UNIT-1

FUNDAMENTALS OF COMMUNICATION

Structure

1.0   Objectives

Communication is the exchange and flow of ideas and information from one person to another. The process of communication involves a sender who transmits the message and a receiver who receives and processes the message to understand it. Effective communication occurs if the receiver understands the exact message which the sender intended to convey. Effective communication is necessary especially in an organization wherein the people working together have to interact to perform certain tasks. They exchange information, ideas, plans; order needed supplies; make decisions, rules, proposals, contracts, and agreements. Communication is the "lifeblood" of every organization. Many problems that occur in

organizations are due to people failing to communicate effectively which leads to a failure of good plans.

This unit discusses the meaning, definition, and the process of communication. It also reviews the importance and benefits of effective communication and the barriers to communication. The relation between communication and information technology is also discussed

1.1   Introduction

Communication plays an important role in the lives of individuals. It brings human beings across the world closer and helps in the transmission of their thoughts and ideas. It facilitates meaningful expression of creativity, intelligence, ideas and concepts in business and work situations.

Stimuli and responses are essential for the communication process. The communication cycle is not complete until the receiver properly understands the message conveyed by the sender. The process of communication involves the encoding, transmission and decoding of a message, ending in feedback from the receiver to the sender.

Communication is derived from the Latin word *communis* which means "to share", that is, sharing of ideas, concepts, feelings and emotions. The importance of communication can be understood from the fact that we communicate in some form or the other almost every moment of our lives. While we are walking, talking, playing, sitting, or even sleeping, a message is being formulated and transmitted to the others. Human beings, who are social animals, constantly interact with each other. It is therefore necessary to understand the art of communication and to improve one's communication skills.

Communication is much more than an understanding of the spoken or written language. It includes symbols, gestures, and illustrations that accompany either the spoken or the written word.

1.2   Nature of Communication

Communication is a two-way process in which there is an exchange and progression of ideas towards a mutually accepted direction or goal. According to Newman & Summer, "It is an exchange of facts, ideas, opinions or emotions by two or more people."

According to Allen Louis, "It is the sum of all things one person does when he wants to create understanding in the minds of another".

1.2.1 Elements of Communication

For the process of communication to be complete, it is essential that the basic elements of communication be identified. These elements are:

1.   Sender/ Encoder/ Speaker

2.   Receiver/ Decoder/Listener

3.   Message

4.   Medium

5.   Feedback

1. Sender/ Encoder/ Speaker

The person who initiates the communication process is normally referred to as the sender. He

selects ideas from his personal data bank, encodes them, and finally transmits them to the receiver. The entire burden of communication then rests upon the sender or encoder. His choice of images and words, and the combination of the two is what motivates the receiver to pay careful attention to the sender while he communicates the message. In this process a number of factors come into play, primary among them being the understanding of the receiver and his needs.

2. Receiver/Decoder/Listener

The receiver is simply the person receiving the message, making sense of it, or understanding and translating it into meaning. The receiver is also a communicator. Communication is successful only when the reaction of the receiver is that which the communicator intended. Effective communication takes place with shared meaning and understanding.

3. Message

The message is the encoded idea transmitted by the sender. The formulation of the message is very important, for an incorrect choice of words and expressions can turn the receiver hostile or make him lose interest. At this stage the sender has to be extremely cautious.

4. Medium

Another important element of communication is the medium or channel. It could be oral, written or non-verbal. Each kind of medium, whether oral, written or non-verbal, follows its own set of rules and regulations. The sender has to compose the message according to the medium of communication. Prior to the composition of the message, the medium/channel should be decided.

5. Feedback

Feedback is the most important component of communication. Effective communication takes place only if the receiver gives a feedback to the sender after the message has been communicated. The confusion that occurs in communication in day-to-day situations is often a result of lack of feedback. If feedback is called for on all occasions, the error can be minimized or even completely done away with.

1.2.2 Objectives of Communication

Communication becomes clearer and more effective when we know the objective of a particular message which we are going to send. The objective of the message should also be made clear to the receiver.

Two broad objectives of all communication are to convey information and to persuade the receiver.

(i) Information

Information consists of facts and figures and data, which can be arranged, in different patterns as required for different purposes. Information does not include emotion. The receiver usually assimilates the required information from the message.

Some examples of messages containing information are: the syllabus of a course, a stock market report, a user manual, a signboard and a news report. We need information to carry on our work. If we are in a new job, we need information about it in order to know what we have to do. If we are in a new situation, we need information to make sense of it and to know what to expect.

(ii) Persuasion

Persuasion means making efforts to change or influence the attitudes and behaviour of others.

Persuasion is achieved by skilful appeal to emotions. The style and tone of persuasive communication is different from the style and tone of informative communication.

Persuasion means using the best arguments to win over and convince others. It requires the skill and ability to use the symbols of communication in an effective manner; the persuader should be able to use words, both spoken and written, as well as non-verbal methods in such a way as to have the most influential effect on the target audience. Messages can be persuasive only if they contain relevant information; we cannot persuade customers to buy a product unless we give them complete information about it.

Persuasion is used as an effective strategy in business organizations to motivate people to act. A great deal of information in an organization is persuasive. We use persuasion to motivate employees to make better efforts or to accept a change; we use it to sell goods to customers and collect dues from the customers. A company uses it to get the public's goodwill and investment. Government uses persuasion to make people pay taxes.

1.3   Stages of Communication

The communication process can be defined as a process that is used to impart a message or information from a sender to a receiver by using a medium of communication.

The message goes through five stages when it is sent by the sender to the receiver. These stages are as follows:

Sender: The sender is the entity that conveys or sends the message.

Message: It is the idea, information or emotion that is being transmitted from sender to receiver.

Encoding: Encoding is a process through which the message is symbolized.

Channel: Channel is the medium through which message is being sent.

Receiver: The receiver is the entity that receives the message.

Decoding: Decoding is the process in which the message is translated and meaning is generated out of it.

Feedback: It is the process through which the receiver sends his response.

1.3.1 Process of communication

Effective communication requires the ability to both speak clearly and listen actively. Communication can be improved by becoming aware of the elements of communication and how they contribute to successful communication.

The thought or ideas are put into words or conveyed through gestures to the receiver to help him/her to understand them. This part of the communication process is called encoding. The message has to be transferred through a channel or medium. When the message reaches the receiver, he/she decodes the words or symbols into thoughts, which convey a meaning to him/her. The process of decoding is the reverse of encoding. The sender is called the encoder and the receiver is called the decoder. If the encoder and decoder have a common field of experience and thought, the message can be easily passed and understood.

1.3.2 Types of Communication

Communication can be categorized under three heads: Oral, non-verbal, and written.

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        1. Oral            2. Non-verbal              3. Written
        /    \            /          \                   |
   Words  Articulation  Body language   Signs & Symbols   |
                         /    \          |   |   |   |   |
              Territory/Zone  Object  Reports Memos Fax E-mails Tenders
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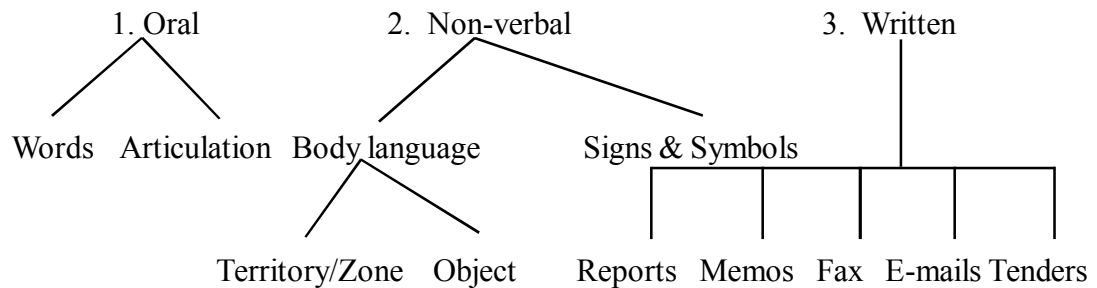
1. Oral Communication

Oral communication describes any type of inter-action that makes use of spoken words, and it is a vital, integral part of the modern business world. Within this component would fall words and the manner in which words are pronounced. More important than the words themselves is paralanguage and voice articulation. The listeners pay more attention to voice modulations than they do to the actual words. It has been found that the listeners pay heed to the verbal content only 7% of the time, to voice articulation and modulation 38% of the time, and to body language 55% of the time. If all these three components are in harmony, the listeners have no problem in grasping the import of the message. If there is some dichotomy between the two, it creates conflict in the minds of the listeners and they believe the voice modulation and the body language more than the words.

2. Non-verbal Communication

Non-verbal communication is an integral part of the communication process and helps in communication effectively. The way an individual positions himself, keeps his hands, tilts his head, all convey a lot of information about the individual. As discussed earlier, a receiver observes non-verbal communication 55% of the time, which is much more than listening merely to the words and to the articulation of the voice.

3. Written Communication

Written communication takes on a number of forms. The writer has to be careful while formulating the message, especially if it is of a formal nature. Written information is considered to be permanent in nature and is used mostly for documentation of information. Therefore, there are very few chances of the writer trying to shift his stand. Written communication is the most formal of all types of communication. With the progress of technology, written communication has widened its horizon to encompass electronic means of communicating messages. E-mails are very useful in sending written messages within the company or outside in a short span of time.

1.4 Essentials of Good and Effective Communication

In any business environment, adherence to the seven Cs and the four Ss helps the sender in transmitting messages with ease and accuracy.

The Seven Cs

Cs	Relevance
Credibility	Builds trust
Courtesy	Improves relationships
Clarity	Makes comprehension easier
Correctness	Builds confidence
Consistency	Introduces stability
Concreteness	Reinforces confidence
Conciseness	Saves time

1. Credibility

If the sender can establish his credibility, the receiver has no problem in accepting his statement. Establishing credibility is not the outcome of a one-shot statement. It is a long-drawn process in which the sender builds his credibility through constant interaction with the receiver so that the latter places trust in the former.

2. Courtesy

Courteousness in expression is an essential part of communication. In the business world, almost everything starts with and ends with courtesy. Much can be accomplished if tact, diplomacy and humility are woven in the message.

3. Clarity

Clarity of ideas adds much to the meaning of the message. The first stage is clarity in the mind of the sender. The next stage is the transmission of the message in a manner which makes it easy for the receiver to comprehend it. As far as possible, simple language should be used.

4. Correctness

At the time of encoding, the sender should ensure that his knowledge of the subject is comprehensive. The encoder should formulate his message according to the level of knowledge, and the educational background of the decoder. In case there is any gap between the formulation and the comprehension of the message, miscommunication can arise. If the sender decides to back up his communication with facts and figures, there should be accuracy in stating the same.

5. Consistency

The approach to the subject of communication should, as far as possible, be consistent. If the sender shifts his stand, it might lead to confusion in the mind of the receiver. If a certain stand has been taken, it should be maintained without creating a situation in which the sender is left groping for the actual content or meaning.

6. Concreteness

Concrete and specific expressions should be preferred instead of vague and abstract expressions.

In continuation of the point on correctness, the facts and figures presented should be specific. Abstractions or abstract statements can cloud the mind of the sender.

7. Conciseness

The message to be communicated should be brief and to the point. Weighty language definitely sounds impressive but people would be suitably impressed into doing precisely nothing. As far as possible, only simple and brief statements should be made. Excessive information can only sway the receiver into either a wrong direction or into inaction. However, brevity should not be aimed at the cost of clarity of the message. Be brief only to the extent of conveying the message clearly.

1.4.1 The Four Ss

Ss	Relevance
Shortness	Economizes
Simplicity	Impresses
Strength	Convinces
Sincerity	Appeals

An understanding of the four Ss is equally important.

1. Shortness

"Brevity is the soul of wit," is a popular maxim. The same can be said about communication. If the message can be made brief, and verbosity done away with, then transmission and comprehension of messages is going to be faster and more effective. Flooding messages with high-sounding words does not create an impact.

2. Simplicity

Simplicity, both in ideas and in the choice of words, reveals clarity in the thinking process. It is commonly understood that when an individual is himself confused then he tries to use equally confusing strategies to lead the receiver into a maze. Clarity in the thinking process can be revealed by using simple terms to express ideas clearly.

3. Strength

The strength of the message emanates from the credibility of the sender. If the sender himself believes in a messages that he is about to transmit, there is bound to be strength and conviction in whatever he tries to state. Half-hearted statements or utterances that the sender himself does not believe in add a touch of falsehood or tentativeness to the entire communication process.

4. Sincerity

A sincere approach to an issue usually becomes evident to the receiver. If the sender is true and honest, it will be reflected in the manner in which he communicates. If the receiver is keen and observant, he would be able to sense if there is an element of deceit on the part of the sender. It becomes difficult to establish one's credibility once the receiver loses faith in the sender.

1.5 The Benefits of Good Communication

Effective communication is important in any setting you find yourself in, from your home to your work and school environment. This is because we live in an interconnected and interdependent world in which we rely on our relationships with others to be able to survive and thrive, both personally and professionally.

1. Satisfaction

Being able to communicate your needs and desires to others can help you gain the satisfaction that comes with being able to get whatever you need or want.

2. Reduces Stress

Miscommunication can be a great source of stress in your personal and professional life. Effective communication can be very helpful in reducing any interpersonal tensions you experience due to miscommunication.

3. Intimacy

Communicating effectively creates a greater sense of intimacy and closeness between people and serves as a bridge in a relationship that connects two or more people. Effective communication, particularly attentive listening, enables people to be open and trusting in their relationships, which is why it paves the way for deeper intimacy.

4. Successful Career

The Teaching of Psychology 2002 Journal reported that the most useful career skill reported by graduates of American universities was interpersonal skills. According to the well known "*Eye on Psi Chi*" psychology magazine, 39 employers reported that their most desired skill for new recruits was effective communication skills.

5. Understanding Others

Effective communication, particularly being able to ask meaningful questions, and listening well, can greatly help in understanding the feelings and thoughts of others. This is beneficial because it enables people to meet the needs of others, which empowers them to give happiness to others and makes them well liked by others.

6. Being Understood

Communicating effectively through words and body language helps you to explain your thoughts and emotions to others, which helps you to feel a sense of acceptance and belonging.

7. Saving Time

Communicating effectively can go a long way in helping you save time. Particularly in a work setting, knowing when it is appropriate to communicate via fax, email or phone or to have an in-person conversation with someone can save a company a lot of money and time. Communicating over the phone about a time-sensitive issue, for example, saves the time it takes to meet with someone in person and yet enables you to confront issues that might be too complicated for conveying through email.

1.5.1 Barriers to Communication

Communication is a process by which you convey your message to someone or a group of people.

If the message is conveyed clearly and unambiguously, then it is known as effective communication. In effective communication, the message you had send would reach the receiver with very little distortion. Thus, a communication cycle becomes successful only if the receiver understands what the sender is trying to convey. When your message is not clearly understood you should realize that there are barriers to communication. Barriers to effective communication could cause roadblocks in your professional and personal life and it could be one of the major hurdles in achieving your professional goals.

Barriers to communication often disturb the communication cycle. Many social psychologists opine that there is 50% to 70% loss of meaning while the message is being conveyed by the sender to the receiver. A few barriers to effective communication in an organization are given below:

1. Muddled messages

Effective communication starts with a clear message. Contrast these two messages: "Please be here at about 7:00 tomorrow morning," and, "Please be here at 7:00 tomorrow morning." The difference of one word makes the first message muddled and the second message clear. Muddled messages are a barrier to communication because the sender leaves the receiver unclear about the intent of the sender. Muddled messages have many causes. The sender may be confused in his or her thinking, or may not make efforts to clarify his meaning. Clarifying muddled messages is the responsibility of the sender. The sender hoping the receiver will figure out the right meaning of the message does little to remove this barrier to communication.

2. Stereotyping

Stereotyping causes us to typify a person, a group, an event or a thing according to our preconceptions, beliefs, or opinions. For example, basketball players can be stereotyped as tall, green equipment as better than red equipment, football linemen as dumb, Ford as better than Chevrolet, Vikings as handsome, and people raised on dairy farms as interested in animals. Stereotyping replaces thinking, analysis and open-mindedness to a new situation.

Stereotyping is a barrier to communication when it causes people to act as if they already know the message that is coming from the sender, or worse, as if no message is necessary because "everybody already knows." Both senders and listeners should continuously look for and question their thinking, conclusions and actions based on stereotyping.

3.Wrong Channel

"Good morning," - an oral channel for this message is highly appropriate. Writing "GOOD MORNING!" on a chalkboard is less effective than a warm oral greeting. In certain cases meeting someone in personal is more effective than writing a letter.

4. Physical Barriers

One of the major barriers to communication in a workplace are physical barriers. Physical barriers in an organization include large working areas that are physically separated from others. Other distractions that could cause a physical barrier in an organization are the environment, background noise.

5. Language

Lack of a common language that is understood by both the sender and the receiver may cause the communication process to fail. Ignorance of the commonly used language is the greatest barrier to effective

communication. When a person uses inappropriate words while conversing or writing, it could also lead to misunderstanding between the sender and the receiver.

6. Emotions

Your emotions could be a barrier to communication if you are engrossed in your emotions for some reason. In such cases, you tend to have trouble listening to others or understanding the message conveyed to you. A few of the emotional interferences include hostility, anger, resentfulness and fear.

7. Lack of Knowledge of the Subject

If a person who sends a message lacks knowledge of the subject then he may not be able to convey his message clearly. His message could be misunderstood, and this could become a barrier to effective communication.

8. Stress

One of the major communication barriers faced by employees in most of the organization is stress. When a person is under immense stress, he may find it difficult to understand the message, leading to communication distortion. At the time of stress, our psychological frame of mind is influenced by our beliefs, experiences, goals and values. In stressful situations we fail to comprehend the message being communicated.

9. Poor expression

The power of the expression of the communicator determines the quality of communication. To be effective, the message has to be developed properly into an idea. Lack of conceptual skills results in poor or incomplete communication of the thoughts.

10. Faulty transmission

In an organization the person transmitting the message may be different from the person who conceived the idea. The intent and purpose of the message may not remain intact as it moves from the originator to the transmitter, and might take on an entirely different shape.

11. Distance and time

If the distance between the sender and the receiver of the message is more, the communication is not clear and fails. Today, emails fax, and telephones are commonly used to communicate with people living at remote places in the world. If these modern equipments fail, communication is difficult.

1.5.2 Ways to Overcome Barriers to Communication

Effective communication is a two-way process that requires effort and skill by both the sender and the receiver.

Here are some ways to overcome them communication barriers:

1. **Conflicting Versions** - Conflicting interpretations of the same event.

   · If you're in doubt about what someone tells you, get more information from other sources before taking action.

2. **Poor Timing** - Timing is everything in successful communication.

- Wait until you've gathered and organized all the information you need to get your point across.

- Choose a time when both you and the other person or group are open, receptive, and ready to communicate.

- Avoid times when anyone involved is under pressure or having a bad day for reasons unrelated to what you need to talk about.

3. **Poor Listening** - Poor listening can sabotage any attempt at communication. We all do it: we hear a little and then "fill in" what we think the rest will be, without really listening to what's actually being said.

- Devote your full attention to the message.

- When discussing serious issues, make sure that you communicated clearly and the receiver understood what you meant.

- Test the listener's understanding of what you said: Ask questions or get listeners to repeat the message back to you in their own words.

4. **Conflicting Expectations** - When everyone shows up with a different idea of what the communication is all about, disaster lies ahead.

- At the beginning of every communication, describe as clearly as possible the reason for the talk or meeting.

- If someone else has begun the communication, make sure you understand the other person's expectations.

5. **Hostility** - When people are angry, it's unlikely that any meaningful communication would take place.

- Give anger % whether it's yours or the other person's % a chance to cool down, and take whatever steps are necessary to reduce tension.

- Apologize when you think it is appropriate.

- When you meet, always discuss first what you both agree on, and then talk about the disagreement.

1.6 Communication and Information Technology

Information Technology (IT) today is the world's fastest growing segment and the use of IT is so widely spread throughout the world economy that no single country can avoid investing in this, if it wants to improve the standard of living of its citizens. The flow of information has changed our life style and at present information is the backbone of every system. Nowadays information is also vital for running our day-to-day activities smoothly. IT has made our lives simpler and people can work on the internet without really having to go outside to their workplaces. The role of IT is significant in developing countries like India wherein information technology can generate massive employment opportunities and can also earn valuable foreign exchange by way of software exports.

Internet, has become a powerful medium of information storage and dissemination the world

over, crossing every conceivable barrier created by caste, creed, religion and geographical distance. A network designed to share date and resources among several computers, usually personal computers, located in a limited geographical area such as a building or an office is called LAN (Local-Area Network) whereas, a network of geographically distant computers and terminals is terned as WAN (Wide Area Network). The information put on WAN becomes instantaneously available to thousands of organisations and millions of individuals. At present, Internat consists of more than 13000 inter-connected computer networks. The current growth rate of 20% a month soon make Internet a household necessity like a telephone connection.

The most exciting part of Internet is the fast frowing region or subset known as *World Wide Web* (www). The Web consists of thousands of intricately, interlinked sites called 'home pages' set up for on-screen viewing in the form of colourful magazine style pages with text, graphic, sound animation and video form.

To be connected to www, you need an automatic set up with an online service or Internet access provider, which will then give you a browser for exploring the Web. A *Web browser* is a software that enables you to 'browse through' and view web sites. It helps locate the kind of information you are looking for and also indicates links with related segments of information. The commonly used web browsers are:

i)   Microsoft Internet Explorer

ii)   Netscape Navigator

iii)   NCSA Mosaic

Sometimes a group of people track or work on a project together, generally using e-mail, net-working and database technology. For this purpose, they develop what is terned as *groupware* or collaborative software.

1.7   Self Learning Exercise

1.   Pick Your Choice:

A.   The response received to a message is called

a. encoding   b. channel   c. feedback

B.   The listener pays heed to the verbal message

a. 7%   b. 38%   c. 55% of the time.

C.   Body language is

a. structured   b. faked   c. involuntary

D.   The ability to communicate effectively

a. is inborn   b. can be developed   c. cannot be developed

2.   Match the following:

1.   Feedback   1.   Involuntary

2.   Cues and signals   2.   Cyclical

3.	Vertical communication	3.	Upward and downward
4.	Horizontal	4.	Non-interactive
5.	Body language	5.	Between peers
6.	Voice articulation	6.	Territory/Zone
7.	Proxemics	7.	55%
8.	Non-verbal communication	8.	Given by the receiver
9.	Written communication	9.	Help in processing communication
10.	The process of communication	10.	38%

1.8 Let Us Sum Up

Communication refers to the exchange of thoughts and ideas with the intention of conveying information. Communication is a two-way street that includes vocalization as well as gesticulation. The purpose of communication is to convey one's beliefs, ideas, thoughts or needs with clarity so as to reach a consensus or a mutually acceptable solution. The importance of communication skills cannot be underestimated. Good communication skills are necessary in all walks of life. The lack of effective communication skills has a negative impact on the personal as well as professional life of a person. While verbal communication is a significant form of communication, one cannot do away or ignore written communication. A simple billboard carrying a well-written message manages to hold our attention at a crossing. Authors have been mesmerizing voracious readers by the power of their words. The enthralled reader flips through the pages, reading well into the night, without giving much thought to the mode of communication. The above examples would have clearly illustrated the importance of communication skills. Communication does not refer only to articulating words. Using sign language and the sense of touch to express and feel are also important modes of communication. As long as there is clarity in communication, the goal of communication will be accomplished.

