successful completion of that he/she will get the job.

A candidate must remember that an interview is a personal meeting to test the personality of a candidate and assess the "intelligence" level. It is an oral test of assessing certain hidden traits of personality, like conduct and behaviour in different situation, knowledge of the world around him, his general appearance etc.

What you must know before going for interview?

A check list provided below, will help the candidate in preparation before he/she goes for any personal interview. You must know about:

- Yourself in general, past, present.
- Yours family background.
- The organisation you have applied to *i.e.*, say the airlines.
- Past history, location etc., of the organisation, say airline.
- Any special features of that organisation (airline) *i.e.*, if it is in news for a particular reason, good or bad.
- Your strengths and weaknesses, suitably analysed.
- Your career plans *i.e.*, what do you wish to achieve by becoming say an air hostess.
- Hobbies and interests.
- Any special achievements.
- Any projects (including in social work) done by you.
- Current happenings, general awareness *i.e.*, about the policy of government related to opening of skies to private and foreign players. Anything that shows your interest in what is happening in the world around you as an individual.

2.9 CONDUCTING INTERVIEWS

1. General Personality Traits. The purpose of this chapter is to help you improve your personality traits and get selected for training say, as an air hostess.

- **Appearance.** It means 'outward look' or what is the visual impression you create on others. Appearance of a person can make a lot of impact on others. Appearance includes:
 - Body frame and physical features.
 - Clothes
 - Hairstyle
 - Facial expression
 - Way of walking
 - Sitting or standing posture
 - Way of talking
 - Way of getting up and walking out of the interview room.

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Appearance is important because people generally judge you in first meeting because of the above factors. The inner qualities of head and heart come into play at a later stage. Sometimes, "first impression is the last impression". When you come across some one for a short period of time, the other person only notices your appearance and may frame opinions which may remain permanently etched in his/her mind. Sigmund Freud, a famous psychologist and behaviour commentator gives a lot of importance to appearance when he says. "Try to look as you want to be".

The following hints will help you in making yourself more presentable.

2. Body Frame and Physical Features. This is something that one gets from heredity and one's DNA is responsible for how tall or short one is, what is the shape of the face, nose, eyes, ears, hands and feet, what is the colour or complexion of the skin, hair growth etc. However, what can be done is to look healthy and enthusiastic and energetic. Some persons look pale and depressed, some others appear healthy and energetic. Eat good and healthy food, avoiding junk fast food and exercise to remain fit. There can be nothing more annoying than interviewing a sick person. Taking care of one's body helps in looking after the mind and soul. It is the personal responsibility of every individual to look after one's body and through a healthy body a healthy mind-set, attitude towards life and so on. Even if nothing can be done about your height and body features, remember, a smiling healthy full of life, lively face is more presentable than a sickly drooping appearance of a very beautiful person.

- **Clothes** clothes you wear make a lot of difference to your appearance. There are individuals who as a habit wear neat and clean well pressed clothes and above all they have a 'dress-sense' i.e., what should be worn for what occasion. Your dress should be such that it goes with the existing fashion trends and is not outdated. Everyone will turn their eyes towards someone wearing bell-bottoms today, through it was the fashion of 1970s. The dress does not have to be new or expensive. A well groomed properly dressed to the occasion person gives the first impression of being organised and managing himself/herself well. A beautiful woman may attract the attention of others more because of the dress sense and behaviour than because of the extra ordinary physical features. In fact, the shortcomings of height or other physical features can be more than made up if one is careful about what one wears. A few hints are given below:
 - Select the colour of cloth or fabric that suits your complexion. A red colour does not go well if you are not fair. Avoid gaudy colours, red,

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yellow dark green or blue etc. Sober colours are always soothing for the eyes of others.