1.9 Glossary

Assertiveness - refers to skills through which the communicator asserts his/her needs without imposing on others.

Consensus - refers to the centre ground of beliefs and values agreed within a society.

Decoding - interpreting the words in reading material (encoded by the author), thereby receiving (decoding) the author's message.

Feedback - feedback is communication in response to a previous message.

NVB - abbreviation for non-verbal behavior

NVC - abbreviation for non-verbal communication

Paralanguage – paralanguage refers to the non-verbal elements of communication used to modify meaning and convey emotion. Paralanguage may be expressed consciously or unconsciously, and it includes the pitch, volume, and, in some cases, intonation of speech. Sometimes the definition is restricted to vocally-produced sounds.

Stimulus (plural stimuli) - something causing or regarded as causing a response

1.10 Answer to Self Learning Exercise

1.   A. c   B. a   C. c   D. b

2.   1. 8   2. 9   3. 3   4. 5   5. 7   6. 10   7. 6   8. 1   9. 4   10. 2

1.11 Review Questions

1.   Explain the process of communication with the help of a diagram.

2.   What is meant by the statement: "Communication is a two-way process"?

3.   Name the different types of communication. Which type is the most common and which has the greatest impact and why?

4.   "The objectives of communication are many and varied." Discuss.

5.   Elaborate the various steps or elements in a communication process.

6.   List out various barriers to communication and suggest how they can be overcome.

7.   What according to you are the essentials of effective communication?

8.   What are the various communication facilities that Internet provides to a professional?

1.12 Bibliography

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UNIT-2

COMMUNICATION SKILLS & COMMUNICATION PROCESS

Structure

2.0   Objectives

2.1   Introduction

2.2   Concept & Importance of Communication

2.3   The Communication Process

2.4   Factors of Communication:

2.5   Formal & Non-Formal Communication

2.6   Review Questions

2.0   Objectives

After reading this unit the students will be able to understand

1.   The meaning of communication.

2.   They will be able to know the concept and importance of communication.

3.   They will be able to understand the process of communication.

4.   They will be able to understand the difference between formal and non-formal communication.

2.1   Introduction

Communication is an essential requirement for all human performance and interaction. It welds individuals into group: by developing common interests, by crystallizing common concepts, by establishing relationships, by extending cooperation, by creating unity, by sharing experience and by establishing a common heritage. The underlying principle of each of these acts is that we use language as a means of communication. In a much broader sense, language is a tool of communication, which comprises linguistic symbols. We have non-linguistic symbols also. Both linguistic and non-linguistic symbols contribute to communication.

Since the Romantic Movement, human thought and art have been greatly concerned with symbols and were at times almost obsessed with them. The theory of signs and symbols has come into its own, during last few decades, as an autonomous and highly complex discipline. It sounds highly abstract and abstruse and it is concerned with a wide variety of phenomena encountered in everyday life. Some of them arise spontaneously and become signs. For example, we take clouds in the sky as an indication of impending rain. Then, there are signs used by animals to communicate with one another and with human beings. Dancing of bees indicates the location of nectar and also the distance of the source of nectar.

Finally, there is the vast multiplicity of signs employed in human communication. These fall roughly into two groups: on one hand we have non-linguistic symbols such as expressive gestures, signals of various kinds, traffic lights, road signs, railway signals, telegraphic codes, secret codes, icons, dictionary

symbols, welding symbols , flags, emblems, logos and many more; on the other codes, the deaf and dumb sign language, Braille alphabet, and the symbols used in mathematics, visuals, etc.

Since language is by far the most important and most articulated form of symbolic expression, it is bound to hold a key position in any theory of symbols and sings. The communicator on his part is keenly interested in these studies as he hopes that a deeper understanding of symbols in general may throw valuable light on purely communication problems. Today communication has become an integral part of our life. Inability to communicate effectively can jeopardize our interest at workplace, especially regulating, controlling, monitoring and organizing our activities.

Let us now briefly discuss what communication is, what role does it play? and how does it help us in our day-to-day activity? The word 'communication' is derived from Latin words, *communicare* or *communico*. Both these words mean 'to share'. It is a process of exchange of ideas, opinions and as a means that individuals and organizations share meaning with another. In other words, it refers to the transmission and reception of facts, ideas, feelings or attitudes, thoughts and opinions. It is an interaction with people for exchange of facts, ideas, feelings or attitudes, thoughts and opinions.

Educationists are concerned about communication between educationists and teachers. Between teacher and student and among peer groups; industrialists are concerned about communication between employer and employee, between management and workers, between boss and subordinates and among peer groups. Researchers must communicate with others, so should lawyers, engineers, doctors and other professionals. The important point to note is that in every communication situation there are two parties; a sender and a receiver, who interact within a common frame of reference. Without a common background, purpose and interest there can be no effective communication. Thus, communication is an ongoing process, which comprises stages of transmission and reception of a message.

The ability to communicate effectively depends upon the following:

¨   Existence of cooperation between the sender and the receiver.

¨   Understanding the fact that communication is not a monadic but a dyadic concept, that is, a two-way process.

¨   Ability to express the views clearly.

¨   Understanding the personal traits of both the sender and the receiver.

¨   Understanding the organizational communication network.

¨   Ability to use the language effectively.

¨   Ability to understand the situational constraints.

2.2   Concept & Importance of Communication

Look around and you will find people involved in several activities, which involve informal conversations, discussions, meetings, presentations, phone calls, teleconferencing, videoconferencing, gossiping, net surfing, chatting and so on. In short, we need to communicate in order to interact. Communication is one of the essential conditions of social interaction. Without communication, social interaction may not be possible. It pervades the entire range of response between individuals, and makes social as well as professional interaction possible.

Communication is a process of sharing information

Now, let us try to understand what the term 'communication' means. The term has been defined at various levels. As it comes from the Latin word *communicare*, meaning 'to share, to impart, or to commune', its literal meaning is 'giving or sharing information'. It is this sharing of information that makes the process of communication so important to us. Whether it is an informal social situation or a formal academic or professional situation, we need to share information, ideas, and knowledge with others. However, this process of sharing information is a symbolic interchange, which is both dynamic and interactive, and results in an exchange of meaning and understanding. Let us look more closely at the whole process of communication.

Firstly, communication is a dynamic interactive process that involves the effective transmission of facts, ideas thoughts, feelings, and values. It is not passive and does not just happen; we actively and consciously engage in communication in order to develop the information and understanding required for effective group functioning. It is dynamic because it involves a variety of forces and activities interacting over a period of time. The word 'process' suggests that communication exists as a flow through a sequence or series of steps. The term 'process' also indicates a condition of flux and change. The relationships of people engaged in communication continuously grow and develop.

Communication is any behavior that results in an exchange of meaning.

- American Management Association

Communication is an exchange of meaning and understanding. Meaning is central to communication, and transmission of meaning is the central objective of communication. Communication begins with the sender sending out message cues, which are perceived by the receiver who assigns meaning to them and responds to them accordingly. Communication is not complete unless the message is decoded and understood by the receiver. Moreover, communication can be considered effective only when the receiver's response is congruent with the meaning the sender wanted to convey.

Communication is the process involving the transmission and reception of symbols eliciting meaning in the minds of the participants by making common their life experiences.

- Baird Jr. E John

Communication is symbolic because it involves not only words but also symbols and gestures that accompany the spoken words. In fact, our ability to symbolize makes communication possible.

Effective Communication is purposive symbolic interchange resulting in workable understanding and agreement between the sender and the receiver.

- George T Vardaman

Communication is an interactive process. The two communication agents involved in the communication process are the sender (S) and the receiver (R). Both the communication agents exert a reciprocal influence on each other through interstimulation and response.

To conclude, we can define communication as a multidimensional interactive process of sharing common sets of signs, symbols, and language from one person to another person so that a suitable response results.

2.4   The Communication Process

As noted earlier, communication is a dynamic interactive process. It consists of five steps, that is ideation, encoding, transmission, decoding, and response. Study Fig. 1.1, given below, to understand the different stages of communication.
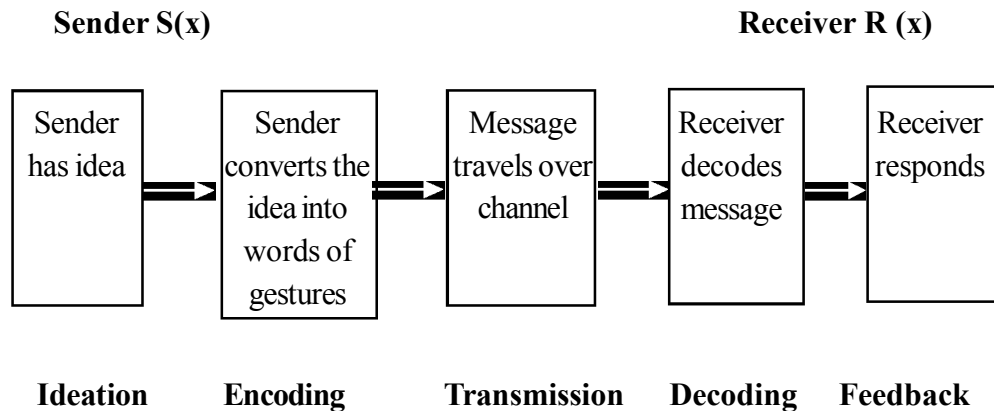
Sender S(x)   **Receiver R (x)**

| Sender has idea | Sender converts the idea into words of gestures | Message travels over channel | Receiver decodes message | Receiver responds |

Ideation   Encoding   Transmission   Decoding   Feedback

Figure 1.1

The communication process

Ideation

The process of communication begins with ideation, which refers to the formation of the idea or selection of a message to be communicated. It consists of the 'What'

Communication is concerned with the content of the specific message to be presented. The scope of 'ideation' is generally determined by the sender's knowledge, experiences, and abilities, as well as the purpose of communication and the context of the communicative situation. However, the form of ideation depends on several other factors.

Messages generally have two kinds of content, logical and emotional. Logical messages consist of factual information, while emotional messages consist of feelings and emotions. In a formal communicative situation, 'ideation' may consist of finding and selecting a subject of general topic, looking for ideas and thoughts. And deciding the type, scope, and sources of information

Encoding

Encoding is the next step in communication. It is the process of changing the information into some form of logical and coded message, the encoding process is based on the purpose of communication and the relation between the sender and the receiver. In a formal situation, encoding involves:

A.   Selecting a language;

B.   Selecting a medium of communication; and

C.   Selecting an appropriate communication form.

Selecting the right language is essential for effective encoding. Verbal messages need a common language code, which can be easily decoded by the receiver. If the receiver is not able to decode or understand the messages, communication will fail. For example, a person who does not understand

Tamil cannot decode a message encoded in Tamil. We generally use our first language (L1) in informal situations while we prefer official language in formal business, academic, or professional situations.

As selecting the right medium of communication involves making the right choice out of many available options, it determines the effectiveness of encoding. This is vital as there are so many options available to a communicator for transmitting interpersonal messages that he or she may get confused. Making the right choice is the beginning of effective communication. There are three basic options for sending interpersonal messages that is speaking, writing, and non-verbal signs and symbols. The spoken word involves vocalization while non-verbal message cues are generally visual (auditory and tactile). Non-verbal clues play a significant role in oral communication. These clues include body movements, facial expressions, touching patterns, speech mannerisms.

The selection of the appropriate form (Table1.1) largely depends on the sender-receiver relationship and the overall goal of the communicative situation. Oral communication may be face-to-face interpersonal communication, group communication, speaker-audience communication, or telephonic communication. The choice depends on the need and purpose of the communication. Writing involves the selection of the correct written form, that is, letter, memo, notice, report, proposal, and so forth.

Table 1.1   Communication Forms

Form	Examples
Interpersonal face-to face communication	Casual conversations, formal interactions, student- student negotiations, job interviews
Group communication	meetings, conferences, group discussions, panel discussions
Speaker-audience communication	speeches, debates, seminars, workshops, oral presentations
Telephonic communication	personal interactions, business deals, telephone interviews
Written communication	reports, proposals, memos, letters, emails

Transmission

Transmission refers to the flow of message over the chosen channel. Transmission confirms the medium selected during the process of encoding and keeps the communication channel free from interference or noise so that the message reaches the receiver without any disturbance. It is one of the most basic aspects of communication because it also involves choosing the proper time (when to communicate), proper place (where to communicate), and a proper way (how to communicate). For example, when you want to tell your teacher that you will not be able to attend his or her next class, you decide whether you should tell him/her before the class or after the class; in the class room itself or in his/ her chamber. For communication to be effective, it is essential that the right time, the right place, and the right method is chosen.

Decoding

Decoding is the process of converting a message into thoughts by translating the received stimuli into an interpreted meaning in order to understand the message communicated. It is important to note that it is the message that is transferred, as meaning cannot be transferred from one person to another. The receiver has to assign meaning to a message in order to understand it.

The process of decoding involves interpretation and analysis of a message. Decoding in written communication refers to reading and understanding a written message. On the other hand, in oral communication, decoding includes listening and understanding. Effective decoding is very important for successful communication as any misinterpretation of a message leads to communication breakdown and creates confusion and misunderstanding.

Response

Response is the last stage in the communication process. It is the action or reaction of the receiver to the message. It helps the sender know that the message was received and understood. The feedback that goes to the sender makes it clear whether the receiver has accepted the information and filed it in his/her memory or rejected it. He or she may ask for more information or clarification. Response is, thus, the key to communication as the effectiveness of communication depends on how congruent a receiver's response is with the meaning intended by the sender.

2.4 Factors of Communication

Communication refers to the act of communing, transmitting, imparting, exchanging thoughts, ideas, opinions, attitudes, and information. Besides, there are various factors that contribute to decipher the communication clearly and effectively. These factors are:

- symbolising patterns which consist of linguistic factors such as phonetics, grammar, syntactical and lexical, and non-linguistic factors which include non-verbal and vocal communication techniques.

- framing patterns, which consist of quality of message, directness, topic treatment and organization of information and source of information. Framing patterns refer to the principles and conventions, which connect, compose and regulate the communicative activity.

- contextual patterns which consist of purpose of communicative activity, topic of discourse, interpersonal relationships, mode of communicative activity, appropriate timing and setting. All these factors contribute to the interpretation of the message. Contextual patterns govern the communication process by considering symbolizing patterns, linguistic and non-linguistic factors and framing patterns.

Symbolising and framing patterns function in accordance with the contextual patterns. They function in unison, helping to clarify the meaning, modifying each other and accommodating to the context. Their meaning comes into being only when they occur with and adapt to the contextual determinants. These factors together determine the meaning of the message. In order to receive the exact message, that is, what the transmitter intends to convey, these factors have to be considered carefully.

Certainly, in the process of communication we signal the grammar, the vocabulary, the topic, the setting, the occasion, the non-verbal and vocal cues and the variation in language. The reasons for variation in language depend on many factors in the communication process the meaning of contributory elements

are placed in a box, the arrows directing towards the meaning of the message. Of course, these constituents are dynamic in nature, so, they alter and adopt according to the situation.

2.5   Formal & Non- Formal communication

In any organizational set-up, there could be two basic channels of communication formal and informal. Both these systems are important and carry messages-some-times giving information, sometimes reinforcing and sometimes conflicting- throughout the organization.

Formal Channels of Communication System

Organization sets up the formal channels of communication system. Generally, messages flow in two directions: horizontal and vertical. Horizontal channel of communication is found among members working at the same level. Generally, here communication is between different departments of divisions. Communication barriers due to chain-of-command technique will not occur in this channel of communication. The other channel is vertical channel of communication. In this form, we have upward and downward channel of communication system. When a message is transmitted from the management to employees, it is a downward flow, when the reverse occurs it is an upward flow. The downward messages consist primarily of information which is necessary for any employee to carryout their work. Though this channel of communication we can give information regarding policies, procedures, instructions, orders and requests which are passed down to the appropriate level in the hierarchy. Downward communication systems can take any form-latter, circulars, memos, notices; upward messages are: reports, requests, opinions, survey results, statistical analysis.

The processing of information from several people gets delayed and distorted before it reaches to the destination. This method of too many transfer stations also impairs the original message. If the process is one way, it lacks proper coordination. To get success it should be a two-way process. Some organizations have modified the communication network to permit direct access from top to the bottom and vice versa to solve communication barriers. Dissemination of information through several channels and establishment of feedback system can minimize communication barriers to some extent. In this formal system of communication, especially in large organizations, employees feel frustrated. They search for information.

Informal Channel of Communication Systems

The informal communicational network is grapevine and it is essential in an organization. It springs up by virtue of common interests between people in organizations-these interests may be caused by work. Strategic use of informal channel is highly useful. In a number of occasions, informal information should be transmitted only through grapevine. The grapevine is a very powerful channel of communication network. This channel is useful for planning purpose; sometimes it gives distorted message but gives information quickly.

A staggering amount of data is generated by professional organizations due to rapid growth and advancement of science and technology and spurt in industrial and commercial activities. In the organization when you send vast information virtually to every employee, it reaches a saturation point and could confuse the receiver. Generally, the receiver would be able to comprehend and absorb only a certain amount of information, beyond that he would be a passive listener to the ongoing proceedings. Any further communication is either impeded or rejected by the receiver. This information overloading can be rationalized in two ways. Firstly, the information should be provided to those who require it; secondly, the information should contain only the essence of the message, devoid of all useless details. This can prove to be the most

efficient way of giving information to the concerned audience.

Non-verbal communication

Personal Appearance

The speaker, who holds himself erect, walks energetically, looks alert, smiles occasionally and dresses well, commands the respect of the audience. The audience expects that the speaker should possess high integrity, a pleasant personality, an optimistic outlook, poise and confidence in him, sincerity in his attitude, interest in the group, and a dynamic approach to the problem presented. You should try to evoke favorable first impression-impression that is likely to make listeners more receptive to what you say.

Facial Expressions

Your face is the primary site of expressing your emotions. **It conveys emotions with remarkable accuracy and intensity of your feeling**. When you give an oral presentation, your facial expression should suggest your interest and your enthusiasm for the topic. It reveals your knowledge of the topic and your confidence. Moreover, your expressions should show your interest in your listeners and your intensive desire to communicate with them. Those feelings will be conveyed if you develop enthusiasm towards your topic and positive attitude towards your audience. In contrast, if you are nervous, your feelings will likely be registered in your facial expressions. Lack of confidence on the subject and unsure about your presentation clearly reveal through your facial expressions. Therefore, an excellent way to control facial non-verbal communication is to be thoroughly prepared for, to be confident of the subject. It gives confidence about your presentation.

Movement

The way you approach the speaking area, the way you respond to your audience with your body movement and face the audience form a part of your speech. The selection of words and voices should indicate the speaker's excitement about the topic and the occasion to speak to the audience. The speaker's non-verbal behavior should also reinforce, not contradict those messages.

Movement may best be accomplished when it serves to emphasis ideas, or when it helps provide transitions for your presentation. Remember that movement in front of an audience is usually forward or backward, rather than from side to side. A backward movement will indicate a transition or a change to the next idea. A forward movement will indicate the introduction of mew idea and the important idea. A general principle to bear in mind is that you move when there is a reason to move-a movement that reinforces the ideas you wish to express. Deliberate and well-timed body movement can:

¨ Relieve tension of the speaker.

¨ Draw attention of the listener.

¨ Change the mood or the pace of the presentation.

The study of body movement includes the examination of posture and gestures.

Posture

It is another non-verbal clue that the speaker must bear in mind while communication. **Posture is the way you conduct yourself when you face an audience**. It may provide some insight into whether the speaker is really interested in communication successfully with the audience, or whether the speaker has determination and confidence too.

As a speaker you should pay attention to what you do just before you begin, after you finish, and how you act during the speech. Before you are called upon to speak, sit in a relaxed manner and be cool. When you are called upon to speak, as you rise to speak try to appear calm, poised and confident. Go straight to the lectern, do not lean on it, and do not rush into your speech. Arrange your notes or manuscript just the way you want them. Stand straight at about eight-inches from the mike. As you stand erect and rigorous on the podium, you command attention. Keep your hands on your sides, stand quietly, look at the entire audience and pause for a while to let the audience settle comfortably, and make sure the audience is paying attention. Establish eye contact with the audience. Then only you should start speaking with shoulders up and chin parallel with the floor.

Gestures

A gesture- is an expression of any part of your body, for example, your head, hands, face, shoulders, which illustrates or reinforces your idea while you speak. Adroit gesture can add to the impact of a speech. There is no hard-and fast rule that public speaking must have a vast variety of graceful gestures. Some accomplished speakers gesture frequently, others hardly at all.

The human action is an inherent part of thinking. It is impossible for us to feel happy or unhappy without expressing this feeling in our face and in our body; so it is important for us to react to our own ideas and to the feedback of the audience. We react through eye contact, facial expressions and movements of the body, hands, shoulders and head.

Gestures are an invaluable aid in helping us express our ideas. Without using gestures it would be difficult to give directions or explain how to carry through a particular process. Your face, your hands and your eyes, all help to convey your message. Perhaps the most important fact in achieving meaningful gestures is to use them naturally and spontaneously.

Eye Contact

It is not enough to look at the audience; you should know how to look at them. Looking directly at members of the audience keeps them alert and intent on what you are saying. They will concentrate on your comments and respond by reflecting, in their own eyes and faces, the interest they feel. The speaker who looks at his audience arouses their interest and captures their attention. Such an audience is compelled to maintain close contact with the speaker.

2.6   Review Questions

1.   Discuss the significance of communication.

2.   State five important elements in the process of communication.

3.   State the factors which influence human ability to communicate effectively.

4.   How do you prove that 'symbolising,' 'framing' and 'contextual patterns' are to effective communication?

5.   Explain what is meant by linguistic constraint in the process of communication.

6.   Explain what is meant by situational constraint in the process of communication.

7.   Define 'noise'. What is its effect on the communication process?

8. Explain 'message' in the communication process.

9. What is the importance of non-verbal communication techniques? Justify your answer with examples.

10. In what way does personal appearance of the speaker contribute to his oral presentation?

11. Why is pronunciation important in oral presentation? What problems does it create? Justify your answer with suitable example.

12. 'Verbal communication is more important than non-verbal communication'. Discuss.

13. Write short notes on the following which you are advised to use in your oral presentation:

    I.   Movement

    II.   Eye contact

    III. Pause

14. Please list below the names of persons with whom you have communicated in English during the last three days-even if only for a moment. Answering the following questions will provide you with the guidelines and basics of your communication:

    A.   List of names

    B.   With how many people did you actually communicate?

    C.   What were the reasons for communicating with each person?

    D.   What did they communicate about?

    E.   What were the forms of communication that you used?

    F.   How important is it to be able to communicate?

    G.   What would it be like if we could not communicate with others?

15. Write short notes on the following:

    A.   Ideation in technical communication

    B.   Informal channels of communication

    C.   Downward communication

    D.   Organizational competence

    E.   Communication barrier

16. Answer the following questions briefly

    A.   What is communication?

    B.   What are the steps in communication?

    C.   What makes technical communication different from general communication?

    D.   Which communication channel is the most important? Give reasons to support your answer

E.   When communicating with people from different cultures/regions, what can you do to reduce misunderstandings?

F.   Have you experienced any communication barrier in understanding this chapter? How can we eliminate communication barriers so that we can work and understand better?

_____

UNIT–3

PRINCIPLES OF BUSINESS COMMUNICATION

Structure

3.0   Objectives

In this unit we shall study various forms of conversation and the principles underlying such conversation.

3.1   Introduction

Business activies are of two types, internal and external. Among the internal activies are: maintaining and improving the morale of employess, giving orders to workers, prescribing methods and procedures, announcing policies and organizational changes, and keeping the management informed. The external activities relate to selling and obtaining goods and services, reporting to the government and the shareholders on the financial condition and business operations, and creating a favourable climate for conducting busines.

Thus we may define business communication as the use of effective language for conveying a commercial or industrial message to achieve a predetermined purpose.

3.2   Planning and Conducting Conversation

The English word, *conversation* is made up of a combination of two Latin roots, *con*, and *vers*. Con means: together *vers* means : to turn about in a given direction. Thus to engage in conversation literally means, to turn about with others.

What is conversation

As starters we can think of it as two or more people talking and listening. They may be doing this either face-to-face or at a distance. It can be done via the spoken word or via sign or symbol (the most obvious case here is the use of chat rooms on the internet.) This may sound a bit obvious, but as soons as we begin to think about conversation we can see it is a sophisticated activity that we often take for granted.

Conversation can be said to contain two elements, the informational and the communication

Prior to, or at the beginning of, a conversation, participants make clear to each other intended nature of the conversation to be. All conversations contain communication. Some conversations are also purposeful in that the participants have a defined goal, whether to impart information, formulate a plan, etc. In a purposeful meeting, every conversational move ideally contributes to the overall goal as set by the participants.

In order to begin a conversation, participants must form a relationship, and to do this they must in some sense be of the same order. Any relationship must necessarily be based on partial equivalence. There is a need to establish a temporarily - shared reality among participants. Participants, to some degree, must agree upon a world- view, a cosmology. Common ground - a set of propositions which make up the contextual background for the utterances to follow - must be established.

Conversation is a social activity. Apart form talking to ourselves, or to animals, we engage in it with others. To do this we need to think about their feelings, thoughts and needs. In turn, they too must think of us. We have to consider, for example, whether our words could upset or offend others, or whether they will help us in dealing with the matter in hand. Thus, if two or more people are to communicate, then they must.

· co- operate.

· think about others feelings and experience

· give each other room to talk.

In other words, talking - conversation - is a reciprocal process.

Conversation involves people agreeing about the topic. We can often spend a great deal of time trying to locate an agenda. We have to come to some sort of agreement about what we are going to talk about.

Conversation involves an immediate response. There is not much of a time lag between the action of one person and the response of the other. This means, for example, that what we say may be less thought out. Linked to this is the need for us to be tolerant of what is said to us in the heat of the moment.

Conversation entails certain commitments. For it to work, we have to trust in the others involved. When they say they will do something, for example, then we tend to have to take it at face value. At a minimum we have to be open to the possible truth of their words. We may have doubts - but with a degree of trust or openness to the views of others, conversations (or social life) could not happen (we talk about the need for such trust and tolerance in our discussion).

Conversation involves interpretation- and in filling the gaps. To make sense of what others are saying we often have to make leaps forward. People cannot give us all the information we need right at

the start. We put their words in context, make assumptions, and add material to give shape to what they are saying. In other words, conversations involve people drawing a large amount of background knowledge.

Planning and Conducting a Conversation.

Informal educators are accomplished conversationalists. They have to develop their ability to make contact and establish the basis for talk, to sustain and deepen conversation ; and to deal with tricky area of closing or ending an exchange. Here we want to highlight four crucial aspects which relate to the frame of mind with which we approach conversation.

Being With. To fully engage in conversation , we have to be in a certain frame of mind. We have to be with that person, rather than seeking to act upon them. If we enter into conversation with the desire to act upon the other participants then we are seeing them as objects - things rather than people. It means that we are not able to be fully open to what they are saying. We are not open to interaction.

Being open. Conversation for the informal educator is not, then, about trying to win an argument. Conversation is about understanding and learning. This means looking for the truth in what others are saying - and linking it to our own understanding. One of the fundamental aspects of conversation is that we enter it ready to have our view of things changed in some way. This doesn't mean that we have to believe everything we hear. Our valuing of truth requires us to ask questions about what we hear (and say!).

Going with the flow. Conversation tends to be unpredictable and we have to be ready to cover a lot of ground. We may start with one subject but that can quickly change as we ask questions or express interest. Informal educators have to go with the flow. There may be moments when they can bring the conversation back to a particular focus, or introduce new material, but a lot for much of the time they will be listening and joining in seeing where the talk will lead to and how best they can make their contribution as educators).

Moving between different forms of conversation. Conversations change. We move from one mode of speaking to another. We may shift from a chat into serious discussion, from making a joke into argument, from talking about soap opera into disclosing something about our personal life. We thus, have to attend to these shifts so that we make the right response. They have to be able to switch gear, and be on constant lookout for signals that people want to deepen or lighten the conversation.

On aims, objectives and conversation

All this means that while we as educators may have some overarching aims, when it comes to engaging in conversation it is not possible to have clear objectives beforehand in respect of the sorts of subject matter discussed - and the outcomes we expect. Entering with this sort of objective can subvert the very basis on which conversation flourishes. We can end up trying to impose our view on others. This is not to say that we enter conversations with a blank sheet. As educators we will generally have some sort of agenda - a list of some of the things that we might like to see discussed. We can ask people to join us in this but as we saw above, agreeing on a topic is a mutual activity.

So how do informal educators approach the questions of direction in conversation. They may introduce topics, invite others to join them- but they have to work with others to agree to the focus. One reference point may be the sorts of issues and questions they have identified with respect to the people involved. We may know for example, that a person is going through a bad time after the death of his mother. This may then be an item, our 'agenda' . We may broach the subject, or ask a question about how they are feeling. We test the water. If a response is not forthcoming than we could look for some other

topic. We may also try to find a way of indicating to the person that if they want to talk about the subject then we'd be happy to listen.

Whether we come back to the subject will depend on how we relate the specifics of the situation to what we believe makes for human flourishing. We enter into conversations with ideas about what may make for the good - both in society and for the individual and in the interaction we keep these in mind. Our responses change with the information we gain and the sense we make of it. We can quickly see that if we are true to the spirit of conversation then any objectives we may have about other person will alter as we hear what they have to say and consider it with regard to our developing understanding of what makes for human flourishing.

What we can have in this situation is the working that change as the conversation evolves. This is more likely to focus on what we do rather than upon changes in the other person. We may seek to introduce ideas around say, respecting the views of the others, into the conversation. We hope that people will pick up on our intervention. What we do as informal educators is to work at creating environments in which people can learn to treat each other with respect. In other words the sorts of objectives we are primarily concerned with are process - oriented.

Conclusion

Conversation lies at the heart of informal communication. Just how we engage in it- the spirit with which we join with others is of fundamental importance. We look to be with other, to be open to what they say, and to see where the interactions take us. We introduce material, encourage people to explore it, but there is a limit to how far we can pursue this if we are to stay true to the spirit of conversation.

We make an *assessment* of what

may be going on and our role.

We *engage* in conversation

This raises *question*.

We consider these in relation to what

we **discern** makes for human flourishing.

This enables us to *develop* a response.

At certain times we may shift gear- and move into a more formal exchange. This sort of conversation may well take the form of working with an individual or group' . Here there may well be more formal or overt discussions about what constitutes the focus, and rules about how participants work together.

3.3 Interviews

The term 'interview' has been derived from the French word *entre voir* that means to glimpse or to see each other. By definition it means a meeting for obtaining information by questioning a person or persons. In this way an interview is a classic example of communication that takes place through "the process by which meanings are exchanged between people through the use of a common set of symbols. Simply stated, interviews are a conversation between two people. E.C Eyre, a management expert, states "an interview is a face to face verbal exchange, which endeavors to discover as much information as possible in the least amount of time about some relevant matter."

A job hunter writes a resume and letter of application to get a job interview. Job interviews are more than just conversation with prospective employers. Interviews are valuable opportunities for both parties to see if the applicant fits comfortably into the company environment. Interviews play an important part in two way communication. For not only does the interviewer learn a great deal about the interviewee, but it also provides an opportunity to the interviewee to give information about the organization and its aims and objectives.

Meetings, like interviews, are vital to the functioning of modern organizations. Meeting provides a forum for making key decisions and a vehicle for coordinating the activities of people and departments. Whether the meeting is held to solve a problem or to share information, the participants gain a sense of involvement and importance from their attendance. Because they share in the decision, they accept it and are committed to seeing it succeed.

There are many committees and meetings in an organization of any size. Not all the committees and meetings are successful. There are unproductive meetings, which are frustrating and expensive. If the management believes in the old proverb two heads are better than one, they equally ignore another adage: Too many cooks spoil the broth. Whatever the outcome, meetings are an indispensable fact of corporate life in which you are going to be drawn whether you like it or not.

Categorizing Interviews

Not all interviews are alike, thus they do not require the same set of skills. One major difference is that some interviews are dominated by exchange of information while other are geared more towards the exchange of feeling. Thus, the two types of interviews are:

- Those dominated by the exchange of information.
- Those involving the exchange of feelings.

Exchange of Information

a)   Job interviews

The candidate seeking job wants to learn about the position of the organization, the employer wants to learn about the applicant's abilities and experience. Both hope to make a good impression and to establish rapport. Job interviews are usually fairly formal and structured. Content and critical listening skills are especially important.

b)   Information interviews

The interview seeks facts that influence a decision or contribute to basic understanding of certain subject matter. Information flows mainly in one direction, one person asks a series of question that must be covered and listens to the answers supplied by the other persons. Content and critical listening skills are dominant.

c)   Persuasive Interviews

In these interviews, one person tells another about a new idea, product, or service and explains why the other should act of the recommendations. The persuader discusses the other person's needs. Thus persuasive interviews require skill in drawing out and listening to other as well as the ability to impart information.

d)   Exit Interviews

The interviews try to understand why the interviewee is leaving the organization or transferring to

another department or division. A department employer can often provide insight into whether the business is being handled efficiently or whether things could be improved. The departing employee should be encouraged to focus on events and process rather than personal grudges.

Exchange of Feelings

a)   Evaluation Interviews

A supervisor periodically gives an employer feedback on the work performance. The supervisor and the employee discuss progress towards predetermined standards or goals and evaluate areas that require improvement. They may also discuss goals for the coming years, as well as the employee's longer term aspirations and general concerns. Content, critical and empathic listening skills may all be required.

b)   Counseling Interviews

These involve the supervisor's talks with the employee about personal problems that are interfering with work performance. The interviewer should be concerned with the welfare of both the employee and organization and should confine the discussion to business. Critical and empathic listening skills are both important because the employer needs to evaluate the facts of the situation and deal with the human emotions involved.

c)   Conflict-Resolutions Interviews

Here two competing people or groups of people explore their problems and attitudes. The goal is to bring the two parties closer, cause adjustments in perceptions and attitudes, and create a more productive climate. Empathic and active listening skills are useful in fostering these changes.

d)   Disciplinary Interviews

In these the supervisor tries to correct the behavior of an employee who has ignored the organization's rules and regulations. The interviewer must not only get the employee to set the reason for the rules and agree to comply, but must also review the facts and explore the person's attitude.

The Essential Features of an Interview

As we have been seen above, there are different purposes for which we have interviews. But all of them have the following features in common.

a)   There is a definite purpose, and it is known both to the interviewer and the interviewee.

b)   Both the parties need to prepare for the communication event.

c)   All interviews are prearranged. The only possible exception is the dismissal interview.

d)   There are at least two participants in the event an interviewee and an interviewer. But in common practice there is one interviewee facing more than one interviewer.

e)   There is clear exchange of information. The information exchanged may or may not be kept secret.

The Structure of an Interview

Like every communication event an interview has a rather well defined structure. In   other words

we can say that an interview is a formal communication event, the aim and outcome of which is understood by both the parties. They have, therefore, to proceed accordingly. Both the parties have mutually to take care of the three stage beginning, middle and end, just as in a presentation the speaker alone has to manage these stages. Each of these stages requires effective communication skills as stated below:

a) Opening/Start

   i) Introduction

   ii) Statement of the purpose of the meeting.

   iii) Making the other person feel comfortable.

   iv) Creating an atmosphere of relaxed open-minded approach, commitment to the purpose stated above and preparing to start discussing things frankly.

b) Middle/main body

   i) Aim at exchanging information.

   ii) Keeping the discussion to the point.

   iii) Listen attentively and patiently.

   iv) Keep eye to eye contact.

   v) Give carefully thought out answers.

   vi) Make sure to cover the agenda.

   vii) Seek clarification, if needed.

c) Closing

   i) Summing up the discussion/exchange of information.

   ii) Describing the action decided upon.

   iii) Avoiding a hurried or abrupt ending.

   iv) Closing on a positive note.

   v) Exchanging feelings of gratitude, thankfulness for favor of interview etc.

   vi) Confirming the worthwhileness of the interview/communication event/meeting.

How to Conduct an Interview

Since the interviewer is in charge of the event, he has to follow certain time honored conventions as guidelines.

i) In the first place the interviewer has to *plan the event* Since his aim is to seek information he has to find out exactly what he wants to know. It is, therefore, advisable to write out his needs in a series of specific, pointed questions. These questions can be used as the outline for the interview.

ii) The interviewer should make every effort to **put the interviewee at ease.** It is quite possible that the interviewee becomes nervous/shaky in answering questions. And nervous people are not good subjects for interviewing. It is, therefore, necessary to make the person before us

comfortable with our social skills. The interviewer can, for example, start the interview with some friendly talk and show interest in the interviewee's family background, hobbies and interests. It will go a long way in making the interviewee confident. He will in this way be able to give intelligent answers to the questions put to him.

iii) **Ask the right question** - This is very important because interviewing is primarily an exercise in asking the right/suitable question for the occasion and for the fulfilment of certain purposes. Given below are some popularly used categories of questions with their expected results/uses.

	Question	**Use**
1.	The yes/no question e.g. Have you seen our advertisement?	Effective for checking facts.
2.	The open-ended question e.g. What do you mean by a satisfying job?	Good for exchange and discussion of ideas.
3.	The closed question e.g. How long have you been in service?	Best for seeking facts/data.
4.	The leading question e.g. Don't you think that this work should have been done a couple of months ago?	Pushes the interview in a certain direction.
5.	The loaded question e.g. What do you think about CEO's impulsive action ?	Provokes the interviewee.
6.	The prompt question. e.g. So, what do you do then?	Guides the interviewee in content and clarifies if he has not understood the interviewer's intention.
7.	The what if – question e.g. suppose we open a branch office here would you be interested in joining us ?	Makes assumptions and finds out what the interviewee would do in a certain situation.
8.	The mirror questions e.g. So you feel fed up?	A reflective way to checking whether you have received the interviewee's message/information/reaction correctly.
9.	The probing question. e.g. What precisely were your responsibilities?	Good for obtaining more information, proceeding from the general to the particular.

10.	The summing up question e.g. In a nutshell, how will you assess yourself as a manager? or Is there any other important information that you would like to give us ?	Gives the interviewee a chance to self assess and rounds off the event.

In this way we see that the interviewer has a repertoire of questions at his command. How best to use them depends on the interviewer's ability to monitor the situation.

iv)   **Let the candidate/interviewee do most of the talking**

Some interviewers are fond of talking themselves. But they must realize that such a practice defeats the very purpose of the interview that is to seek information rather than give information. The interviewer can at best talk only to guide the interview or, in other words, to carry on the discussion through specific questions.

v)   **The interviewer should follow the plan that has been chalked out before the interview.** In the process, the interviewer will not only be exchanging information through question answer method, but also be handling moments of silence. Brief periods of silence very often lead to additional information.

vi)   **As a corollary to the preceding point it is important to emphasize the importance of listening**. Many an interview is spoilt because the interviewer does not listen attentively or interrupts unnecessarily. In addition, the interviewer should not only listen attentively, but also appear to be listening attentively. In this way the interviewee will feel relaxed and talk more.

vii)   **The interviewer must give his entire attention to the interviewee**. This can best be done by maintaining eye contact, nodding, smiling and so on.

viii)   **The interviewer must respect the feeling of the interviewee** even if the latter appears to be wrong.

ix)   **The interviewer must also keep a record of the information gathered from the interview** He may either go on taking down notes during the interview, or recall the information immediately after event and make a gist.

x)   **The interviewer should also stick to the time allocated** For this purpose the principle of "Be concise" must be adhered to. Things should not be allowed to get out of control. That is why the interviewer/interviewers should not argue.

Tips For Giving An Interviews

Employment interview is the most important form of interview in our country, but all organizations, whether government or private firms, conduct other forms of interview such as disciplinary interview, appraisal interview, department promotion interview etc. There is also the counseling system in our schools and colleges and psychiatric counseling for those who have some sort of mental deficit. In all types of interview, the interviewer knows the basic details about the career of the applicant or the candidate, his educational background, his hobbies, his work experience, his social status etc. The main aim of the interview is to judge the candidate's sense of values, his ability to put across his ideas, his character and personality, whether the candidate would be able to deliver goods for the job assigned or not. Everybody

wants to employ persons who possess positive values and are dependable.

When applying for a job ensure that you mention the job code in the subject columns. Make sure that you send you Curriculum Vitae (CV) in the text form too, as attachments don't always work. Avoid sending the scanned version of your photograph unless solicited.

The applicant should prepare a notional career statement dealing with the following points.

• Why do you want to join this organization ?

• What is it that you have in mind, once you join the organization ?

• What scope does your discipline have in this organization ?

• How do you plot your career graph in this particular organization ?

It could probably begin by indicating your current standing in the academic or professional world and your inclination towards a particular stream. You want to join the particular organization because it is a fast growing company. You visualize positive contributions from your side because you have got your training in this particular discipline. Your area of specialization fits in with the company's requirements and that you will be able to fulfill the confidence and trust reposed in you, etc.

First, the **physical appearance**, which creates the first impression and tells many things about the personality of the candidate. Don't put on an outlandish dress. Your dress should be natural. If you don't put on a tie in general, then appearing in a tie will give you the look of a clumsy person. The same thing can be said about hair-style, footwear and handbag/briefcase. Harmony and sobriety should mark your attire. Cleanliness and neatness is the fist requirements of a smart turn out.

There is an informal **dress code** for superior job like senior managers and candidates who appear in the U.P.S.C for I.A.S and other central services. Dark colored trousers to match a light colored coat or the other way around. This would only be applicable if it were a combination which the individual decided to don. A smart tie with a coat-pin to match your suit would make a good combination. For the ladies, the sari smartly done up and a medium size handbag would be the perfect dress code for an interview. Being able to walk in a smart and brisk manner also helps in catching the eyes of the interviewer.

Your career statement is ready in a folder and so are you. But prior to smartening yourself up, be well prepared with certain questions which could be thrown open to you. Most of the questions which are now going to be asked would pertain to your personality, your likes and dislikes, whether the statements of the CV match the goals of the organization or would you be a perfect misfit. The detection process is about to begin and the questions would be centered round the following issues.

• the real you

• knowledge about yourself

• ability to withstand stress

• ability to interact

• ability to conduct transactions

• ability to adjust in the organization

• knowledge about what's going on 'the corporate sector/economy/environment pollution, energy

deficit in our country and world etc.

Sharpen your communication skill and get psychologically prepared to use it. Speak after careful listening and be to the point and crisp, whether it is real conversation or a face to face interview.

Give the impression that you are tidy and well organized. You may carry both hard as well as soft copies of your CV with your latest photograph in a folder for submission, if demanded.

Put your best foot forward in the most natural way. No showing-off, no slang or name dropping. Underplaying is always better than exaggeration. Remember that the first impression may be the best one but the first interview need not be the last one.

The interviewer does not know anything about you except for the information which he can elicit from the records that are available with him. So his queries are going to focus round whatever information is provided by you. However, the nature of the information should be logical. Think before you try to make an attempt to answer any query. There are bound to be interviewers on the panel sharp and quick enough to catch you, if you make an illogical move is answering a question.

Questions to be prepared for all interviews

Plan in advance to answer these questions in an honest and pleasing manner.

1.   Tell us something about yourself.

2.   What are your strong points ?

3.   What are your weak points ?

4.   What was the toughest decision you ever had to make ?

5.   Where do you want to be five years from now ?

6.   How will the organization/company benefit from you in

      a) the short run

      b) the long run

7.   What sort of future do you expect with this organization ?

Body Language For Interviews:

While the interview is in progress it should also be kept in mind that the body postures speak volumes about your character and personality. Any person who has a pleasant face with a natural tendency to smile is bound to attract the attention of the interviewer. A sunny disposition on the face of the interviewee is required to convey the impression that he would play a positive role in the growth of the organization.

There should be eye contact in which the interviewee for the maximum part of the time meets the eyes of the interviewer and other members on the panel. Should one maintain eye contact only with the interviewer who is asking the question ? No, the query should be responded by an initial glance at the interviewer who has asked the question and then there should be a shift in the gaze to other members on the board so that the interviewee encompasses everyone in his reply. This is important because with this kind of gesture the interviewee acknowledges the presence of all members in the panel.

1.   Use positive gestures

2. Have eye contact

3. Push your body to the back of the chair. It keeps you straight and alert.

4. Keep the right leg stationed firmly on the ground and left draped behind it, so that legs are held in a logically formal manner.

Occasionally it so happens that it is tea-time and the interviewers are having tea. They might just decide to offer you a cup. If they ask you for your option "Would you care to have tea?" Your answer should always be in the negative coupled with a polite "thank you". On the contrary, if they insist that you have a cup of tea, your response should be in the positive and the cup should be placed on the table, and the tea should be allowed to sufficiently cool before you decide to finally take a sip. As is natural at the time of interviews nervousness does creep in, hence the reason for this strategy. If you decide to have the hot cup of tea straightaway, there might be a slurping sound or the tea might accidentally spill onto the plate or even on your clothes. This would prove to be rather embarrassing for you as the interviewer is then going to closely monitor your reaction and movements.