- Do not buy a new 'saree' or any other outfit only for the interview. The new clothes may not fit you properly and you will feel uncomfortable and irritable, especially ill fitting undergarments. If you have never worn saree, wearing it for the interview only is a bad idea unless the organisation has specifically called you wearing it.
 - You should wear something that you are used to wearing, otherwise you will be dress-conscious' if you are wearing anything in which you are not comfortable.
 - Do not wear very stylish, expensive, gaudy and non-matching clothes. A well pressed 'salwar-kameez' with matching 'dupatta' will appear much better than anything else which makes you uncomfortable, however expensive and stylish it may be.
 - Never wear casual clothes for the interview *i.e.*, jeans and tops etc. Many are in the habit of putting diaries pads and pens etc., in the pockets making them look ugly and making you uneasy.
 - Dress should be well-tailored, clean and well pressed. It is said, "Eat what you like, but wear what others like". Your dress should match your body frame. One should be neatly and soberly dressed.
 - Your shoes need special attention. They should be clean and well polished. Never wear new shoes for an interview, the shoes may be tight, giving squeeky noises making you and the other uncomfortable.
 - Take care of your personal hygiene. Minor things like brushing of teeth to avoid any bad breath, clean face without anything sticking out of nostrils or ears or eyes, nails properly cut, are important and must be taken care of.
 - If you wear spectacles, be sure to clean them properly, if you use contact lenses, again be certain that you are not uncomfortable because of them.
 - If someone in the interview board appreciates your clothes, be smart enough to enthusiastically thank him/her. Do not feel embarrassed if it is a genuine appreciation and complement. Do not get nervous if some one asks you any question related with your spectacles, clothes, shoes etc. Sometimes, such questions are purposely asked to check the mental make-up of the candidate.
3. **Hairstyle.** A few tips:
- Your hair should be in place *i.e.*, well combed before you enter the interview room.
 - If necessary carry a small comb in the purse.
 - Never get a haircut just before the interview as it changes the appearance of your face till you get back to your old look. Because of this you may feel uncomfortable as you look different than what you are.
4. **Use of make-up, jewellery etc.** Girls/ladies have to be careful in not being too much 'made-up' and against use of heavy, flashy jewellery. What ever is necessary as part of yours dressing up should be sober and to suit the interview. Wearing colourful bangles, long ear-rings, nose-studs or

heavy lip-stick may be alright for a fashion show but not for an interview. Be just your simple, normal self. There is more grace in simplicity than in artificial add-ons.

5. **Facial Expression.** All of us know, 'face is the index of mind'. The interviewers can get a lot of information from your face. The following should be kept in mind:

- One should wear a smile on the face, not a wide grin but just a smile. It should not look artificial but a part of one's existence as a human being. The smile should continue till you enter the interview room and settle down after greeting the interviewers. When the interview begins, the smile must stop. Smile is generally infectious, others also smile looking at your smiling face. A drooping, long and serious face creates tension and builds a heavy atmosphere which is neither good for you nor for the interviewing board. It also helps in developing a good rapport with others. You must remember that any one offering a job will prefer a less qualified individual with a smiling face rather than highly qualified one with a long, serious or sober face.

6. **Way to Enter the Interview Room.** When you enter the room or hall, remember you have been called and the board members are expecting you. There is no need to knock the door. Open the door if it is shut and close it behind you after entering without turning your back towards the interviewers, softly, not making any noise. Smile and walk the distance from the door to the chair placed for you confidently without any nervousness and wish in a firm, audible voice, "Good morning/afternoon/evening Sirs/gentlemen/ladies/ladies and gentlemen" Do not sit on the chair, you know is meant for you, unless someone ask you to. And say "thank you", after sitting down in an upright posture.

7. **How Should you Walk Inside the Interview Room?** Walk of any individual, conveys a lot of meaning to the persons observing him/her. Two aspects need to be taken care of:

- Moving forward posture. A looking ahead or dashing forward posture indicates eagerness, confidence, fearlessness, ambition and motivation. It reveals so many things about your character and personality.
- Upright military bearing. No slouchy walk with drooping shoulders. Walk upright and straight holding head high with the normal steps you take. Some persons in anxiety, tend to walk faster with bigger steps. This must be avoided. Walking briskly does not mean walking fast.
- Firm steps of confidence. Take firm steps of a well groomed, knowledgeable, and a dignified person.

8. **The Way you Sit.** If the chair has been placed appropriately at a distance, sit down after being asked to. If not, pull the chair towards about one meter from the table of the interviewers and then sit down. Sit back comfortably in an upright position. Never lean or put your hands on the table of interviewers. Some candidates just slump in the chair and occupy only a part of the chair space. Occupy the entire space, not sitting on edge, in front, right or left. Proper posture in the chair speaks volumes about your personality. Only a person with inferiority complex will sit on the edge and keep shifting. You must feel at ease in your chair which gives the

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impression of confidence to others. The following hints are repeated as a check list:

- Sit erect and comfortable and occupy the complete space of the chair.
- Look up and look at the members of the board, without concentrating on President/Chairman/Senior most person or any particular member, whom you happen to know or any particularly handsome or beautiful face.
- Keep the feet primly on ground. Don't keep shifting your feet.
- Do not put hands/elbow/fingers on the table of the board members or touch anything there.
- Do not keep shifting your position in the chair, left, right, front or rear. You must sit comfortable in one position.
- Do not look tense, threatened, nervous. Give a confident look. Little anxiety is natural but do not show it.
- Do not fiddle with your dress, specs, pen, tie or anything you are wearing.
- Do not consider yourself inferior than any one sitting across the table. Remember, they have a job to perform to select a perfect fit for the job they have. No one, even the interviewers, can take away what you have in yourself. Make an honest effort to put your best foot forward.

2.10 WRITING RESUME

Resume writing is the basic skill any one seeking a job must learn. Search for a job at any level starts with a good resume in one's hand. Everyone, including those who are safely working in government departments or in high positions in good companies, should have a resume and a resume file. All updates, notes etc., are put in the resume file to be used at a later stage.

What is a Resume? It is a concise written statement which highlights, education, skills and qualities you possess as a result of your life experience. It must communicate maximum amount of relevant information through a minimum number of words. It is a written, typed or printed synopsis, a capsule biography designed to persuade an employer to grant you an interview or ask you for a formal application for the job. It is one of the ways of communicating your exuberance with the potential employer.

A well prepared resume is an important and necessary tool for seeking any employment. The time and effort devoted to preparing a resume is a worthwhile investment in your future. One advantage of preparing a resume and keeping it handy is that you realise what you have and what you lack and need to develop as far as your education experience etc., are concerned. It provides an opportunity for necessary self assessment.

Preparation of a Resume. You will do good to keep the following at the back of your mind:

- You are preparing a resume *i.e.*, information about yourself for 'selling' yourself. It is a 'sales piece' and must be very carefully planned, written and presented you must put yourself in the best possible light to the potential employer.

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- A separate resume is required for different types of jobs. You should be able to tailor-make your resume to suit specific demands or requirements of the employers by laying suitable emphasis on different educational qualifications, experience, skills or personal qualities to match the requirements of the employer. Remember the employer is looking for the best fit of a human being for the job responsibilities already designed by him. The more exactly you fit into those job requirements, the more likelihood of your getting the job.
- A resume should be 100% honest. Never try to hoodwink potential employer. You must remember the company you are wanting to work has professionals to go through the resume and conduct interviews to select the best person. You can't get away by making a wrong or false statement, they would find it out during the course of scrutiny of the resume, personal interviews or by talking to the references, you provide suppose you are able to fool them and join the organisation, imagine the consequences of someone, some how coming to know about the lie you told or the fact you withheld purposely. It can be very humiliating and may ruin your career forever.
- The resume must reflect your 'uniqueness'. Every resume must have the stamp of individuality of the person it represents. You must not take someone's resume and file in the your details. Remember, you are unique and it is that very uniqueness which will get you a job which your friend, whose resume you want to copy may not get. You must spend time to know, who you are, what you want and how best can all this be presented to the employer. Never copy or 'fill in the blanks' of anyone else' resume however good it may be, write your own keeping the basic rules in mind.
- Spend sometime on introspection and on your life objectives what do you have at present and what you want from the job? Are you 'right' for the job, and the employer?. Is the company or the employer 'right' for you? Write down your career goals or objectives. Where do you see yourself, say, five years from now, if you get this job? Consider your value system, skills, hobbies cultural background. Do all these fit in the job you are looking for. Do your family circumstances favour you to stay thousands of km away from your native place? What are your plans for settling down as a married person? Your career goals should not be very broad, there should be focussed and show a purpose and direction.
- As far as possible (unless asked for specifically), do not include
 - Date of birth
 - Height
 - Weight
 - Colour of skin and hair
 - Number of dependent's
 - Health
 - Marital status