The last question which could, to a certain extent, decide the fate of the interviewee: "Do you have any questions? Often the trap in which many of the candidates fall is that they begin to make probes about the organization. For example, "How soon do we get promotions ? Or "What are the chances of growth in your organization"? Or "What are the perks?" The moment these kind of demanding questions are asked the roles of the interviewer and the interviewee interchange. A person in a position of authority heading a particular department does not obviously like this role reversal and does not appreciate the candidate's approach to the particular issue. The best strategy on such occasions would be to correlate your own growth in the organization and to present the statement in a manner that it gives the impression of a question. For example; "What is the target that you expect me to achieve in the next three months?" Through this strategy you have fulfilled the double role of asking question as well as showing keen interest in joining the organization as you have already begun to visualize your role with the growth of the company.

Negotiations on pay package:

The final stage of an interview is that of negotiations pertaining to pay structure. The entire negotiation procedure is like the game of tennis. Whoever is able to retain the ball for a longer time will be the one who would have the upper hand in the negotiation. So, whenever a question is asked, try to give the response in such a manner that it appears as if you are in control of the situation. For example, there could be two responses to the question. "How much salary do you expect?"

- "Anywhere between Rs. 20000 and Rs. 26000/-

- "How much would you give ?"

There is a lot of difference between the two responses. In the first instance, you have the ball in your court and you can serve the way you like and lead the discussion in a manner which is going to be beneficial to you. In the second type of response you have let go an important opportunity by giving the opponent the first serve. An attempt should be made to keep all the serves to oneself in salary negotiations.

3.4 Discussions

Efficient thinking means how efficiently one identifies good reasoning and incorporates it in his or her own reasoning. For developing a clear thinking discussion plays a significant role. Discussion is a

process of reflective thinking. In a discussion we continue for some time with predetermined issues but we cannot sell our preconceived idea. It is reflective because our thinking depends upon what others think and what others express. It also depends on where or in which direction the stream of argument moves. We are supposed to participate in a discussion not as a propagandist but as a critic. A healthy and successful discussion eliminates conflicts and achieves a consensus. In a discussion each participant displays his or her imaginative thinking by offering suggestions, adding ideas but differing the solution until all ideas have been appropriately enumerated.

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

When a group functions the following behavior can be observed:

a)   Participants know each other by names or roles e.g. the boss, the vice president etc.

b)   There is considerable amount of interaction among participants.

c)   Each participant has some degree of influence on the other members by forceful documentation.

d)   Each participant develops a sense of belongingness to the group. This sense of membership is a key characteristic of an effective group.

Process of Group Discussion

Purpose

The main purpose of a group discussion is to judge how we have performed in a group. Group discussion throws a platform for us to display our personality traits like our intellectual ability, creativity and approach to solve problems, leadership qualities, tolerance and group behavior. In the process of our participation we judge the clarity of our thought and the felicity of our expression.

A group discussion also provides us with an avenue to train ourselves as professionals in this world efficiently. Through our participation in group discussions we prove our conceptual clarity. We learn to discern the various subtle nuances to approach a problem. Our reaction to others views and opinions matures. In the process we also learn how to communicate our ideas effectively. Group discussion makes us wise enough to see reasons. They teach us how to get rid of our biased judgments and avoid undertaking prejudice actions.

Objective

The main objective of a group discussion is to present a platform for group-learning. It aims at creating an opportunity to discuss a problem. The participants in a group discussion attempt at solving it. They share findings with each other, analyze and classify the established findings. Discussion, as a process, makes a group think together. The group does this thinking in a constructive style for problem-solving and decision making. Group discussion intends to make responsible professionals out of us. As a group there is a smooth flow of interaction and we learn the process of group dynamics.

Participants

For a successful group discussion there should be an appropriate number of participants. It is, however, difficult to specify the number of participants that makes the discussion useful. It is true that the

nature and effectiveness of discussion depends upon the number of participants. If a group is constituted of ten or more than ten members, some members tend to avoid participation. They remain as passive listeners. The significance of a group discussion is lost if each and every member does not participate actively in the discussion. Similarly, if the number of participants is less than five, the discussion does not hold effective because it lacks the diversity of opinions. Therefore, the optimum number of participants for an effective and successful discussion is between five and nine. A fruitful discussion, however, can take place when all member share views and exchange information with each other.

Time and place

A group discussion takes place in a room carefully chosen. It should be well-ventilated and illuminated. It should have a pleasant atmosphere having an elliptical arrangement of chairs for participants in whom all participants should get an opportunity to see each other easily and equally. There should be a flipchart available, displaying the problem of the discussion.

It should start with the announcement of the problem to the participants after they assemble. The participants are given five to ten minutes of time to brood over and collect their thoughts. The other way of holding it is by announcing the problem beforehand and the discussion starts when all the participants come prepared to the discussion table.

Moderator

A group discussion takes place in the presence of an observer. The role of the observer is to learn and monitor the process of discussion. He or she keeps a watch on the participants and their participation. The moderator also sees that there is no clamor in the name of discussion. The moderator then evaluates the contributions by the participants.

Scope and Limits

The discussion proceeds with the participants behaving responsibly. The smooth flow of discussion should lead members to arrive at an agreed solution or devising a strategy for an action with respect to a problem. Each participant should give a fair chance to other participants to express their opinions. The discussion should result in a crystallization of thought in which there are contributions of all the participants. In a discussion there is no place for an emotional outburst or a display of excitement. If in the discussion a participant is found dominating others by speaking continuously for a long time, the other members should curb this flamboyance by interrupting politely so that others can make their contributions. To keep the discussion on the track a participant should summarize the points made till that time and then he or she should present his or her viewpoint.

Tasks Performed

In a discussion, the participants argue by presenting their views. In the process they solve their disputes by identifying misunderstandings if any. Drawing up the similarities and differences in the view of the participants they make categories of ideas. Finally discussing critically the views presented by each of the members, they arrive at a common finding or a consensus. A discussion proceeds effectively when there emerges a leader in the discussion.

Skill of Discussion

For an effective participation in a discussion we require to improve our skills at two levels, first at the level of speaking, secondly at the level of listening.

Skills at the Level of Speaking

Impressive Voice

A participant should have a pleasing voice quality. He or she should pronounce words with proper stress and intonation. An impressive voice attracts other participants to hear what we speak. Therefore, we should try to have a baritone voice to impress all. He or she should enunciate his or her views distinctly. The voice should be easily heard and should be pleasant in quality revealing the speaker's personality.

Pronunciation and Articulation

The participant should know how to modulate his or her voice with effective articulation combining stress on syllables and appropriate subordination. He or she should know the right kind of pronunciation. Accordingly, he or she should speak with due modulation portraying mood and meaning effectively. The words should be spoken per unit of time with due regulation, rhythm and pause.

Poise

A general poise and bearing makes us maintain our cool. Poise does not allow us to pounce on someone or someone's point of view. The poise also removes 'know the all' attitude. We breathe deeply, open our mouth wide. The poise also includes our preparedness, calmness, a courteous attitude and confidence. All these help us participate efficiently in a discussion.

Effective Body Language

For an effective participation in a discussion we should avoid too many gestures or body movements while speaking. Our body language should not display aggressiveness, irritation, tiredness, panic, hurry or hesitation. All these are negative traits. Other proficient participants exploit these and prove us inefficient in discussion.

Command over the Subject Matter

For effective discussion we should know how to mention our points that require specific attention and consideration. We should quote authoritatively citing reference from another research finding. We should know how to explain, elaborate, compare, describe, illustrate, trace, relate, summarise and review matters. We should be well prepared for discussion being aware of the main field and the other related fields. We should have an adequate knowledge and information about the subject matter. We should know how to be methodical in expressing ourselves. We should talk in a sound manner. We must have read expository material on the theme.

Appropriate Approach

We should encourage participants to participate effectively. Our emphasis on important points, pleasant deliberation and searching questions make the discussion effective. Ours should be a friendly approach, we should make all who participate to contribute. We should create an environment where everybody feels free to express. We should know how to interact with other participants. We should intervene where it is required. We should not personalize anything. Sometimes with regard to a passive participant, we should be provocative enough in our approach.

Skills at the Level of Listening

Focused Attitude

Our mind should be focused on the matter or on the problem of the discussion. This will make us keep our mind on what is being said. We should not go aimless by going off the subject.

Thorough Perception

For effective participation in a discussion we should perceive the viewpoints expressed in the discussion. We should interpret the viewpoint and opinions of others rationally and objectively. We must listen to what others say and accordingly we should transform our views.

Positive Approach

As a listener too we should follow an effective approach for a useful discussion. We should adopt a positive approach to what has been heard for finding meaning. We should slow down our thinking process while listening to others. We should know how to apply new information in the discussion. Being temperate and cool we should listen to all.

Detailed Analysis

As a participant we should know how to listen, what to listen and derive the right meaning. We should know how to generalize information gathered. This should be done by a proper comparison between the old knowledge and the new facts heard. We must recognize which information is going to be significant. Making a logical inference of what is said we should distinguish between what is relevant and what is irrelevant. We must synthesize the main components of a speech and order them to find out the central theme.

Body Language

As a responsible listener in a discussion we should be frank, friendly in receiving the views and opinions of others. Our gestures, therefore, should not be of a hostile kind. We should be frank and accommodating but indeed not defensive. Sometimes a thoughtful gesture means that we are considering the subject matter seriously. We should also have an eye-contact with other participants and decode their nonverbal clues to know what is happening in their minds.

For conveying views in a discussion effectively we should practice before a mirror. This will reveal how our gestures change when we speak. Similarly, by recording our speech we can find out where we do deal with the lapses in our voice quality. From the arguments and reasoning we make extemporaneously, we can find out what type of vocabulary we are making use of. (We should organize our facts and ideas to enhance their effectiveness.

Conclusion

Healthy discussions make us receive newer and newer ideas. We learn how to transmit out views, examining their validity and appeal. Through discussions we learn to share our views. Discussion plays a very important role in our learning process. By discussing with people we realize the value of the opinions of those with whom we interact. We learn the kind of role a team effort has the modern world. We also learn how to respect the views of others, think together and work together constructively resolving conflicts and confusions at all steps.

3.5 Oral Presentations

Leanne Anderson, owner of Anderson Business Resources believes that knowing your audience is the most important of a successful speech. "If you don't know whom you are talking to," she says, "the

content becomes much less important and your message won't be heard." Anderson admits that doing her home work in advance would have made her a more effective speaker. By understanding the members of your audience, "you can create examples specifically for them. Personalize your message, avoid sensitive topics, and appeal to the most important issues on their minds."

Of course, it also helps to know who is speaking before or after you, what their topic is, and what their style is like. You must find out as much as possible about the message and style of anyone speaking before or after you. This preparation allows you to tailor your own presentation so that it's fresh and interesting for the audience. If you follow a great speaker and you don't have that same punch, don't compete, be different

One way to be different is to use anecdotes, stories, quotations, and statistics to distinguish yourself and hold the audience's attention. Another way is to get the audience to participate in a presentation by asking questions or soliciting opinions. Writing well-organized material that is clear, concise, and focused is another good way to make your presentation stand out from others. So you must be a ruthless editor.

Most of us fall in love with our own words, and our presentations get too long and complicated. Speakers should eliminate anything that is not absolutely necessary. It is recommended that you organize your speech by creating a storyboard, much as advertisers do when developing a commercial. Then examine each part of the speech to determine whether and how it is related to the core message. If it is irrelevant, cut it. "Economy of language is the real key to good communication.

Three Step Oral Presentation Process

As business managers you will certainly be expected to present your ideas to your colleagues, make sales presentations to potential customers, or engage in other kinds of spoken communication. For instance, if you're in the human resources department, you may give orientation briefings to new employees or explain company policies, procedures, and benefits at assemblies. If you're a department supervisor, you may conduct training programs. Or, if you're a problem solver or consultant, you may give analytical presentations on the merits of various proposals.

Regardless of your job or the purpose of your presentation, you will be more effective if you adopt an oral presentation process that follows these three steps."

1. Planning :   Analyse   -   Investigate   -   Adopt.

2. Writing :   Organize   –   Compose

3. Completing :   Revise   -   Produce   -   Proof read

Planning Oral Presentations

Planning oral presentations is much like planning any other business message- It requires analyzing your purpose and your audience, investigating necessary information, and adapting your message to the occasion and your audience so that you can establish a good relationship. However, because presentations are delivered orally under relatively public circumstances, they require a few special communication techniques. For one thing, a presentation is a onetime event; your audience cannot leaf back through printed pages to review something you said earlier. You must make sure that audience members wish to hear what you say and remember it. To do so, you must capture their attention immediately and keep them interested. Otherwise, you'll lose them, and chances are you won't get them back. So when you prepare your presentation, begin by defining your purpose clearly and thinking of ways to engage your audience.

The four basic purposes for giving a presentation are to inform, to persuade, to motivate, and to entertain.

The purpose of your oral presentation will govern the content you include and the style in which you present the content. Most of your presentations or speeches will be informative, requiring a straight-forward statement of the facts. If you're involved in a marketing or sales position, however, you'll probably be writing and delivering quite a few persuasive presentations and speeches using the organizational and writing techniques.

Writing Oral Presentation

Developing the content of a presentation is an equally difficult task. Speaking intelligently about a topic may actually involve more work and more time than preparing a written document about the same topic.

Organizing Your Oral Presentation

Every facet of organizing your oral presentation is driven by what you know about your audience. For example, if you're organizing a sales presentation, focus on how much your product will benefit the people in your audience, not on how great the product is. If you're explaining a change in medical benefits for company employees, address the concerns your audience is likely to have, such as cost and quality of care. You should organize an oral message just as you would a written message, by focusing on your audience as you define your main idea, limit your scope, choose your approach, prepare your outline, and decide on the most effective style for your presentation.

Define the Main Idea

What is the one message you want audience members to walk away with? What do you want them to do after listening to you? Look for a one-sentence generalization that links your subject and purpose to your audience's frame of reference, much as an advertising slogan points out how a product can benefit consumers.

Limit Your Scope

Effective presentations not only focus on the audience's needs but also tailor the material to the time allowed, which is often strictly regulated. You can use your outline to estimate how much time your presentation will take. The average speaker can deliver about 125 to 150 words per minute (or roughly 7,500 to 9,000 words per hour), which corresponds to between 20 and 25 double-spaced, typed pages of text per hour. The average paragraph is about 125 to 150 words, so most of us can speak at a rate of about one paragraph per minute.

Say you want to make three basic points. In a 10-minute presentation, you could take about 2 minutes to explain each point, using roughly two paragraphs for each. If you devoted a minute each to the introduction and the conclusion, you would have 2 minutes left to interact with the audience. If you had an hour, however, you could spend the first 5 minutes introducing the presentation, establishing rapport with the audience, providing background information, and giving an overview of your topic. In the next 30 to 40 minutes, you could explain each of the three points, spending about 10 to 13 minutes on each (the equivalent of 5 or 6 typewritten pages). Your conclusion might take another 3 to 5 minutes. The remaining 10 to 20 minutes would then be available for responding to questions and comments from the audience.

For a simple, easily accepted message, 10 minutes may be enough. On the other hand, if your

subject is complex or your audience is skeptical, you'll probably need more time. Don't squeeze a complex presentation into a period that is too brief, and don't spend any more time than necessary on a simple talk.

Choose Your Approach

With a well-defined main idea to guide you and a clear idea about the scope of your presentation, you can begin to arrange your message. If you have 10 minutes or less to deliver your message, organize your presentation much as you would a letter or a brief memo. Use the direct approach if the subject involves routine information or good news, and use the indirect approach if the subject involves bad news or persuasion.

Longer presentations are organized like reports. If your purpose is to entertain, motivate, or inform, use direct order and a structure imposed naturally by the subject: importance, sequence, chronology, spatial orientation, geography, or category.

Regardless of the length of your presentation, bear in mind that simplicity of organization is especially valuable in oral communication. If listeners lose the thread of your comments, they'll' have a hard time catching up and following the remainder of your message. They can't review a paragraph or flip pages back and forth as they can when reading. So look for the most obvious and natural way to organize your ideas, using a direct order of presentation whenever possible. Explain at the beginning how you've organized your material, and try to limit the number of main points to three or four—even when the speech or presentation is rather long. To keep the audience's attention, be sure to include only the most useful, interesting, and relevant supporting evidence.

Prepare Your Outline

A carefully prepared outline can be more than just the starting point for composing a speech or presentation— it will help you stay on task. You can use your outline to make sure your message accomplishes its purpose to help you keep your presentation both audience-centered and within the allotted time. If you plan to deliver your presentation from notes rather than from a written text your outline can also become your final script.

Decide on an Appropriate Style

Another important element in your preparation is style. Will you present formal

pre-sentation in an impressive setting, with professionally produced visual aids? Or will you lead a casual, roll-up-your-sleeves working session? Choose your style to fit the occasion. Your audience's size, your subject, your purpose, your budget, and the time available for preparation- all influence your style.

If you're speaking to a relatively small group, you can use a casual style that encourages audience participation. A small conference room, with your audience seated around a table, may be appropriate. Use simple visual aids, and invite your audience to interject comments. Deliver your remarks in a conversational tone, using notes to jog your memory if necessary.

If you're addressing a large audience and the event is an important one, you'll want to establish a more formal atmosphere. A formal style is well suited to announcements about mergers or acquisitions, new products, financial results, and other business mile-stones. During formal presentations, speakers are often located on a stage or platform, standing behind a lectern and using a microphone so that their remarks can be heard throughout the room. These presentations are often accompanied by slides and

other visual aids showcasing major products, technological breakthroughs, and other information that the speakers want audience members to remember.

Developing Your Oral Presentation

Developing a major presentation is much like writing a formal report, with one important difference: You need to adjust your technique to an oral communication channel, which presents both opportunities and challenges. The major opportunity lies in the interaction that is possible between you and your audience. When you speak before a group, you can receive information as well as transmit it, which means you can adjust both your content and your delivery as you go along to clarify information or to be more compelling. Instead of simply expressing your ideas, you can draw ideas from your audience and then reach a mutually acceptable conclusion. Another opportunity is your ability to use nonverbal cues to reinforce your message.

Arousing Audience Interest

Some subjects are naturally more interesting than others. If you are discussing a matter of profound significance that will personally affect the members of your audience, chances are they will listen regardless of how you begin. All you really have to do is announce your topic.

The best approach to dealing with an uninterested audience is to appeal to human nature and encourage people to take the subject personally. Show them how they'll be affected as individuals.

Another way to arouse the audience's interest is to draw out ideas and encourage comments from the audience throughout your presentation. Of course, this technique works better with a small group of co-workers than it does when you're addressing a large audience particularly if the members of that large audience are hostile or unknown to you. During a presentation to a large group or one that covers controversial material, responding to questions and comments can interrupt the flow of information, weaken your argument, and reduce your control of the situation. In such situations, it's best to ask people to hold their questions until after you have concluded your remark

Close

The close of a speech or presentation is almost as important as the beginning, because audience attention peaks at this point. Plan to devote about 10 percent of your total time to the ending. When developing your conclusion, begin by telling listeners that you're about to finish, so that they'll make one final effort to listen intently. Don't be afraid to sound obvious. Consider saying something such as "In conclusion" or " to sum it all up." You want people to know that this is the home stretch.

Ending on a Strong Note

Make sure that your final remarks are encouraging and memorable. After summarizing the key points of your presentation, conclude widi a quote, a call to action, or some encouraging words. For instance, you might stress the benefits of action or express confidence in the listeners' ability to accomplish the work ahead. An alternative is to end with a question or a statement that will leave your audience thinking.

Completing Oral Presentation

To complete your oral presentation, you will need to evaluate the content of your message and edit your remarks for clarity and conciseness as you would for any business message.

Once you've planned, written, and developed visuals for your presentation, you're ready to begin

practicing your delivery.

Memorizing. Unless you're a trained actor, avoid memorizing your speech, especially a long one. Besides, you'll often need to address audience questions during your speech, so you must be flexible enough to adjust your speech as you go. However, memorizing a quotation, an opening paragraph, or a few concluding remarks can bolster your confidence and strengthen you delivery.

Reading. If you are delivering a technical or complex presentation, you may want to read it. Policy statements by government officials are sometimes read because the wording may be critical. If you choose to read your speech, practice enough so that you can still maintain eye contact with your audience. Triple- spaced copy, wide margins, and large type will help.

Speaking from notes. Making a presentation with the help of an outline, note cards, or visual aids is probably the most effective and easiest delivery mode. This approach gives you something to refer to and still allows for eye contact and interaction with the audience. If your listeners look puzzled, you can expand on a point or rephrase it (Generally , note cards are preferable to sheets of paper, because nervousness is easier to see in shaking sheets of paper.)

Impromptu speaking. You might have to give an impromptu, or unrehearsed, speech if you're called on to speak unexpectedly or if you've agreed to speak but neglected to prepare your remarks. Avoid speaking unprepared unless you've spoken countless times on the same topic or are an extremely good public speaker. When your're asked to speak "off the cuff," take a moment to think through what you'll say. Then avoid the temptation to ramble.

Regardless of which delivery mode you use, be sure that you're thoroughly familiar with your subject. Knowing what you're talking about is the best way to build your self-confidence.

Practice indeed makes perfect, especially if you haven't had much experience with public speaking. If you rehearse in front of a mirror, try to visualize the room filled with listeners. Put your talk on tape to check the sound of your voice, as well as your timing, phrasing and emphasis. If possible rehearse on videotape to see yourself as your audience will.

3.6   Listening

Introduction

Listening is a vital component of the entire process of communication. The effectiveness of communication is determined by the extent to which listening and comprehension take place in the course of an interaction Communication can take place only when both comunicators listen is each other. Infact, "Listening in the mother of all communication". Listening actively and attentively is vital to oral communication. Good listeners are perceived to be good conversationalists even when they speak little.

As we all know linguistic skill of expression consists of speaking and writing for sending messages, and listening and reading for receiving them. Generally we spend more time on listening than on speaking in oral communication. For being efficient business managers, listening is the most significant skill to be inculcated in job related assignments in their firms. Around us we can find that mostly successful executives, politicians and teachers are invariably excellent listeners.

It can be said to be a " mode of awareness". The listener has to process the speaker's verbal and non verbal signs and symbols and respond by his/her own verbal and non verbal signs and symbols to let the speaker know how his / her message as been reconstructed. Listening raises the level of communication.

What is Listening ?

Listening is a process of receiving, interpreting and reacting to the messages received from the communication sender. Despite the fact that listening is essential to communication human beings are not good listeners.

Listening or Hearing ?

Effective listening is an art of communication which is often taken for granted and ignored. Like any other art, listening requires to be cultivated, consciously. carefully and systematically. Listening is much more than trying to hear and decipher the phonetic sounds being produced by the sender. Unfortunately, our education system beginning from kindergarten up to college level does not pay proper attention to the teaching of effective listening. As listening is fundamental to all communication, poor listening can be considered as a barrier to communication. It often results in losing message due to improper functioning of communication. We often mistake hearing for listening. In fact, hearing which depends upon the ears, is just a physical act, and except for the physically impaired person, everyone can hear without conscious efforts. On the other hand, listening requires conscious efforts of interpreting the sounds, grasping the meaning of the words and reacting to the message. On an average we can speak around **120 to 150** words a minute while our brain is capable of processing **500 to 700 words** a minute. Most of the brain is idle when we are only listening. Hence the attention gets dissipated and the mind gets engaged in other things resulting in partial and selective listening. We have often experienced that when someone is speaking we are listening and yet we are not listening, we are only hearing.