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- relationship with important persons, public figures, ministers, MPs, Presidents etc.
- Never use abbreviations of any kind in the resume. Even if it is well known and recognised, do expand it to full, if you must use it.
- Write in phrases, not in long complete sentences. For example, writing about your marketing qualification, "MBA (Marketing) Punjab University, Chandigarh 2001" is sufficient. Don't write "I have passed MBA (Marketing) from Punjab University Chandigarh in the year 2001".
- Do not use personal pronouns as far as possible use of too much of 'I' is not pleasant to the eye of the reader. Explanations like, "I was appointed the HR Manager and I changed the entire functional system of the company for which I was selected for the Best Employee of the year award" Simple statement like selected the best employee of the year-2000' is enough.
- A short concise length of one page for the freshers is the best. With years of experience, it may become bigger in length to maximum of three pages. No one will read it, if it becomes a book of 10-15 pages. No resume can answer all questions, the employer may be wanting to know. It should generate enough curiosity to invite you for personal interview. So keep the resume as short and as simple as possible.
- Resume must be professionally typed or printed to give a neat and clean look. No mistakes, overwriting etc., can be accepted in a resume.
- Covering letter, quality of stationery etc., must be befitting.
- Resume must be signed and latest data should be put.
- Never mail resume to the perspective employer without a covering letter.
- Complete address and contact numbers, e-mail ID etc., must be checked and rechecked for correctness.
- Preferably don't include the references in the resume, just state, 'References available on demand.'
- There is no one correct way to write a resume. Different formats and styles are used but the format used must be consistent throughout the document.

2. Content and Layout of a Resume

Personal Information

Name

Permanent Address

Correspondence Address

(It must include PIN code. A complete and correct address is a must for you to get information about interview in time)

Contacts

Telephone with code

Mobile (complete) or Cell No.

E-mail ID

Age

Nationality

Career Objectives/Goals

It is short concise statement of the position you are seeking, which may include the kind of organisation you wish to be employed with. The employer should be quickly able to understand the position the applicant wants to join and the job opportunities he is looking for. The title of the job or code should be clearly mentioned.

Educational and Professional Qualifications

Qualifications should be listed in reverse chronological order (the highest qualifications first) giving the degree name, awarding institution/university, location *i.e.*, city or state of the awarding institution and the date/year of acquiring the qualification. If one has an MA (Master of Arts) as well as B.Tech degree, list first the higher qualifications *i.e.*, MA, even if you think that B.Tech is a more important qualification.

Special Skills/Areas of Expertise/Skills and Abilities

Some persons especially students and fresh pass outs only do not have important qualifications and lack experience. Giving details of skills and qualities which indicate your ability to do the job you want can be very helpful. But keep in mind, you will be required to substantiate the statements you make about your expertise.

Experience

It includes all past and present experience. It may also include:

- Part-time experience
- Voluntary experience
- Student-teaching
- Internship
- Assistanceship
- Military or NCC/NSS experience.

It should include the positions of responsibility which you have held and the type of job you have performed or are performing at present. Start from the last job/position held and move back to the first job, clearly mentioning the title, name and address of the organization. No gaps should exist and for some reason (ill health, special responsibility of parents etc.) if you have not done any work for sometime, it should be explained. The idea is to give the potential employer opportunity to clearly understand what skills have been utilised how in different jobs. Some people keep moving from one job to another frequently. This gives a poor image to the employer. Your dependability and reliability in a job is important for those who have to hire you. Experience may also be included under the title, Employment History, Work Experience, Professional Experience, Recent Positions etc.