Factors that Help in Listening

i)   *Intelligence.* The intelligence of the listener is an important factor that helps or hampers his listening capabilities.

ii)   *Verbal Competence.* It also plays a significant role, for there is greater comprehension if one is familiar with the nuances of the language.

iii) *Motivation.* The above factors need to be conjoined with motivation which the speaker aims to achieve- how well he motivates his listeners, arouses their interests and keeps them engrossed and alert.

Significance of Effective Listening

In this world of technology and business, effective listening improves the information outputs of the manager and helps him to reach a rational conclusion. On an average managers spend about fifty percent of their communication time in listening. They carefully listen to the message to feel the pulse of the employees, to understand their feelings, moods and reactions to the policies of the management and also to find out if there is any false rumour which may cause damage to the organisation.

Effective listening to the speech of an encouraged speaker is extremely important for promoting understanding and co-ordination. among various department in an organisation. Lack of good listening can create the embarrassing situations which result in resulting lack of co- cordination and mutual understanding.

Effective listening is very essential for the success of open door policy. It also enables the managers to get constructive suggestions from the employees. There can be greater harmony and cohesion in the organisation if the management and the employees listen to each other's message effectively. It can further

raise the morale of the employees which in turn would bind them with a sense of togetherness.

The Listening Process

There are three phases involved in the process of listening.

1. Awareness   2.   Reception   3.   Perception

1. *Awareness*

   The first phase of listening involves getting the attention of the audience so that they will listen. It is the responsibility of the speaker to draw the attention of the listeners.

2. *Receptive and Hearing*

   Sound waves carry symbols and ears pick up the symbols. True listening will commence only when listeners are attentive and aware. It is the physical hearing with attention that precedes listening.

3. *Perception*

   Perception is the capacity of physical senses that enlarge the quantity, purity and variety of stimuli that activate the working of mind. Thus perception is the process of detecting stimuli by inputing data to the human being. The act of perception is the result of interpretation leading to understanding.

   Thus the complete process of listening involves the above phases and reach the respective description.

Obstacles to Effective Listening

There are certain barriers in listening. To make listening effective we need to overcome the obstacles that come in the way. A few of them are :-

1. *Psycholgical Ear Muffs:* It is a state of split attention, and half listening. Careful attention and clear understanding are necessary.

2. *Distraction of Mind :* The distraction can be external , internal, physical or mental. While listening to a speaker on a particular subject, thinking on some other irrelevant and unwanted matter is a distraction.

3. *Lack of interest:* Showing lack of interest to the speaker's content is another form of barrier ot effective listening

4. *Conflict:* of the attitudes and values of the listener with those of the speaker.

5. *Closed mindedness:* of the listener.

6. *Noise***:** Noise is anything that hangs like a cloud over the entire communication network.

7. *Status***:** Listener status consciousness, especially when the listener is superior and the speaker is subordinate.

8. *Mental argument:* with the speaker before comprehending the total message.

9. *Wrong perception:* of the message.

10. *Listeners' indadequate knowledge:* of the language used by the speaker.

Techniques to improve Listening Ability

Our listening efforts are completely under our control. If we are willing be an effective listener, we can become so by making deliberate and conscious efforts. Since there is no formal education process for developing listening skills it must be done in the presence of people around us and whom we are in constant communication. For effective listening skill one has to develop a listening ritual. We can develop a ritual for listening by following these steps.

1. The first step one needs is to create a desire to learn and to listen. One should analyze one's own shortcomings as a listener and try to overcome them. One's intention to listen prepares him/ her internally to shift from his/ her current thoughts and activities into active listening role.

2. In the process of listening there may be many distractions at the physical or mental level. This can be sorted out by eliminating the physical distraction around us which in turn will help increase our awareness. Because we have a pace of thinking faster than that of speaking our attention wanders while listening to someone. When this happens we should make conscious effort to bring our mind back to that.

3. Skilled listeners focus on listening more to the message than to the matter of listening. Each speech contains a limited number of points. Our adapting to a right manner of listening makes us identify these points, which together, convey the main message of a speech. At the same time, we should also listen to the statements that support the inclination or the intent of the speaker. We should evaluate the evidence of this support in terms of its accuracy, objectivity, reliance and adequacy in the message.

4. Last but not the least we should give the speaker adequate time to speak. By all means we should not jump to conclusions. Firstly we should try to understand the message, then evaluate it . Premature judgement hampers effective listening. We should try to remove mental or emotional blocks, if any , which prevent us from listening to something or someone.

A good listener always keeps his her mind open to ideas and information and his/her eyes open to observe how they are uttered. We should know that our perceiving the essence of the speech is not the end of listening. We should know how to record what we listen. Learning how to take notes to keep track with speaker's message should be the main thrust of the listener.

Conclusion

Listening is an important component of communication. However, for efficient listening one has to work consistently and cohesively to learn how to listen effectively so as to turn it into a skill not only to shift the relevant information for oneself by the right mode of listening but also to interpret and infer the meaning rightly by decoding the message.

3.7   Telephonic Communication

Introduction

In face to face communication we have a great advantage to express ourselves verbally as well as non-verbally. We can make use of our body language to strengthen the message content. Our body language not only fills in the gaps remaining in the verbal means but also brings clarity to the message. Hence in face to face communication the listener gets both verbal and nonverbal signifiers to decode so

that he or she gets the intent of the message. The speaker or the sender of the message can watch the nature of response from the change in facial expression and other gestures, if any verbal clues are not given by the receiver or the listener and can learn the impact of his or her transmission of message. Accordingly, by gathering the impression from the receiver, the sender could act upon that and modify the manner and matter of speaking. He or she not only gets his or her message across but also satisfies the receiver.

On telephone though two people exchange message there is no visual contact. Also on telephone there is a limitation of time. In communication neither the receiver nor the sender gets any quick clues to encode or decode message, He or she has to believe his or her ears or in his or her voice. Therefore, two crucial elements of telephonic conversation are *listening and speaking* (only with verbal means).

Listening

On telephone one cannot dare lose one's concentration while listening. Unlike in face to face communication listening in telephonic communication requires a greater effort. If we lose alertness or go absent minded the speaker will not understand it and will not stop talking. In the process we may miss an important portion of his or her message. Neither could we anticipate what the caller is going to say nor could we guess the mood of the speaker from the call immediately.

While a telephonic conversation is going on we may get distracted by other activities happening or the presence of any other person around us. Our listening may get affected untowardly, if we do not happen to get an interesting voice on phone. Many of us do not know how to encode messages extemporaneously and because this may be because of our inexperience we may turn panicky and lose alertness and concentration.

One of the means to deal with these deficiencies in listening is to concentrate on the subject matter by jotting down important contents of the message on a telephone pad. This practice help us in keeping a record of the important facts, saves our time from these being repeated and in our dealing with unavoidable distractions.

As on telephone the caller is to be constantly intimated about the fact of our listening to his or her voice, therefore, at the end of or sometimes in the middle of conversation we have to use verbal nodes like yes, Yea, I see, right, oh yes, that's right, that's okay etc so that the caller does not lose his or her continuity in communication.

Speaking

Lacking a visual contact even if we make use of nonverbal means (as we often do unconsciously), they remain unnoticed and unencoded. As these body signs do not reach the listener we have to depend on our voice only for communicating our message. How we transmit our message with the verbal tools like modulations of our voice, yielding variations in tone, stressing, repeating, making different kinds of conventionally acceptable sounds, laughing, weeping and shouting makes up for the loss of visual contact. As for listening there is a need of verbal nods, for speaking on telephone too there must be an appropriate substitution for all non verbal means used in communication.

For a successful use of our voice in telephone conversation, we should be neither too familiar nor too alien to the caller. We should know how to create a picture of our message in the mind of the listener. Our voice should be jargon free, matching the pitch of the caller. A positive or helpful language always makes us effective. Our tone expresses our emotional state. To avoid the play of emotion in the tone of our voice, we should smile. Smiling relaxes the vocal cords and it instantly makes our voice friendly and

relaxed. If we do not sound bored, tired, aggressive, unsure, harassed or annoyed, we can succeed in helping the caller to express himself effectively resulting in a successful conversation on telephone.

Developing Telephone Skills

A telephonic conversation continues through three stages. For an effective telephonic communication these stages need/due attention and specific skills.

- Preparation for the call

- Controlling the call

- Follow-up

Preparation for the Call

In business communication on telephone, for receiving and making calls, our role as the receiver or as the caller requires an appropriate knowledge of the organization we represent, an up to date knowledge of its activities, the knowledge of our section or the department, our products and services and the information regarding our customers. We should have a special pad and pen ready to jot down the important points emerging out of our conversation. As a preparation an up to date telephone directory, and a complete list of queries should also be kept ready.

Controlling the Call

The control over the call starts with lifting the receiver. We should promptly lift the receiver when we receive a call. We should lift it hearing three to four rings. A frustrating voice is not liked by any one. We start making a call by greeting the receiver giving our own identity, may not be the name but indeed by giving the designation and the department we belong to. A friendly and cheerful tone shows our interest. It makes the caller respond immediately by revealing his or her identity. Using the caller's name in our conversation makes us sound, friendly and helpful.

For a sound control we should have our questions for the caller ready to extract all relevant information from the caller. We should try to avoid the call waiting, holding or hanging on to the receiver. This hints at our positive treatment. Nor should we hold two conversations simultaneously. Even if there occurs any interruption we should ignore that and continue paying attention to the caller or the receiver.

During a telephonic conversation we should be very particular about jotting down or informing names, phone numbers, addresses or any other important details. We should also know how to conclude the conversation with an appropriate summary at the end.

For transferring calls we should know our telephone system, the buttons to press for transferring calls. When transferring the call we should keep the caller informed. Similarly, to whom we are transferring the call we should inform him or her about the identity and purpose of the caller.

Follow-up

The final stage of telephone communication deals with the essential follow up with regard to the promises made. If we say that we would call the person back soon with the necessary information we should do it. If any message has been jotted down from the caller, it should reach the person concerned. If the person concerned has to reply to the caller we should also find out whether that person has called back or not. We should reassure the waiting caller for some information that it will be passed on to him or

her soon.

Skills for Making and Receiving Call

There are specific skills pertaining to making a call or receiving a call. They are different because when we make a call we have a purpose to be fulfilled and when we have to receive a call, our purpose shifts to be of helping the caller in fulfilling his or her purpose for calling.

Skills for Making a Call

1. We must identify the purpose for which we are making a call.

2. We must find out whether we have reached the right person dialing the right number.

3. We must identify ourselves and the organization we represent.

4. We must greet the person whom we have called.

5. We must have a note prepared on the subject or queries we want to cover or clarify during our conversation. We should make effective questions to avoid the loss of time.

6. We should remember the time constraint while making a call.

7. We should also know when we are calling. Is that the right time to call? Is that the right time to get the right response? We should know whether the person on the other side is busy or tired and exhausted.

Skills for Receiving a Call

1. We should not delay lifting the receiver.

2. We should keep a jot pad and pencil handy to receive and note down messages.

3. We should be very alert and attentive to the verbal means or any other sounds the caller makes.

4. For concentration we should keep jotting down points.

5. We should reply to his or her queries accurately with a friendly and a helping tone.

6. We should listen to the message attentively and simultaneously keep assuring him or her with yes, yea, okay etc.

Problems of Telephonic Conversation

In telephonic conversation many problems arise due to unexpected mechanical problems, difficult calls and difficult callers. All these problems should be attended to properly.

Mechanical Problems

Telephone System

We should know how our telephone system works: which buttons are to be used to transfer calls, what we should do to keep redialing a number. We should know how the memory of our system works. There are various functions that our system could do. Unless we are aware of these we could not perform or use the system effectively. Hence we should know the scope and limitation of our system.

Cross Connection

Sometimes when we are talking on phone there is an interference caused by other callers. Such

interruptions hamper smooth conversation. When such an interference stops we should establish the link again and politely suggest them to redial.

Getting Disconnected

When we get disconnected in the middle of the conversation, the person who initiated the call should redial. However, if the client were important to us and if we happened to have his or her telephone number, we may call back.

Bad Lines

Sometimes because of bad lines we may not hear the voice of the person on other side clearly, the same may happen to our voice too. In such situations we should stop talking and explain clearly that we would call back when the lines get bettered.

Wrong Numbers

Sometimes after dialing we find that we are through to some wrong number. We should ask the other person's the phone number with due request. However, we should not expect them to tell us their number. We should feel sorry to them for being a cause for such an inconvenience.

Human Problem – Difficult Callers

Sometimes there may be calls from rude and aggressive callers who are complaining about something. We should not retaliate in response. Maintaining a professional attitude we should deal with them politely noting down their problems and accepting responsibility as a representative of the organization and feel sorry for the inconvenience with a promise to look into the matter constructively at the earliest convenience. We should follow up immediately in this regard. Also we should not take any insult personally. Sometimes by putting up right combination of yes or no and complete answer questions we may determine the type of response. However, only open-ended questions may worsen the situation. We may also ask such callers name when they could suggest us to do to help them solve their problems. Sometimes our using the caller's name may turn them polite and cool in conversation.

3.8   Public Speaking

There is a general perception in our society that public administrations and business executives sit in their air conditioned chambers and quietly administer the affairs of the state or business. They order their subordinates to go into the hurly burly of daily life to sort out messy nuts and bolts of public affairs. This is rather a rosy picture of higher bureaucracy and business administration. In reality, public speaking as well as talking to groups and individuals takes up about eighty to ninety percent of the time of senior administrators. We daily see on T.V. that senior executives and officers appear before the media for explaining government's actions, corporate policies, and affairs of public interest.

This is also a fact that public speaking, especially talking to press and media, is not liked by a person who is on the seat of power. But the responsibility of the post demands him to speak to the press and media. Therefore, public speaking can be an enjoyable task if approached with due care and adequate preparation.

The first and perhaps the most important step in this direction is to have right attitude that we are willing to speak whenever we are needed to do it. The elements of reluctance and fear should be banished from our conscious and sub conscious selves.

Secondly, there is a saying that the tone makes the music. Similarly, in public speaking the tone of voice, the choice of language, and the congruency between what is said and how it is said influence the reactions of the audience.

Thirdly, there is a difference between transmitting information and communicating in public speaking. Therefore, do not overload your speech with facts and figures, examples, comparisons contrasts etc. Don't read from a paper in your hand. Only the main sum and substance of your talk with an example, a fact or a figure here and there in the speech keeps the audience interested in your speech.

Fourthly, your speech must have a poetic touch. It does not mean that verses should be recited while speaking. It means that the speaker should articulate a vision of his mission, plan or objective, and speak in a manner that inspires the audience. It also implies that the speaker's speech must reflect his character, honesty and integrity.

Once we have acquired the skill of public speaking, it boosts our self confidence as nothing else does. By the way, increasing of self confidence and self esteem is the most important requirement of success in life. The very feeling that there are people who are willing to listen to us, what we say creates a moral awareness that there is a meaning and purpose in our life.

Speaking is a much more powerful way of communicating than writing. A speaker has flexibility to alter and vary the tone and texture of his speech for conveying the same message to different types of audience. He can explain complex ideas in home-spun phrases and idioms. He can use day to day incidents and situations to bring out his points to the listeners effectively.

According to marketing theory, human relations are special types of sale and purchase. We sell ourselves. Rather all the time we sell ourselves. Our speaking skill is the tag that we put on ourselves as our sale price. If we speak well, we are wanted everywhere. Therefore, executives and professionals must have public speaking skills for success : for climbing to room at the top in society and life. Indeed, other qualities are also needed for success in life, but the ability of a good orator is the most important skill for opening the closed door of the chamber called public recognition.

The Components of An Effective Talk:

Right since Aristotle to our times, people in general, consider that there are three main constituents of public speaking:

a)   Oral presentation.

b)   Idea/ of space/stage in speaking.

c)   Problems with tone of voice and body language.

In our time, audio-visual aids are considered as the fourth component of public speaking. However, scholars in the field of public speaking maintain that one can give a good speech without any instrumental accessory. Therefore, audio visual aid is not essential, rather it is a super added help to oral presentation. Nonetheless, the skill of handling audio-visual aids must be learnt by all of us who aspire to be good speakers.

a)   Oral Presentation

Rudyard Kipling was a poet and writer of the early twentieth century. He got the Nobel Prize for Literature in 1907. Now he is chiefly remembered for his Jungle Tales. In one of his verses he talked about

his art of writing fiction and poetry, where he said:

I keep six honest serving men.

(They taught me all I knew)

Their names are what and why and when and how and where and who.

People in the discipline of communication skills have found the six honest serving men and also take into account the three constituents of the skill of speech making. By the way, Kipling was not only a great writer but also a very fascinating speaker. His speeches used to be full of insights, wit and humor. All speeches are concerned with the problems of why, who and what. Why should I speak ? The question begs the issue of my objective for speaking on a topic. It may be to inform, to educate, to influence, to persuade, to entertain, or some other purpose. Whatever our objective for making a speech may be, the element of entertainment must be there.

b)   Wit and Humor in Speech

Dr. Samuel Johnson, the great writer and wit of the eighteenth century, has aptly remarked that it is human nature that we want more to be entertained than instructed. The ideas must be presented in such a way that it is interesting, and audience enjoys listening to my speech. To this end, wit and humor are salts of good human interaction. It is helpful to write down the objective of the speech in a sentence or two, and organize and select materials for fulfilling this particular aim. Who will be my audience ? I as the speaker must know it well in advance. How many are they there ? Have they come on their own or have they been paid to listen to my speech ? Are they biased or in favor of the subject of the speech ? Moreover, what is their present knowledge of the subject of my speech ? What will be their age and sex group ? All these questions are extremely relevant for the speakers to know in advance.

The pervasive influence of media, particularly twenty four hour news channel system, has put a heavy responsibility on the speaker to weigh carefully every word he utters. Whether computer, IT, the use of microprocessor, intellectual property right whatever the topic, it has a political dimension. Every wise speaker knows that his innocent remarks may be misconstrued by the audience. Therefore, the knowledge of name, nature and range of audience in advance is perhaps the most important thing for a speaker to know.

c)   Problem of Moulding the Audience to Speaker's Objective

What will the audience like to listen ? This is one question which every speaker must ask to himself well in advance. The speaker has certain obligations to his organization, to his profession, and most of all, to his conscience. Therefore, unpleasant things have got to be told to public and the speaker must be ready to face the ire of the audience. The famous example is of Mahatma Gandhi, who during the dark days of the partition in 1947 visited riot affected areas of the country, and reprimanded people for their frenzy and violence. It was because of Gandhi ji that India emerged from the shock of partition and learnt to live as a united nation. He always moulded the audience to the path of truth and non violence by his simple, sincere and charismatic leadership.

Persuading audience to your desired purpose is the most challenging task of a speaker. The orators often employ the following points to persuade an audience.

Tone of Voice

One of the most significant contributions of the communication theory in the twentieth century has

been that it has scientifically proved what the great orators used to practice in the ancient Greece and Rome. That verbal communications are manifold times augmented with the help of vocal and visual communications. A message has 7% verbal elements, 38% vocal (i.e. tone of voice), and *55%* visual i.e. gestures, facial expression, movement of hands, postures etc. These three aspects contain Kipling's trusted honest men called how.

Verbal Elements in Speech

A public speech should be like one to one talk. Be honest and sincere what you feel and say it honestly and sincerely. It does not mean that if you are aggrieved with a person or problem, that you employ the language of abuse. Unparliamentary language is the unpardonable sin of public speaking. Make your side of point. Show defect in your adversary's stand. Your point is well taken. It conveys the impression that you are a well meaning person. Don't use long sentences. Don't give complicated argument. Don't over load your speech with facts. Don't be over repetitive. Some repetitions are natural in a spoken style.

Tone of Voice in Speech

The speakers normally adopt the following techniques in enhancing the vocal aspects of their speech.

• They vary tone of voice and pitch to avoid monotony of their speeches. They do some acting while speaking.

• This may be done through expressions of their eyes, face, body postures etc. A public speech is a particular type of acting.

• Speakers learn to practice as where and when to give a pause in their speech. They wait for the response of the audience.

Making Speech Effective

We hold our listeners attention more through their feelings than their reason. We convey our intellectual meaning by the words we use and by their arrangement. We convey our feelings, that is, our emotional meaning, by the way we speak. To make our words effective we need to give our attention to tone, tempo, emphasis and phrasing.

a)   *Tone*   Most speakers of the British English tend to use only two or three tones of the musical scale. The Americans add a nasal twang to it. For Indian speakers of English, care should be taken that they articulate clearly, smoothly without introducing angularities of their mother tongue. Sing song as well as halting articulation manners need to be avoided.

b)   *Tempo* Speed of speech is measured by the number of spoken words per minute. Pace is measured by how quickly the listeners feel that the time is passing. Speech is more interesting to the listeners when the speed is varied. If your average speed is too slow your listeners become bored and impatient. On the other hand , if your average speed is too fast, your listeners do not have enough time to take in what you are saying and once again, they lose interest.

c)   *Emphasis* We put meaning into words by placing emphasis at appropriate points, words and phrases.

d)   *Phrasing* The unit of writing is single word. The unit of speech is phrase. It is in the moments of

silence, between phrases, however small, that the listener interprets the meaning. Therefore, see that the phrases are separated by pauses so that the listeners can get the picture of the spoken speech. A pause should not be too long.

e) Do not worry about speaking up or speak out.

f) Try not to think of the mechanics of speech while actually talking to people. Train yourself to speak more clearly in a definite practice period and so gradually make the artificial way to become the natural way.

g) Learn a few passages by heart to practice in spare moments when alone.

Body Language

Body language includes, not only gestures and postures, but also includes clothes, hair jewelry cosmetics, handbags, shoes etc. Appearance is part and parcel of the message that we give to the audience. The following are general tips regarding the *effective use of body language* in public speaking.

1. ***Look at the Audience:***

This may be very hard to do but is essential. You need to look at them to see how they are reacting. Are they bored ? Asleep ? Looking interested ? Looking at you ? You want to worry when the audience stops looking at you for any length of time. It is usually indicative of not listening.

In small groups you should look at every one and at eye level, not above their heads. If people are arranged in a horseshoe shape, you must make sure you look at the people on the extreme right and left and not just those towards the back. In a large group the easiest way to maintain eye contact is to draw a large M or W round the room. This will encompass everyone. Eye contact is vital in order to maintain audience's interest in what you have to say.

2. ***Smile***

Learn to smile from your eyes. If actors. T.V. news readers and politicians can do it, you can also learn it by practice. Smiling through one's eyes is the most important skill or asset of a good orator or speaker.

Again quite hard to do if you are nervous. Even if you are not particularly happy, smiling can create the illusion that you are. It is also surprising how very often the audience smiles back. Smiling also has the added benefit to relaxing your vocal chords and it can help to make your voice sound more interesting.

3. ***Avoid Creating Barriers***

You need to get as near to your audience as possible. It is always tempting to hide behind something, but is undesirable.

4. ***Beware of Distracting Mannerisms***

This does not mean standing rigid. Most of us use our hands to some extent to add emphasis to what we are saying and we should not stop doing this. However, waving your arms around all over the place is likely to distract the audience. Jangling keys and coins in pockets or wearing jewelry can also distract. The major problem with distracting mannerisms is that if the audience

were to look onto them, it would concentrate on them rather than listening to your message.

5. *Be Natural*

Easier said than done, you may say. However, if you concentrate on getting the message across and stop worrying about yourself, you will have more chance of coming over naturally.

Timing and Duration of Speech

How many times have you heard speakers drone on long after the expected finishing time ? They seemingly do not realize the audience is getting restless. Considering the time of the day and how long you have for your talk is important.

Time of the day can affect the audience. After lunch is known as the graveyard session of lectures and seminars. Audiences who have had a few drinks and a good lunch will probably be feeling like to take an afternoon nap rather than listening to a speech.

How Long Have We Got Keeping To Time

Knowing how long you have got and sticking to it is crucial to good talks. This means practicing to see whether you have the right amount of material. Most people find that if they practice in their head or to the bathroom mirror, then actual speech will take about 25 percent longer. Bear that in mind. If there is no clock in the room, take your watch off and put it on a table near you so that you can glance at it occasionally to check your timing.

Concentration Problems

People's ability to concentrate hard for long periods is not too good. You need to anticipate lack of concentration in the audience.

Concentration levels over a two hour period look something like this:

When listening to a talk concentration is usually fairly good for the first 20 or so minutes. For some people, however it can be as short as five minutes. Thereafter, maintaining concentration gets harder and harder until they hear the magic words in conclusion, concentration improves slightly at that point in anticipation of the end of the speech.

Audio Visual Aids In Speech

The use of visual aids has become the normal feature of speaking in a seminar or conference.

- They break the whole thing up, which is extremely useful in longer talks.

- They are visual- a different activity for the audience from passive listening

- They can help in illustrating complex information in a simplified way.

Your personal computer (PC) has in built the following types of visual aids.

Slides

Either for an overhead projector or a slide projector. Limit the number you use.

Flip Chart:

A board and easel with sheets of papers which can be written on during a talk or prepared

beforehand and referred to during a talk.

Models:

If you are talking about a piece of equipment, it is a good idea to have a model of it there so that people can see and examine it.

Films and Videos:

The use of films and videos may make your lecture interesting but adventurous but do not overdo it.

Give Time:

Give time for the audience Ito look at slides. Do not talk and show slides at he same time.

3.9   Seminars

Seminar is, generally, a form of academic instruction, either at an academic institution or offered by a commercial or professional organization. It has the function of bringing together small groups for recurring meetings, focusing each time on some particular subject, in which everyone present is requested to actively participate. The idea behind the seminar system is to familiarize students more extensively with the methodology of their chosen subject and also to allow them to interact with examples of the practical problems that always occur during research work. It is relatively informal, at least compared to the lecture system of academic instruction.

In some European universities, a *seminar* may be a large lecture course, especially when conducted by a renowned thinker (regardless of the size of the audience or the scope of student participation in discussion). Some non-English speaking countries in Europe use the word *seminar* (e.g., German *Seminar,* Slovenian *seminar,* Polish *seminarium,* etc.) to refer to a university class that includes a term paper or project, as opposed to a lecture class (i.e., German *Vorlesung,* Slovenian *predavanje,* Polish *wyklad,* etc.). Used interchangeably with seminar, although this is typically utilized in the scientific fields.

Increasingly, the term "seminar" is used to describe a commercial event (though sometimes free to attend) where delegates are given information and instruction in a subject such as property investing, other types of investing, internet marketing, self-improvement or a wide range of topics, by experts in that field.

Seminar presentations are also intended for the improvement of technical knowledge of people. The presentations may also be uploaded in the internet for further reference by people.

How to Plan a Seminar

The function of seminars is to bring small groups together for various issues where every member of the group has to participate. The educational seminars are conducted to familiarize the students on specific subjects, which allow them to interact with the seminar leader. Compared to the academic instructions seminars are more informal. Most of the times, the term 'seminar' is used for describing a commercial event. Planning a seminar is a very easy job.

Steps on how to plan a seminar.

•   Select your topic beforehand while you are planning a seminar. If you are a professional speaker or consultant, then you will be given a certain topic and asked to speak to a group of people. If you have your own business, then you should conduct seminar for promoting your business, which

will interest your prospective costumers. For instance, an attorney will organize a seminar on estate planning.

- The next step is to choose a venue. Try and figure out the number of people coming to your seminar and select a place, which will seat everyone comfortably. Make sure that *you* consider the price while selecting the venue. Some of the venues can be expensive, while, others will be reasonable enough. Try hotel banquets, they usually conduct many business meetings so it will be a good place for seminars.

- Start making invitations and mail them. The type of invitation depends on the size of the seminar. If it a seminar for small group, make simple invitations on your computer. Make sure that you mail your invitation to the participants several weeks before, so that they will make it to the seminar. Always remember not to mail the invitations far in advance, or people might forget about your seminar.

- The next step in planning your seminar is to decide on the food. If you have a long seminar, then it is best to have refreshments at the end of the seminar. If the seminar starts in the morning and ends at lunch, then you must have lunch organized for everyone. Most of the venues provide you with in-house caterers who will provide food according to your requirements. Make sure that you have read the rules of your venue, so that you can order refreshments in advance.

- Get all the professional materials ready when you plan a seminar. Make several copies of all the paperwork you will need at the seminar. For the presentation, you will need some visual material as speaker. Make a hard copy of the presentation and hand it out to everyone at the seminar.

- Prior to your event, finalize the number of people attending the event based on the RSVPs you get. If required, then call some people for the reminder of the event and give them the last date of registration.

- Make a sign-in sheet and nametags for all the people. It will be nice for other people to meet others and interact with them. If you plan a seminar again in the future, then the sign-in sheet will help you in contacting them again.

- Make table packets for every desk and person. Add brochures, promotional materials, pens and notepad in that packet. If you are not able to get these items, ask the venue owners to provide you with stationery material.

- Call the venue incharge a few days before the event to give a confirmation of the event. Do not forget to get a confirmation from your caterer as well. Arrange the funds to pay the venue and caterer. Some people prefer payment prior to the event, while others on the day of the seminar.

  Get early to the venue of your seminar and set up things out there. Make sure that the seminar hall is set up according to your needs. Walk around in the room to make sure that every person in that room will have a clear view of the speaker.

Presentations

The importance of speaking cannot be overemphasized. Most of the time we communicate through speaking because it is so natural and spontaneous. But public speaking, or/speaking before an audience, is an art that has to be learnt with great care and serious effort. That is why so much has been written about the art of public speaking , powerful, speaking, effective speaking and so on. Dale Carneige, for

instance, has become a household name all our the world for his best sellers on public speaking. Powerful speakers have always been revered and emulated. But during the first half of the twentieth century people all over the world, especially in Europe and America owing to the two world wars and unforeseen political developments, realized the importance of systematic courses training in public speaking.

Presentations: Occasions and Definition

In industry and commerce the term 'presentation' has come to be used in preference to 'public speaking. The reason, perhaps, is that the purpose of a presentation is more precisely, more concretely defined. There may be many occasions for a presentation , such as.

(i)   launching a new product or service,

(ii)   starting a training course/session,

(iii)   presenting a new business plan,

(iv)   making a marketing/sales proposal.

(v)   making a contribution to a conference/seminar

(vi)   diversification of a business.

Speaking before an audience on any of the occasions stated above, or on a similar occasion, is a serious matter. It requires careful preparation that cannot satisfactorily be done by one person alone. That is why a presentation has been defined as "a formal or set-piece occasion with two usual hallmarks: the use of audiovisual aids, (and) team work." (Adair)

Looked at in this way, a presentation stands out as a speech made with the help of at least one teammate on the basis of sufficient material/information gathered and processed for significant business occasion and delivered with the help of audio-visual aids in order to make a positive impact on the audience.

Right Style

A presentation can either be formal or informal. During a formal presentation one has to take care of the following :

Dressing appropriately The first impression one makes on one's audience is always very vital. The things that you should keep in mind are: i) researching your audience; ii) dressing appropriately. Organisations have their own dress code and people generally like people who look like them. So adapt your outfit and be in tune with your audience; iii) do not compromise on neatness or smartness. The audience expects you to look smart and good; iv) never let your appearance overpower your message. Remember that the audience has come to hear what you have to say, not to see you.

Judging the audience During a presentation, one has to carefully judge the audience-their level of knowledge, aptitude and so on. Finding out as much as possible about the persons you are going to address, it will help you to pitch your talk at the right level. This information can among others, include the audience's age, profession and specialisation. These have to be the determining factors in designing the talk and deciding the style. Here, one has to also consider whether it is a large or a small audience. A presentation that is suitable for a group of five or six, for example, has to be different from one meant for a group of 20 or 30.

Using the right style and language A presentation definitely cannot be informal and casual. But at the same time, it cannot be put in extremely formal, stiff or frozen language. Stumbling for words and speaking haltingly will bore an audience. You need to develop fluency and a good command over language and also learn to use it for your maximum advantage. The audience would like to listen to a speaker who has a confident delivery and is in control of the situation. Developing a positive attitude to speaking will go a long way in increasing the confidence levels. The way you approach too can be helpful. The audience feels a sense of involvement if directly referred to

Word Order

Choose your word order in a way that you present the relevant information clearly and distinctly. Instead of saying, "Britishers, Moghuls, Afghans and Aryans were all invaders in India," it is better to say, "Britishers were invaders, so were the Moghuls, the Afghans and the Aryans." Keep in mind the fact that the most important information comes in the front or near the front.

Signposting

As a speaker, you know where you are proceeding and how. But your audience is ignorant of it. It is important, thus, to have signposts, which suggest the direction in which you are moving. This will also help you plant the facts, clearly signify and categorise the message that is to come.

Method of presentation

Having planned out the presentation you have to decide upon the method of presentation. In practice, three methods of presentation have been observed.

Reading Many speakers write out their entire speeches and read them out before the audience. The greatest advantage of this method is that accuracy is best maintained in it. Winston Churchill is reputed for using a written script. But he was a master orator who would frequently glance up from the script and maintain eye contact with his audience. But not many speakers can do that. Most of us, in fact, do not read aloud well. Most readers sink into dull monotones, miss punctuation marks and fumble for words. So, this method has more disadvantages than advantages.

Memorized presentation Many speakers are known to write and memorize entire speeches. They have memory powerful enough to remember even the pauses. But, then, very few have been able to do so effectively. The greatest disadvantage of this method is that the speaker may forget some important point/part of the script. Trying to locate it in the script, if it is with the speaker at the moment, spoils the entire effect of the presentation. That is why most such speakers memorize key parts and use notes to help them during the presentation.

Extemporaneous presentation This is the most popular method used by really effective speakers. They have carefully planned their speeches, but then they speak as if they were getting the ideas, coherently arranged, on the spur of the moment. Whenever they need any help they look into their notes that they keep handy. They don't waste time in memorizing the speech as it is a strenuous exercise. On the other hand, looking into the notes, serially arranged, seems quite natural and the speech delivered in this way also sounds spontaneous.

Identifying the general and specific purposes

Once you have selected a topic, the process of refining begins. There are two levels at which the basic goal of presentation is identified. The two purposes that needs to be identified are:

·   General Purpose

·   Specific Purpose

General Purpose:

Despite the differences between formal speeches and oral presentations, they share common general purposes- i.e. communicating with an audience.

·   to inform

·   to persuade

·   to motivate

·   to celebrate.

Informative presentations have the following characteristics :

i)   *They are accurate* When you communicate facts, accuracy is essential.

ii)   *They are clean* Information must be communicated in a way that the listeners can understand.

iii)   *They are meaningful* They must answer the question "How will this help me?

iv)   *They are memorable* Information not remembered is of little value.

Persuasive presentations can work at three levels.

i)   They can change or affirm existing attitudes about important topics

ii)   They strive to gain the commitment of the audience.

iii)   They motivate action.

Motivational presentations employ persuasion, but rely more extensively on stimulating the emotions and feelings of listeners as a method of inducing action. For example, drill sergeants may use highly charged, emotional language to push 'raw' recruits to news levels of physical exertion.

Ceremonial presentations consist of

i)   Introduction   - introducing other speakers.

ii)   Acceptance   - welcoming an honor as reward

iii)   Tribute   - making toasts.

iv)   Goodwill   -remembering and honoring the past

v)   Inspiration   -presenting a memorial or eulogy

vi)   Celebration   - rejoicing in achievements.

Ceremonial presentations require you to consider the common ties that bind participants as a group Usually, for ceremonial presentation you may be given a general purpose and asked to select a topic, but in business you are frequently assigned a topic and must then choose the general purpose (approach) that will be most successful.

Specific Purpose

It identifies what you as the presenter want the audience to think, believe, feel, or do as a result of listening to your presentation. Specific goals are far more effective for directing communication to achieve shared meaning and desired result.

Some basic considerations for specific purposed include the following:

a)   Is the idea manageable in time allotted for presentations?

b)   Is the idea challenging to the audience,?

c)   Is the idea important to the organizational values?

This exercise should result in developing a thesis statement, a single declarative sentence that summarizes the main ideas to be presented to the audience.

This is also known as the core idea. Every core idea should define, *residual message* the idea that breaks through the resistance, that stays in the listener's mind when everything else is forgotten.

Content of Presentations

It is also important to prepare the presentation material with care. The important points here are:

1.   *Researching the subject* It is important to be clear about the objectives of the presentation and the audience you are presenting to.

2.   *Selecting the content* Once the information has been gathered, it is necessary to filter out the non-essential points. One has to then group the ideas under separate headings; classify the information depending on the available time and keep the matter strictly to the point.

3.   *Planning for the talk* To get the message effectively across, one has to carefully draw out a presentation layout. *A* well-planned presentation is always a well-received one. The important factors to be considered at this stage are the following:

·   *The beginning* During a presentation one is always sure of the first few minutes of the audience's attention. One therefore has to be very careful about the beginning. Make an impression that will hold the attention of the people. One can start with a quotation, a question, a dialogue or even an anecdote, a fable or a parable. A joke, an unusual definition or a startling statements or statistics too can be an effective beginning.

·   *The middle* After making an impressive beginning one has to be able to deliver the contents effectively. The contents should be well structured, be logically connected and effectively lead towards a specific goal. To sustain the interest of the audience, it is important to include examples and personal experiences, which will make the material authentic and interesting.

·   *The end* The way a presentation ends is again very important. Primarily, this is what the audience will remember the presentation as. It is important therefore to give a presentation the right emphatic conclusion that will make a lasting impact on the listeners.

Attention Curve

The attention of the audience during a presentation generally goes through an attention curve. It starts on a high, drops a little first and more steeply later. It rises again towards the end and further up for

the last few minutes. Some of the ways the audience can be kept interested are the following:

(i)   Look into the points where the attention curve drops and consider ways of varying the texture. (If your presentation has been largely oral, bring in an audiovisual slide have an interactive session that will ensure participation.)

(ii)   Keep the sections short and ensure that every section ends on a high.

(iii)   Get the audience involved, decide what you want them to remember and stress on it.

Factors Aiding Effective Presentation

(i)   *Use of audiovisual aids:* During a presentation, audio visual aids help is gaining the attention of the listeners. They create the necessary shift of attention and even increase interaction between the presenter and the audience.

(ii)   *Eye Contact:* Eye contact forms one of the most essential means of maintaining rapport with the audience, receiving feedback and holding attention.

(iii) *Intonation* The presenter has to use the right intonation with proper emphasis and stress at the right points to convey the spirit of the message.

(iv) *Body Movements* During a presentation, body movements too have to be carefully monitored. They should neither show lack of confidence nor be aggressive. Assertive attitude with the right facial expression and posture is ideal.

(v)   *Space* Depending on the situation and context of presentation the presenter has to constantly negotiate the space between her/him and the audience. Preferably, he/she should avoid the public space as it denotes a lot of physical distance between the presenter and the audience as, for example, in a public meeting. Social space denotes the lessening of this distance 'public space', and use more of the 'social space'. Rather than being static, the presenter should move and tackle the points as well as the space.

(vi) *Words/Phrasing* The choice of words and phrasing can be very important in a presentation. Some of the general principles are:

a.   Don't use abstract or vague words.

b.   Use active rather than passive voice.

c   Cut out jargons and clichéd phrases.

d.   Adopt the 'you' approach. Wherever possible, replace the third person with the second person.

e.   Bring in personal examples and experiences wherever you can.

f.   Keep the main points as near the beginning of the sentence as possible.

g.   Talk of the way you position yourself and indicate with linkers that you are moving.

Visual Aids

Whatever the visual aid used in the presentation, it should be positioned in such a way that it is easily visible to the audience. It should also be made sure that the speaker, while speaking and moving, does not obstruct the view.

It has been estimated that 11% of what we learn is through hearing , 83% through sight and the rest through the other threes sources. Hence, visual aids can make your presentation more effective.

Visual aids help both speaker and the audience remembers the important points. Some of the aids, which can serve you well, are snaps, pictures, charts, motion picture, and slides overhead projectors, and blackboard. Two type of visual aids are use to supplement and presentation . They are :

·   Text visuals help listeners to follow the flow of thoughts/ ideas.

·   Graphic visuals present and emphasize important facts. They help the audience to grasp numerical date other types of information that would be hard to follow of presented orally.

Using visual Aids

Format	Audience	Advantages	Disadvantages
Flip charts Chalk and Writing Boards	Small	Help to organize / summarize High Flexibility, low human error, Informal	Low – impact
Overhead Transparences	Medium/ large	Portable, No technician needed, High Flexibility Flexible/ Modular	Can be distracting Complex charts and graphs are ineffective, Do not show motion, lights must be dimmed
Slides	Medium/ large	Minimum equipment needs, Type serves as outlineGraphs show relationship, Charts save time conceptually	Requires equipment, Availability
Video Cassettes	Small/ medium	High-impact, Instant replay Flexible	
		Easy assembly, Supports other AV formats, Provides change of pace	

Visual aids are used to convey the key part of the message, that is they are meant to emphasize the most vital points of the presentation. As every presentation is a unique communication event, no hard and fast rules can be laid down for the use of visual aids in all presentations. Much depends on the individual's choice.

This is not all. A presentation has the potential to open up unlimited possibilities for the organiza-tion. If, for example, a new product is to be launched, the best visual aid will be either to display the product itself or a replica of the product as is sometimes done by motor/engineering/ aircraft companies. They either hold exhibitions backed up by presentation or display replicas of their products at selected places. Screenings of films on their products also attract audience who are, then, engaged in presentations question answer sessions. Presentations made in this way serve the purpose to inform charm convince persuade

ask for further information-act and so on. It is for the organization to decide how best to make their presentations 'deliver' their goods.

3.11 Let Us Sum Up

Business communication is a specialised branch of general purpose communication. It may be defined as the effective use of language to convey a commercial or industrial message to a well-defined audience for achieving a pre-determined purpose.

Since business is becoming international at a rapid-pase, it is essential to be aware of culture-specific elements of communication. The expansion over a wide geographical area has also made communication more diverse, intricate and complex. Hence, in handling it, greater care has to be taken. An awareness of ethical and legal aspects can prove helpful in making both intra-organisational and inter-organisational communication smooth and trouble-free.

3.12 Review Questions

1. Conversation lies at the heart of informal communication. Discuss.

2. Write a note on different types of employment interview, describing clearly the purpose for which they are held.

3. What kinds of questions are generally asked at a job interview? Give examples to illustrate your answer.

4. What traits/qualities does an employer look for in candidate while interviewing him?

5. In what way would you prepaer yourself if called for a job interview?

6. Discuss the reasons because of which a qualified candidate may not be successful at in interview.

7. What are the main factors that you would bear in mind while conducting an interview?

8. Describe briefly the points one should bear in mind for effective participation in a group discussion.

9. Why do employers used group discussion as one of the instruments for assessing the suitability of candidates for a job?

10. What factors would you bear in mind while giving an oral presentation befor a large group?

11. What role does body language play in making oral presentation effective?

12. Why is it necessary for the businessman to listen carefully and attentively?

13. Mention some of the obstacles to good listening and suggest how they can be overcome.

14. Write down imaginary telephonic conversations about the following: Invent your own details:

    a)   Purchase of 3 air-conditioners for your office

    b)   Hire of a care for a month for office use

    c)   Catering service

15. Write brief notes on:

    a)   speech training

b) memorising the speech

c) posture and gesture

d) public speaking for the businessman

16. Mention the audio and visual aids that can be used while making a presentation.

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UNIT-4

REPORT WRITING

Structure

4.0   Objectives

In this unit we shall study various forms of report, and how to collect data for report writing.

4.1   Introduction

The word 'report' is derived from the Latin '*reportare*' which means to carry back (re=back+portare = to carry). A report, therefore, is a description of an event carried back to someone who was not present on the scene. Thus in a broad sense, many memorandums, letters and news items are reports. When an instructor prepares a list of absent students or an analysis of an examination result, or when a techinician fills in a form the readings taken from a measurment instrument, he is writing a report. But the types or reports we are interested in are those which scientists, engineers, business executives and administrators have to write as part of their duty. These relate either to the work they have done or to the activities of the organisations they belong to. Such reports are the result of careful investigation, sound thinking, logical organisation and clear writing and they are presented in a conventional form sanctioned by long and varied experience.

A report is a formal communication written for a specific purpose; it includes a description of procedured followed for collection and analysis of data, their significance, the conclusions drawn from them, and recommendations, if required.

A report differs from other compositions in as much as it is written in a more or less conventional form to meet a specigic need or requirement. It is not an outburst of powerful feelings or an expresion of *recollected emotions*, nor is it written because one feels an irresistible urge to unburden one's heart.

4.2   Significnance of Report

Whetever profession you choose, it is almost certain that you will be asked to write and read reports. It has been estimated that an engineer, a business executive or a governement officer spends about 75 percent of his time at the desk either writing reports, letters, etc. or processing them. A commission or a committee, a study group or a panel is required to present its findings and/or recommendations in the form of a report.

It has rightly been said that for running an industry or a business efficiently the skill of report writing is an necessary as good equipment and quality raw materials. A statement like 'a business executive who cannot write effective reports for his boss and gets his subordinates to write good reports for himself is almost totally ineffective', is an exaggeration of a vital truth. It is an undeniable fact that a report helps an executive perform his functions of planning and evaluating men and material resources efficiently.