Other Categories

You may use other category or heading for giving your uniqueness to the organisation in a positive manner some possible titles are:

- Interests and Hobbies.
- Professional Memberships.
- Special Awards/Awards and Recognitions.
- Community Affiliations.
- Student Activities.

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- Professional Writings.
- Publications.
- Research.
- Volunteer Activities.

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References

There are different schools of thought on this issue. One thought is that resume must contain reference of two to three important persons who can vouch for your skills and conduct, honesty, dependability etc. Whenever references are provided, complete name, position, address and contact numbers must be given. The applicant must take written or verbal permission from the persons whose names he wants to include as references. Preferably the references should be from the field in which you are seeking a job. For example, if you are looking for the job of a lecturer, reference of a Vice-Chancellor, Principal or anyone from the field of education will be appropriate. If it is for an editor's job in a newspaper, reference from some one from field of journalism, a senior editor etc., would be more appropriate rather than from a minister or MD of a pharmaceutical company. If applying for the job of on airhostess, reference from a senior person from any airline will be more suitable.

You must inform the references, about the organisations and specific job you have applied for because only then he or she will be able to emphasise your specific abilities, if the employer happens to speak to them.

Another school of thought is that inclusion of references is not necessary, suggesting that all that is needed is the brief statement, "References available upon request/demand". In any case, you should select the references, speak to them or write to them for permission ahead of the time they are needed.

Some Important DO's for Writing Resume and Letter of Application

At the end, you will do well to remember the following:

- Write it yourself, you may look at good examples but write it in your unique style.
- Make every word count. Prepare a first draft, edit, improve, rewrite, stick to one to three pages at the most.
- Keep resume free of any errors. Grammar or spelling errors can be disastrous. Never accept any in this important document.
- Make it look good. Have it professionally typed/printed. Give special importance to quality of stationery used.
- Stress your accomplishments. Resume is no place to be modest, humble or shy. Write with pride what you have done and achieved with your effort.
- Be specific. Don't be vague. Be specific by giving facts and figures accurately.
- Keep resume active and positive. Use action verbs and short sentences. Avoid negative words.
- Keep your resume updated. Every 4-6 months it should be updated with the latest information. Don't wait to update the resume till you have to look for a job.

- Remember, this is the first interaction you are going to have with the potential employer. Put your best foot forward and leave them with a good first impression.

2.11 SUMMARY

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- Ability to express ourself verbally is said to be the oral presentation.
- In a business one needs oral presentation skill for launching new product/ services, business plans, marketing and sales proposals, training and development sessions, participation in seminars/conferences, instructing the sub-ordinates and negotiating for sale/purchase.
- Factors that affect oral presentation are :
 1. Posture
 2. Eye contact
 3. Voice modulation
 4. Audience
- Structure of presentation should be pre-set.
- Effective presentation skills include reading and memorising and a presentation, *selection of visual aids; organising matter, delivery, pronunciation, body language, audience awareness, interaction with audience.*
- Interview helps one assess the potential of a person aspiring for a job.
- The qualities/traits to be assessed during interviews are:
 1. General personality traits
 2. Body frame and physical features
 3. Hairstyle
 4. Facial expression
 5. How one enters the Interview room
 6. How one sits before the Interviewers.
- Writing resume is a vital part in an interview.
- One should be aware of the proper format of resume writing.
- All the information regarding the quality, qualification, experience should be mentioned in a resume.

REVIEW EXERCISES

1. What do you mean by oral presentation? What is its purpose.
2. Discuss the main factors that affect oral presentation.
3. What is the role of audience? How does it affect an oral presentation?
4. What is the structure of an oral presentation?
5. What are the components of effective presentation skills?
6. What role does the visual aids play in oral presentation?
7. How do we organise matter for presentation?
8. What is the purpose of Interview? Discuss.
9. What qualities or traits do we judge during an interview?
10. How do we write a resume? What is its purpose?
11. Prepare your resume for a job in an effective manner.