In earlier times when business was run by small groups, all members could meet, pool their knowledge, discuss problems and arrive at decisions. Now when an industry employs thousands or workers, many of them specialists in particular fields or operation, it is not possible to keep oneself informed of what others are doing without the aid of reports. Life in the latter half of the twentieth century has become highly competitive owing to unprecedented advances in science and technology. Whether it be an individual or an organisation, critical evaluation of performance is essential for mere survival, more so for growth and progress. Thus, continuous efforts are required for an organisation to improve its working through an analysis of its own processes of production, distribution, etc. and comparison with other similar organisations. And these tasks cannot be performed without preparation of reports on various aspects of business and research activity.

Writing reports is a discipline which has an intrinsic value. It trains the writer in 'planned and orderly procedures and logical presentation of ideas and information..... It reveals gaps in reasoning, spotlights wooly thanking, identifies digressions from the correct line in the work done, shows up faults of tactics or strategy which the smoke and comfusion of day-to-day close combat comfortably conceal.' One major corporation in the USA tells engineers in a technical report manual:

It (a repot) is often his (an engineer) only tangible product. It presents his investigation, his testing and experimentation. If his efforts are to count in the judgement of his superiors, he must decribe clearly what he has done. He must show the significancne of his work. And often the engineer's written report is his contact with the management.

These observations are equally applicable to scientists, business executives and public administrators.

Even as a student you will have to write a number of reports: project reports, survey reports, laboratory reports, etc. You will discover that you get a better understanding of what you have done when you write a report on it.

Report writing develops the power of discrimination, organization, judgement and communication. Universities offering professional programmes are beginning to take an increasing interest in introducing cources in report writing, and progressive organisations are specially designing intensive programmes in report writing for the benefit of their emploees.

4.3   Types of Reports

Reports may be oral or written. An oral report is a piece of face-to-face communication about something seen or observed. Unless tape-recorded, it is as ephemeral as any other oral communication. Though it saves the reporter's time, it is more time-consuming for the receiver as he has to listen to every word of report. A written report is relatively more accurate and permanent. In certain cases the reader may just skim through it, or read the abstract or the conclusions or recommendations only. It can be referred to again and again and is by its very nature more formal than an oral report.

There are, however, certain types of written reports also which, like oral reports, are comparatively informal. For example, the manager of a firm may write a report of his assessment of the working of the branches he visits on a tour for the information of the proprietor. Generally, such reports are written in the form of a memorandum and range from a few lines of several pages of detailed information. Some times they are written in the letter form too.

Formal reports vary a great deal according to their purpose and contents, and different organiozation have different ways of classifying them. Some classify them according to their source or frequency of appearance, others by their length or degree of formality or physical form. Whatever be the basis of classification, there is one thing common to them all-they follow more or less a similar pattern. We may for our purposes classify these reports into the following two broad categories:

(i)   Informational

(ii)   Interpretive

Both kinds of reports are the result of an analysis, investigation of a problem, survey of a situation, or a piece or research. An informational report contains only the data collected or the facts observed in an organised form. It presents the situation as it is and not as it should be. It does not contain any conclusions or recommendations. It is useful because it presents relevant data put together in a form in which it is required by the management to take decisions.

An interpretive report, like an informational report, contains facts but it also includes an evaluation or interpretation or analysis of data and the reporter's conclusions. It may also have recommendations for action. An interpretive repot which consists principally of recommendations is also called *a recommendation or recommendatory report*.

There are some reports which are written in a prescribed form. All that the report writers has to do is to put a tick mark agaist certain items listed in the form or write very brief remarks against them. These reports are written usually for recording routine matters at regular intervals, e.g. confidential reports on employees, periodic reports on the progress of projects, reports on inspection of equipment etc. Though these reports are formal and contain information and sometimes recommendations also, they are called routine reports.

Report writing is the direct outcome of the giganticism and complexity of modern business organisations. Before the Industrial Revolution in Europe, when departments and branches were unheard of, report writing was not required. The sole trader knew all about his sales and purchases personally. If he was fortunate enough to have a large establishment or shop, he gathered his assistants around him in the evening and asked them what business had been transacted during the day. His assistants would then submit an *oral* report to him. Today, however business is differently ordered and patterned. Rapid and cheap means of communications have brought into existence large business organisations, with several departments and branches spread over the country and even overseas. It is not possible for the manager or director to run around trying to find out what is happening in the organisation. The modern business executive sits behind a desk- in an air-conditioned office- and keeps track of what is happening in the different departments and the distant units of his organisation by reading the detailed reports that are sent to him by his departmental heads and branch managers.

The British Association for Commercial and Industrial Education has defined a report as : "a document in which a given problem is examined for the purpose of conveying information, reporting

findings, putting forward ideas and, sometimes, making recommendations." Simply put, a report is a communication from a person who has information to a person who wants to use the information. Such reports when purposefully written often provide the business executive with a workable basis for action.

Since a report is desined to give a complete picture of what is taking place at a distance or way from the person who receives it, it must be detailed and comprehensive - it must not leave out relevant information. A good report leaves no question unanswered in the mind of the person to whom it is addressed. If the directors or persons at the Head Office have to re-inquire about matters or ask for explanations then there is something wrong with the report that has been sent.

That a report must be detailed and comprehensive does not mean that it must be long drawn out. It must, like a good business letter, contain only relevant matter. Care should be taken to use concise and clear language, for a report that is written in confused and muddled language defeats its own purpose.

The report must contain a logical arrangement of ideas and information. The best logical arrangement is that of proceeding from the general to the particular. While writing a report on a particular industrial plant a general description of the geography and location must be given before giving details about the factory building and machinery. As in all logical arguments, a good report must contain a definite conclusion. The report-writer cannot conclude by sitting on the fence and saying "taking all the factors into consideration it is advisable and also not advisable to set up a new plant in Bhopal." This, of course, does not apply to those reports that are meant only to provide information and facts.

Reports are, generally speaking, of two types : (a) those that provide bare information and facts and do not contain any opinion of the writer and (b) those that are designed to persuade the reader, or which recommend some line of action. When a branch manager gives an account of the salary and dearness allowance paid to his employees to the Head Office listing the disadvantages of the present site of his office and recommending an alternate site, he is writing a report to persuade. A *Survey Report* is also a kind of a factual report - it is written in response to a request for information. An *F.I.R.* (First Information Report) is one more factual or information based report. It is the first report that is filed in a police station in the event of a murder, robbery or crime and it is the first thing submitted to the management of an organisation in the event of a disaster or crisis.

The drafting and sending or reports (periodic or progress) plays a very important role in the organisation and management of a business. Form the point of view of management, written reports perform two very important functions : (a) they provide information for the purpose of *planning* and (b) information for the purpose of *control*. It is common knowledge that the larger the organisation the greater the need for planning and this planning can only be done if the management is constantly provided with information and actual figures and estimates from all sections and departments of the organisation. This vast mass of technical, sales, purchase, manufacturing and financial data can only confuse the management unless it is systematically presented in the form or written reports with appropriate recommendations. Again a management can control the organisation only if it receives periodic progress reports about the extent to which the objectives set by it have been reached and the obstacles, if any, in reaching the objectives have been overcome. Keeping the twin objectives of planning and control in mind we find that some of the common topics on which a management required reports are :

a)   Financial reports to enable the preparation of budgets.

b)   Staff reports to determine excess or shortage of personnel.

c)   Reports to improve quility or methods or production.

d)   Reports to determine causes of decline in sales, labour unrest, transport and distribution problems.

e)   Reports to explore the possibility or starting new branches, industries or adding a new line to sales.

f)   Informative reports about the prospects of improving business, state of the market, condition of competitors, etc.

4.4   How to Collect Data for a Report

A technical report is possibly the longest document a student has ever written. It involves research and the material comes from sources outside the library.

Since a report is for the most part factual, the report writer must collect his facts carefully and put them together. He can gather his information by-

(a) observing personally or visiting the site,

(b) reading journals and studying statistical data,

(c) writing letters and obtaining replies,

(d) interviewing people who know,

(e) issusing questionnaires.

Important Preparatory Steps

An effective report is the result of careful preparation and execution of the plan. A thorough preparation will save you time and make the writing of the report easier. It will help you keep you objective in view and realise it effectively. The following are important preparatory steps to writintg a repot:

(i)   Define your purpose and scope.

(ii)   Determine your audience

(iii)   Collect the data.

(iv)   Organize the material.

(v)   Make an outline.

(i)   Define your purpose and scope

Reports are produced in response to specific demands. Very often you have clear instructions which are generally called *Terms of reference* that tell you what you are required to do. For example, the terms of reference of the Committee on Foreign Collaboration appointed by the government of India, Ministry of Industrial Development and Company Affairs, were as follows:

(a)   to examine the extent to which, at the present stage of our economic development, import of technical know-how from abroad can be dispensed with;

(b)   to examine the general conditions subject to which indigenous know-how can be deemed to be capable of commercial exploitation; and

(c)   to suggest general guidelines regarding the type of cases which foreign collaboration may be

allowed.

Though the terms of reference will guide you before you actually begin to collect data, it is advisable to spend time in working out the exact scope of your report. If the instructions are wooly, you should seek clarification before making a start. A false start invariably results in waste of time, energy, money and ideas.

Often you will be required to write reports at very short notice. You may, for example, be instructed to prepare a report on the sales of your company's products during the first quarter of a financial year- a piece of information urgently required for a meeting of the heads of unit deportments next morning. In such a case, you are expected to produce an elaborate report. All you need to do is to collect the relevant files available in your office, pick out the figures you need, and arrange and present them in meaningful form. On another occation you may head a committee which is assigned the task of finding out the causes of a fall in the sales of a product of your company and to suggest measures to boost the sales. In this case, you will be given enough time and clear instructions about the nature and extent of the coverage. You will gather detailed information from distributors, retailers and also perhaps conduct a sample survey of consumer reaction and write a comprehensive report on the basis of the data collected from these sources.

There are many reports of a routine nature, e.g. anuual financial reports, quartely reports on purchases and sales, reports of a routine on feasibility of establishing a branch in a town, etc. There will, therefore, be models of such reports available in the organisation you belong to. It is good to make use of these models and to follow them.

(ii) Determine your audience

A report is always written with an audience in mind. The terms of reference very often make it clear who will read your report. In some cases it may be just your immediate boss who needs information on some aspects of work with which you are connected. At other times it may be a number of readers to whom your report will be cirulated. Generally speaking, you will find that your report has any of the following six kinds if audience:

(i)   Superior officers

(ii)   Colleagues, or counterparts in other organisations

(iii)   Subordinates employees

(iv)   Other organisations engeged in similar activities

(v)   Share-holders

(vi)   Customers and members of the public

If your report is based on instructions from an indivisual, it would not be difficult to figure out its objective. If, however, the audience is large and varied, you should find out carefully what they know and what they do not know. The difference in their training, experience and background should determine the presentation and style of your report. To overcome the difficulty or catering to the needs of a varied readership, keep in view the people who are farthest in knowledge from the subject of your report. For example, if you are sales representative and your report is going to be read by the sales officers, the chief sales executive and the managing director, you should keep in view the managing director while writing; the sales officers and the chief sales executive are expected to have background information about what

you write.

Remember that a report is a piece of communication and can be considered successful only if it produces in the reader the desired response. One way of testing this is to place yourself in the position of the reader and the then examine the effect it produces. In this respect you should make an attempt to emulate a good salesman. What does he do? He looks at things from the customer's point of view by placing himself in their position. This is a difficult task, no doubt, and requires a lot of patience and flexibility of approach. When you do this, you may well find that you have to add quite a few details to complete the picture or to discard a lot of material you so assiduously collected after spending hours of valuable time. But then it is part of the report-writing game to have the courage to do so when you discover that it would add to the effectiveness of the report.

(iii)   Collect the data.

After the purpose and scope have been specified and the audience dtermined, the next step is to gather the relevant data. Before you set about this task, you must know the various methods of collecting information and the sources from which you can gather the relevant material. Many reports turn out to be ineffective because the writer did not use the proper method, consult the right documents, approach the right people or secure the right answers. Let this not happen to you. Recognition of sources of information and culling the relevant data are essential for writing a good report.

There are a number of methods and sources for collecting data. Choose the ones relevant to your purpose. We may place them into the following categories:

(a)   Methods

1.   Personal Observation

2.   Telephone Interview

3   Personal Interview

4.   Questionnaries

(b)   Sources

1.   Internal Records

2.   Library

3.   Internet

Methods of Collecting Data

Personal Observation- Some reports will be based on your personal observation. For example, you may be reqired to write a report on an experiment you conducted in the laboratory, a job you performed or an event to which you were an eye-witness. Since, in these cases you will have to rely on your sensory perceptions and memory, you must develop the habits of careful observation and accurate recording- traits which even otherwise are helpful. Lest you should be caught unaware, it is advisable to keep a norebook and a pencil ready for jotting down notes.

Telephone Interview- Telephone interview as well as personal interviews are the other methods of collecting data. If the information you seek is of a routine nature and only brief answers are required from a small number of people you may contact them on telephone, and save time on travelling. But often

you may not get as effective a feedback on the telephone as in the case of personal interviews. Further, the information you collect may be unrepresentative because all the persons you need to contact may not be on the telephone and if some of them are residents of other towns, long distance calls will be necessary and in that case this method will prove very expensive.

Personal Interview- Interviewing is an art that demands intelligence, patience, tact and courtesy on your part. Even though you need one type of data, remember that all individuals cannot be dealt with in an identical manner. You need to be, observant and sensitive to the reactions of the person you are interviewing. You should be quick to readjust your approach and attitude to suit each case. You must first secure a person's attention, excite his interest and establish a rapport. He must open out to you and cooperate in giving you the information you want. And all this depends on your own knack of handling people.

How does one go about this business of interviewing people? First, you must do your own homework well. You must first of all break up your problem into significant components. It becomes easier to handle it in this manner. Then carefully prepare a set of questions covering all these aspects. Next, you must fix an appointment before calling on a person. Tell him beforehand the amount of time you are likely to take. Before starting the interview, give him a brief introduction about yourself, your organisation and the purpose for which you are collecting data. Do not embarrass him by asking personal questions or by seeking confidental information. If a person is hesitant about imparting a piece of information, do not press him. If he would like to be anonymous, respect his wish. Lead the intreview but do not talk more than is essential to elicit he information. Maintain a comfortable atmosphere throughout the interview and end the meeting gracefully. Do not prolong the interview unnecessarily.

Sometimes this method of collecting data is used to supplement information collected through questionnaires. Through this method you can get qualitative data- data which cannot be obtained from yes/no answers or the choice of alternative given in the questionnaire. Sometimes the answer given may not be clear. Through personal interview you can put supplementary questions and get the exact information you need. You get not only what is being said but also the exact feel of it. This will help you to draw your conclusions better.

Questionnaries- When a wide geographical coverage is required and a large number of people have to be contacted, the most efficient and convenient method is to collect data through mail questionnaires. You can send thousands of quastionnaires at a comparatively low cost. Since you cannot seek further clarification as in the case of interviews, you should take utmost pains in preparing the questionnarire.

Sources

Internal Records-Most activities of an organisation are recorded in written documents- letters, memoranda, reports, contracts, agreements, transcript of talks, orders, office notes on files, etc. In business organisations, figures for annual statements of income and exprenditure, sales, purchase, production, distribution, etc. are culled from account books and other records maintained by them. Very often you will find that the relevant data for the reports you have to write can be assembled from such records. If the records you need are current, you can call for them, from the units/departments maintaining them. If you have to dig into old records, you should approach the recordkeeper. In some cases it may be necessary to get the photocopies made, facilities for which exist in most organisations. You should carefully note down the identification number of the records you have consulted so that there is no difficulty in referring to them in future. Sometimes you may be able to collect the information you need by issuing a circular to the

officers concerned and on the basis of their replies to complete the information you require.

Library- A library is a place where written material is collected and kept for use by its members. One of the main aims of a library is to ensure that the best possible use is made of its collections, to bring the right reader to each book and the right book to each reader. The range of subjects covered by a library depends on the type of reader or organisation it is intended to serve. Other services offered be some of the libraries are a reproduction of material on demand and securing of material from other libraries for the benefit of its members.

Each library catalogues its books according to a system. A reader should acquaint himself with the system to make best use of the library.

Internet-*Internet*, has become a powerful medium of information storage and dissemination the world over, crossing every conceivable barrier created by caste, creed, religion and geographical distance. A network designed to share date and resources among several computers, usually personal computers, located in a limited geographical area such as a building or an office is called LAN (Local-Area Network) whereas, a network of geographically distant computers and terminals is terned as WAN (Wide Area Network). The information put on WAN becomes instantaneously available to thousands of organisations and millions of individuals.

The most exciting part of Internet is the fast growing region or subset known as *World Wide Web* (www). The Web consists of thousands of intricately, interlinked sites called 'home pages' set up for on-screen viewing in the form of colourful magazine style pages with text, graphic, sound animation and video form. It helps locate the kind of information you are looking for and also indicates links with related segments of information.

Organize the material-Now you are ready for another crucial step, viz, the organisation of the material you propose to include in your report. It is obvious that if you start preparing the first draft staightway, you are likely to be lost in the mass of data and it will be difficult for you to adhere to the sequence of your ideas. Thoughts do not always come in the order in which you would like to put them in writing. They are sometimes elusive and occasionally it becomes difficult to recall what you were thinking just a few minutes ago.

The best way to organize material is to prepare the outline of a report before you actually start writing it. The outline will provide you with a framework into which you can fit in an orderly manner various bits and pieces of information you have collected and your own conclusions. It will indicate the pattern of your report and provide you with a starting point for writing. It will also serve as a map which will not only lead you to your destination but also enable you to ensure that you are on the correct track. The various headings and sub-headings contained in it will act as traffic signs, directing you on the right course.

As a matter of fact, in all compositions it is advisable to prepare an outline. Even in short presentations, a brief listing of the points you are going to touch is essential.

Make an Outline-How do you go about organising the material into an outline? This question is difficult to answer because there is no set procedure for doing so. You will with experience discover one which works. However, a few steps that may be helpful are suggested below:

(i)   Go through the entire material you have gathered and think of possible organizational patterns.

(ii)   Choose one pattern and then jot down the topics and sub-topics as they come to you.

(iii)   Then arrange them on the basis of the principles discussed above.

(iv)   Prepare a tentative outline, demarcating the material that could go under each topic and sub-topic.

(v)   Carefully examine it and make changes, if necessary.

(vi)   Write out neatly the final outline.

4.5   Kinds of Reports

Apart from being classified as informative or recommendatory, reports may be categorized as (a) those that go up (b) those that go down and (c) those that go out.

When branche managers, agents and secretaries write to their superiors, principals or directors the reports may be said to have gone up. When the directors or employers write to their employees or juniors either directly about the working of the company or through House Journals the report may be said to have gone down. Reports that go out are those written to shareholderes, creditors and the general public either by the secretary or by the board of directors about the function and progress of the company.

Reports may also be classified as (*a*) *Statutory Reports* and *(b)Non-statutory Reports.*

Statutory reports are those required to be written by law. In the case of companies they include the Statutory Reports, the Auditor's Report, the Director's Reports and reports by inspectors and commitees appointed to investigate the company's affairs. Non-statutory Reports are not required by law. They merely help the smooth and efficient fuctioning of business and build good-will. They include reports by directors to shareholders on special proposals, reports by sub-committees like a finance committee, allot-ment committee etc and reports by secreataries to directors and the chairman on special aspects of the functioning of the organisation.

Reports Written by Individuals

A report written by an individual may be sent in the form of a letter. If, however, the report is likely to be a long one with several subtitles and sections then it should be written in the form of an impersonal statement with a covering letter.

Reports by individuals must be written in the first person singular and they are of great use to the report writer himself as they enable him to give expression to his talent and ability. Reports by secretaries and experts come in this category. The report must be signed by the individual writing it.

Committee Reports

Reports written by committees or sub-committees are more impersonal in tone and formal in phraseology. They usually contain phrase like "the committee came to the conclusion" or "the committee was of the opinion." The report is signed by the chairman on behalf of the committee or by the members of the committee themselves, if they are not too many. While drafting such reports care should be taken to see that if any member of the committee has dissented from the general opinion of the committee a NOTE OF DISSENT, containing that member's views, is attached to the report. As committees in the business world, which submit reports are not political bodies, no importance is attached to unanimity. Indeed a committee member who expresses dissent often gives the authorities a clearer picture.

When the matter to be investigated is of a complex nature it is usual to appoint a committee or sub-committee. The committee consists of 3 or 4 persons who are specialists in different fields. The

committee is so constituted that the same problem may be viewed from several angles and in its different aspects. For instance, if a new factory has to be started in a distant state a sub-committee consisting of an engineer, transportation expert, labour expert and financial expert will certainly submit a better report than an individual or a sub-committee consisting of only a financial expert and an administrator who would view the project from their own specialised viewpoints only.

Summary

Organised and correct planning results in a well-planned report. The first step is to understand clearly the purpose and scope of the report as well as to identify its audience. The next step is to collect authentic data from reliable sources through an appropriate method and to organise the matter, after evaluation, logically in the conventional framework. The last step is to prepare an outline according to the principles of sequencing and categorisation. These steps, if taken properly, would lead to the writing of an effective report.

4.6   Review Questions

1.   How would you asses material before making notes from it? Why is assessment necessary?

2.   What is meant by organising a report logically?

3.   A commiittee has been appointed to investigate the possibility of starting a stone polishing factory at Kota. Submit the findings of the committee in the form of a report.

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UNIT-5

TECHNICAL DOCUMENTATION, PRESENTATION & REPORT WRITING

Structure

5.0   Objective

In this unit we shall study how to present a technical document and we shall also compare other aspects of short and long reports.

5.1   Introduction

Technical writing is a typical form of writing, different from expressive expository or descriptive writing. Technical writing requires give and take, a dialogue, a follow-up , input and action. Most often, it creates action ; it causes the person at the other end to react or respond. It is also a form of documentation where processes are described, recorded and analysed. Documentation could also be about the different phases of a product life cycle or even the responses to a certain experiment or exercise. Most often these are in the form of reports. It is important to emphasise here that there may not be a single procedure of reporting or documenting. It is always need- and situation-specific. There are three factors determining technical writing-purpose, audience and tone. The purpose of writing and the audience very often set the tone of a piece of writing. If you are writing to someone above you in the hierarchy, you are probably requesting or recommending action. But if it is someone below you, you are directing action or instructing. Again, if you are writing a report solely for the purpose of documenting, your language will be different but if you are presenting a proposal and trying to convince your colleagues, your tone will have to be persuasive.

Technical writing can be of various kinds. There can be reports or documents such as proposals, product specifications or quality test results. There can be instructions like user guides, online help, training

and user manuals. There can even be business proposals, status reports, customer documentation and e-mail reports. All these kinds of technical writing have unique formats but there are general features that are common to all of them.

Technical writing is very specifically aimed at achieving certain purposes. A good training manual will do exactly what it is intended to do. Similarly, a well-written recommendation report or a feasibility report has very specific goals to achieve and they are tailored to fulfill those specific purposes only. A well-designed and well-written piece of technical writing has to take into consideration some important factors even before the process of writing begins.

5.2 Basics of Technical Writing

1. Defining the objectives	Why it is being written. What you want the document to do
2. Identifying the audience • Level of technical literacy • Purpose for which the Document will be used	· Identifying the information you want your reader to focus on · Determining how the audience will take this information
3. Language & organisation • Organisation : Main & sub-points Spacing & paragraphing Font type and size. • Language : Active & passive Sentence length clarity & simplicity	· Divide into points and sub-points · Prepare tables · Prepare flow charts

5.2.1 Defining the Objectives

A well-written technical document has to define the objectives very specifically at the outset. The writer has to be very clear about:

(i)   Why the document is being written. Is it being written to simply record a process and keep it for reference or is it a proposal or plan which one wants others to accept or is one trying to convince somebody that the proposed plan of action is undesirable or desirable?

(ii)   What exactly is the writing intended to do?

Technical writing is generally written to convey information. It can be aimed at giving the reader information he/she desired to have or it can be aimed at changing the readers' response or attitude towards an object, a proposal or process. Or it can aim at giving the reader a set of instructions as to the operation or working of a machine or gadget. To do this, the writer has to have a clear idea of

•   Identifying the information the readers want the communication to provide.

•   Determining what the audience will look for in this information.

If your report is about the financial feasibility or changing a certain machinery in the company, your highlight should be the cost incurred in maintaining the old machinery and other recurring expenditures. The present expense should be compared with the new expense and shown as less. The superior quality of the output or the subsequent convenience should also be presented appealingly.

If your communication is intended to get funding for a project, your purpose will be to convince your boss or the funding agency about the necessity of this project, to highlight how the organisation will benefit from it and how the proposed outcome will fulfill long-term goals and objectives. This can be done by presenting the material in the form of:

- *Points and Sub-points* Presenting the relevant facts as easily accessible points and sub-points.

- *Tables* Putting the facts you want your readers to compare and contrast in the form of a table.

- *Flow Charts* If you want your audience to quickly compare the lengths of two processes you could present both in the form of two flow charts on the same page.

- This will make comparison and assessment easy for the readers.

5.2.2 Identifying and Assessing the Audience

The most important point one has to take into account while preparing a technical communication is the audience. Unlike other writings, technical writing has a very specific audience. It is always important thus to identify the audience and prepare the document accordingly. If the document is meant for a technically literate audience, it can make prolific use of technical terms. This can make the document precise and compact, giving extra information only where necessary.

If the audience is non-technical, however, the document has to be accordingly designed. The amount of technical information to be given depends on what the document will be used for. If the document is meant to educate the audience on technical matters, it should be carefully designed keeping in mind the probable technical level of the expected audience. If it is meant to issue instructions for use of a gadget, on the other hand, it has to be printed in the form of a list of instructions or a flow chart.

5.2.3 Organisation and Language

After deciding *why* the document is to be written, the *objectives* it is supposed to fulfil and the *audience* it is meant for, the most important factors you must concentrate on are the organization and the language.

Organisation

One very important factor in technical writing is clear and orderly organisation. Faulty organisation can result in the information being distorted, thus hindering communication. To write with clarity one has to first have an outline of what one is going to present. There is no specific format for an outline; it has to be variable and flexible to suit the subject and scope of coverage. To have a good outline you must have:

- A clear emphatic summary of the subject matter.

- The perspective from which you are looking at it.

- Evidence in support of the thesis.

Some of the other elements that can be used to make writing more organized :

- Introduction to the subject matter.

- Headings in large fonts to express transition to new ideas.

- Bulleted lists to draw attention to the subject matter and to make comprehension easy.

- Use of figures, illustrations, diagrams and graphs to give visual representation of what is being said.

- A summary that restates the main idea and emphasises the perspective,

Language: active and passive voice While speaking, speakers change their voice, pitch and tone to convey the message effectively. In writing, change of voice takes care of the nuances of delivering a message effectively. The active voice emphasises the fact that the subject has done something. It directs attention to the subject. e.g. "The team members objected to the decision of the leader." Most of the reporting these days is done in the active voice since it promotes clear, direct and brief messages. The passive voice emphasises the fact that the subject is acted upon. It draws the reader's attention away from the speaker and to the action. The focus is on the process. e.g. "Communication skills can be improved by practicing the writing skills." Depending on the context, therefore, one has to select the voice.

Sentence length Technical communication is full of ideas and facts. So shorter sentences are easier to understand than long, complicated sentences. But this can be only a guide rather than a rule. Sometimes very short sentences can make the reading choppy; the relationship between sentences can get lost. A document with sentences of equal length can sometimes be dull. Variety in construc-tion and sentence length makes a writing interesting. Care must be taken, however, to see that they don't become complex and dense.

5.3 The Writing Process

The process of preparing any technical document generally goes through the following three stages: pre-writing, writing and rewriting.

Pre-writing	Writing	Re-writing
Time taken (25%)	Time taken (25%)	Time taken (50%)
Planning, generating information	Structuring, organising that information in an acceptable fashion	Revising, polishing the draft
Techniques used: Brain-storming, branching, flow charting	Techniques used: Comparison-contrast, problem - solving	Techniques used: Adding, deleting, simplifying, erasing errors

Pre-writing Pre writing allows you to pla*n* the document and generate 'information about what you would like to write. The three factors mainly involved are:

(i)   Determining the objective

(ii)   Gathering the data

(iii)   Recognising the audience

These are done by answering questions like who, what, when, where, why.

- Mind-mapping: This allows one to look at the subject from various points of view. Think of the subject as the centre of a wheel and see how the ideas can branch out. This will also help you to categorise your points as the main and subpoints.

- Brainstorming: Features for writing can also be generated during brainstorming sessions. This is a process where the ideas generated either in a group or individually are noted down and later structured and organised.

- Branching : This is another way of generating and organising ideas. Here ideas are branched from the notes and again re-branched to show the main and sub-points.

- Flow charting : This representation is generally issued to show the steps in a procedure. It ensures chronological organisation and makes sure that all points are included.

    Once the data has been gathered, the next step is to organise and present it. The important point here is to organise it in a logical order and format it so as to ensure that the data is accessible.

- Be logical: Package your data in a logical and easy-to-follow sequence. Through the use of linkers, tell your readers where you are moving. Organisation can have any of the following criteria- chronology, importance, comparison/contrast, problem/solution.

- Format the contents: The next step is to format the contents. One must consider what the text looks like on paper. An unbroken page of contents is not reader-friendly. To make any material accessible, break it into points and sub-points. Highlight the key points and make intelligent use of spacing. The spacing should be indicative of the division into points and sub-points. Vary the font size too. Underlining also can occasionally be used to highlight and indicate the important points.

- Summary making: Good writing also means the preparation of a comprehensive and compact summary at the end of any technical documentation. A summary should ideally mention the reason as to why the document was prepared, the important points discussed and the conclusions reached.

Rewriting is the final step, essential for a successful writing to writing This requires a thorough revision of the draft and complete rewriting if necessary. Good writers often polish, tune and hone the script to convey the exact message they want to convey. Rewriting generally involves;

- Adding any missing detail

- Simplifying the content wherever possible

- Deleting superfluous data

- Reformatting to make data more accessible and highlighting the important points

- Ensuring prioritisation; keeping important matter at the beginning

- Checking for grammatical or spelling erros

If the pre-writing and writing stages of a document have passed smoothly, rewriting is the next important step. In fact, if pre-writing takes 25 per cent of the time and writing another 25 per cent, rewriting can take up 50 per cent of the writing time.

5.4   Structure of Reports

'Custom and convenience have more or less standardized the parts or elements that constitute a report and also established the sequence in which they appear. Variations in structure are, however, made according to the purpose, scope and contents of a report.

The order in which various elements are organized is given below. The first ten elements are collectively termed as *front matter,* because they appear before the *main* body. The last five are known as the *back matter* because they follow the main body.

Front Matter

1. Cover

2. Frontispiece

3. Title page, *i.e.,* inner title page; front and back.

4. Copyright Notice

5. Forwarding Letter

6. Preface

7. Acknowledgements

8. Table of Contents

9. List of illustrations

10. Abstract and Summary

Main Body

11. Introduction

12. Discussion or Description

13. Conclusions

14. Recommendations

Back Matter

15. Appendices

16. List of References

17. Bibliography

18. Glossary

19. Index

Of the above elements, only the title page, the introduction, and the discussion or description are obligatory. In very short reports even a separate title page is not necessary; all you need to do is to write the title on the top of the first page and start with the introduction.

In practice only long formal reports are likely to contain all the elements. The primary consideration

for including an element should be its usefulness Including elements which are not needed would make your report unnecessarily bulky and-impede the flow of communication.

Another point to remember is that all the terms used to describe elements do not appear as headings or sub-headings in a report but have been listed here only for the convenience of the reader. For example, it would be absurd to give in a report a sub-heading such as 'cover' or 'title page' or to designate a certain part of the report as 'main body' or 'main text'.

Although the discussion here is in the context of report writing, it is generally applicable to other formal writings such as articles, research papers, monographs, books, etc.

Front Matter

Cover

A cover is usually made of white or some soft, neutral-coloured card. It protects the manuscript from damage and gives the report a neat appearance. Some organizations have prepared covers which have their name and address printed on them. All one has to do is to write or get typed (i) the title of the report, (ii) its number, if any, (iii) the date, and *(iv)* the classification (secret, top secret, etc.) if any. These items of information help identify the report when it is in circulation or filed. Sometimes the name of the author and the authority for whom the report is written are also mentioned.

The cover gives the first impression and you should, therefore, not crowd it with information. "Too many items are likely to distract the reader's attention and mar the attractiveness of its layout.

The inside of the front cover and both the inside and the outside of the back cover are usually left blank. Sometimes the inside of the front cover is used for indicating the circulation list.

Frontispiece generally appears in bound reports which are meant for wide circulation. In the government report the frontispiece is the national emblem of four lions on a wheel. Whereas on the cover page of the report of a private firms is the logo of the company.

Title Page

The title page means inner title page as it is in a book. It may have the following parts:

1. Sub-title

2. Name of the author

3. Name of the authority for whom the report was written

4. Contract, project or job number

5. Approvals

6. Distribution list.

Sometimes you will be required to get your report approved by some other officer before submission. When you do this, mention the name and designation of the approving officer on the title page. Similarly, if your report is meant for circulation to officers other than the primary recipient, indicate their names and official titles. Use a separate page for the purpose if the lists of approvals and circulation are long.

Take great care in setting the items on the page symmetrically. Proper grouping of items, and spacing are essential to make the title page look attractive. Some organizations provide a prescribed form

for the title page to help their employees.

The whole page is divided into four sections. The first contains the project and the report numbers written on the left-hand and right-hand sides respectively. The second section gives the title of the report typed in triple space in capital letters. The third section which is centered on the page indicates the authority for whom the report has been written. And the last section groups two items, namely, the author (name and designation) and the date of submission. While setting the various items on the page, allow a one inch margin on all the four sides, and about half an inch extra on the left side for binding.

The format of the inner title page of a printed long report is that of a book. The front of the inner title page has the title of the report and the name of the report writer. The back of the inner title page has the names and addresses of the publisher and printer, copyright information, edition and price.

Copyright Notice

If a report is published, copyright notice is given on the inside of the title page as : © 1992 Ram Gopal Reddy

All rights reserved. No part of this report may be reproduced in any form or by any means without permission in writing from the publisher.

Foreword

There is a difference between Foreword and Preface. The Preface to a Report/thesis/book is written by the author, whereas the Foreword is written by other than the author.

The writer of the Foreword of a Report may be the Managing Director who commends the good work done by the author. For example, the writer of the Foreword of a book on Artificial Intelligence may be an eminent scholar in this field who appreciates the clarity and depth with which the field of AI has been dealt with in that book.

Preface

The *preface* introduces the report (not the subject-matter of the report) and offers it to the reader. It contains almost all information which is given in the Introduction.

The preface should not be confused with the *foreword*. Whereas the former is written by the author himself, the latter is customarily written by an authority or expert in the field commending the work done. Day-to-day reports rarely have a foreword.

Acknowledgements

Unless you have given credit elsewhere, mention diligently the names of persons and organizations that have helped you in the production of the report. When you include published material and the list of sources is very long, use a separate page for the purpose. Clearly indicate that permission has been taken for the reproduction of copyright material, if any.

Table of Contents

If the report is long, say, more than ten pages, the *table of contents* is essential. Its function is to give the reader an overall view of the report and help him locate a particular topic or subsidiary topic easily. He will feel more at ease using the report the way he wants, what to expect from it and where. It will, however, be superfluous to prepare a table of contents for short reports of four or five pages.

The contents are compiled, from the headings and sub-headings of the report. Sub-headings beyond the third order are generally excluded. The page numbers are carefully checked against the text so that the reader does not feel frustrated when he opens a particular page and looks for a heading or sub-heading that is not there.

While preparing the table of contents bear in mind the following points about its layout:

(a)   Leave a 1½" margin on the left and a 1" margin on the right, the top, and the bottom.

(b)   Write Table of Contents' on the top centre in capitals and underscore.

(c)   Leave three or four spaces and then type the first heading flush left.

(d)   Leave two spaces between headings and one space between sub-headings.

(e)   Indent second-order headings four spaces and third-order headings eight spaces.

List of Illustrations

A separate list of illustrations may be given immediately after the table of content if there were are a large number of (a dozen or more) tables and figures. Its layout is the same as that of the table of contents. It gives information about the number, title and page reference of each illustration. If the number of illustrations were very large, divide it into two parts, namely: List of Tables, and List of Figures.

Abstract and Summary

Most reports contain a synopsis which is called an abstract or a summary. Although some people requested these two terms as different names for the same element, a distinction between them is made by discriminating writers.

The main difference between them is that of function. An *abstract* tells in concentrated form what the report is about whereas a summary gives the substance of the report. In fact, a summary presents the report in a nutshell, without any illustrations and explanations. A reader who is inter-ested in knowing only the extent of coverage will be satisfied with the abstract. But if he also want to know the method of analysis, significant findings, the important conclusions and the major recommendations, he would need a summary.

By its nature an abstract is shorter than a summary. There is no fixed rule about its length. It is, however, generally agreed that the length of an abstract should be about two to five percent of the original whereas that of the summary between five and ten per cent.

As the purpose of both these elements is to enable the busy reader to gather important information quickly without having to go through the whole report, they should be self sufficient and intelligible, without reference to any other part of the report.

Main Body

Introduction

Though an abstract or summary is often the first important element to be read, an introduction provides a better starting point to the reader who is not familiar with the subject of a report. The main function of the introduction is to say what the report is about, what work has already been done on the subject and what new grounds are covered in the present study. In specific terms the items of information that may be included in it are the following :

(a) Historical and technical background.

(b) Scope of study, specifying its limitations and qualifications.

(c) Methods of collecting data and their sources.

(d) Authorization for the report and terms of reference.

(e) Definitions of special terms and symbols, if their number is small.

Since the introduction sets the scene and prepares the reader for what is to follow, take utmost care in writing it. The introduction of a report is, however, different from that of an essay or a popular article in which you are expected to quickly arrest the reader's attention and gradually lead him on to the subject matter. The introduction to a report states in a forthright manner what you are going to discuss and does not admit of any vagueness.

Discussion or Analysis

This section discusses or describes the main business of the report. It naturally fills most of the report and contains almost all the illustrations. Usually it has several sections grouped under different headings and sub-headings. It is, however, not necessary to use the term 'Discussion' or 'Description' itself as a heading; other apt words or phrases may serve this purpose better.

The main function of this part is to present data in an organized form, discuss their significance and analysis and the results that flow there from. Sometimes the whole of this process is gone into for each topic or sub-topic and an inference is drawn at the end of each. If the data were too numerous and likely to impede the explanation or discussion, give them in the appendix; in this part refer to them either by means of footnotes or parenthetical statements.

There is no set procedure for writing the discussion. Many report writers, however, see an advantage in using what has been called the 'backward order', that is, stating the results and then describing how they were arrived at. This view is based on the observation of the psychology of the reader who is more interested in knowing what finally happened than in wanting to know how something happened.

Conclusions

The term *conclusion* is generally used to describe remarks at the end of a piece of writing. The function of such a conclusion is to bring the discussion or description to a close and to signal the reader gracefully that he has reached the end. The conclusion refers to the body of logical inferences drawn and the judgments formed on the basis of analysis of data presented in the report.

All conclusions must be supported by what have gone before; nothing new should be included at this stage. If their number were large, they may be itemized in the descending order of their importance.

In some reports mini conclusions are drawn at the end of the discussion of each topic or sub-topic. These should now be grouped suitably and presented in this part.

Recommendations

In some reports conclusions and recommendations are combined on the plea that they are closely associated. One should not do so, unless the report is very short or both need to be combined together. Moreover, conclusions embody the inferences and findings, whereas the function of recommendations is to suggest the future course of action. The busy executive may sometimes read only this part of the report and

take decisions. Therefore, recommendations should be formulated after considering all aspects of the issues examined in the report.

The terms of reference would usually indicate whether recommendations are required or not. In real life situations you will often be asked to investigate a problem, discuss the results and report your conclusions. On the basis of these materials action will be recommended by someone else. It wouldn't be wise to make recommendations if you have not been asked to do so. The reader for whom you prepare the report may think that you have assumed the authority which rightly belongs to him. This may affect your relationship with him. In this part more than anywhere else there is the need for paying special attention to the kind of reader and your relationship with him.

As in the case of conclusions, one should list recommendations in the descending order of their importance. If their number be very large, there may be grouped under different subheadings, such as recommendations for immediate implementation, of medium term, *i.e.,* implementation to be done during a period of two to three years, and long term implementation.

Back Matter Appendices

The *appendix* contains material which is needed to support the main body of the report but is too detailed/voluminous to be included in the text. It should be such that the reader can safely omit reading it without any loss of understanding of the contents of the report. But if he wishes to examine in detail the supporting or related evidence and documents he should be able to find it in the appendix. Thus in deciding which material should be relegated to the appendix, bear in mind the following two factors:

(i)   whether the material sustains the theme, and forms an essential and integral part of the report,

(ii)   whether it would interrupt the train of the reader's thought if included in the main body.

All appendices should be referred to in the text and their significance pointed out. If their number is more than one, they should be designated as Appendix A, Appendix B, and so on.

Generally, the kinds of materials included in the appendix are questionnaires, statistical data, samples of forms or data sheets used in the investigation, detailed calculations, derivations of questions, illustrative materials, worked-out examples, sample documents, specimens, tables of definitions and symbols, correspondences, summaries of results achieved by other organizations, views of others on similar topics, and other materials which must be included for record and legal examination, if needed, in a court of law.

List of References

In small reports, references are avoided. In long reports references are given at the end of each chapter on the format of bibliography.

Bibliography

A bibliography is a serially numbered list of published and unpublished works which are consulted before or during the preparation of a report. It is distinct from the list of References in several respects :

(i)   The bibliography lists the works which the author has read and to which he is indebted for ideas or information in general terms, whereas the purpose of the list of references is to point out the specific location of an idea or a piece of information in the original source.

(ii)   The bibliography may contain works recommended for further study, whereas the reference does

not perform any such function.

(iii) The bibliography may be annotated, that is, it may indicate briefly the content and usefulness of the works cited; whereas the references indicate only the sources. When some authors give *more* details in the latter they term it as 'Notes and References'.

(iv) The bibliography may be 'select' or 'selected' including only the more relevant of the works consulted, whereas the references are always complete.

(v) The entries in the bibliography are in alphabetical order whereas the references may sometimes be recorded in the sequence in which they have been cited in the text.

(vi) The author often prepares the bibliography before writing the report to remember the work he intends to consult. The list of references, on the other hand, is more conveniently prepared while the report is being written. Final shape to both is, however, given at the end.

While preparing the bibliography, keep the following points in mind: the order of writing the names and surnames of authors, the sequences of details, punctuation marks, layout.

e.g. Baker, Sheridan ; The complete stylist & Handbook. 3rd ed. NY : Harper , 1984

5.5 Comparing Short And Long Reports

Reports come in different shapes and sizes. There are formal reports and informal report. There are news report and technical reports, routine report and special reports. But, they all belong to one of he two main types : status reports and decision reports.

A status report describes things, people and events. It tells us what things are or were like, or what happened. It gives us information and occasionally, analysis. It satisfies our need to know. A decision report, on the other hand, gives the person receiving the report a set of options based on an analysis of a problem and relevant facts. There may even be a clear recommendation with sufficient justification for the person to choose one of those options and act. The objective of decision reports is to help reporters take informed decisions.

Business report are like bridges spanning time and space. Organizations use them to provide a formal, verifiable link among people, places and time. Some reports are for internal communication ; others are vehicles for corresponding with outsiders. Some are required as a permanent record; others are needed to solve an immediate problem or to answer a passing question.

Reports are essentially management tools. Many move upward through the chain of command to help managers monitor the various units in the organization; some move downward to explain management decisions to lower level employees responsible for day by day operation. The term 'report' covers a variety of documents ranging from pre printed forms to brief, informal letter and memos to formal manuscript of hundreds of pages.

Characteristics of Good Business Reports (Short Report)

The goal in developing a report is to make the information as clear and convenient as possible. Because of the constraints of time you tell the readers what they need to know and present the information in a way that is geared to their needs. Although reports vary widely in purpose and often in the audience they are written for, all good reports have at least three things in common :

- The information is accurate.
- The content shows the writer's good judgment.
- The format style and organization respond to the reader's needs.

Responsive Format, Style and Organization

Select a format, a style, and an organization that reflect the reader's need. Before you write, you have to decide whether to use letter, memo, or manuscript format ; to group the ideas one way or another; and whether to employ a formal or informal style. All these decisions revolve around the reader's needs. In thinking about these issues, ask yourself the following question and tailor the report accordingly :

- Who initiated the report?

Voluntary report, prepared on your own initiative require more details and justification than authorized reports, which are prepared at the request of another person.

- What subject does the report cover?

The subject of a business report affects its vocabulary and format. When both writer and reader are familiar with the subject and share the same background, the writer does not need to define terms or explain basic concepts.

- When is the report to be prepared?

Routine report submitted on a regular basis (daily, weekly, monthly, quarterly, annually) requires less introduction and transitional material than do special, non recurring reports that deal with unique situations.

- Where is the report being sent?

Internal reports prepared for use within the organization, are generally less formal than external reports, which are sent to people in other organizations. Many internal reports, especially less than ten pages, are written in memo format. External reports, on the other hand, may be in the letter format if they are no longer than five pages.

- Why is the report being prepared?

Informational reports focus on facts; analytic reports include analysis , interpretation, conclusions and recommendations. Informational reports are organized around *s*ubtopics analytics, recommendations or reasons.

How receptive is the audience ?

When the reader is likely to agree with *the* content of the report, the material is fed straight in direct order i.e. key findings, conclusions, and recommendations.

If the reader has reservations about the report, the material is presented in indirect order i.e. starting with the details.

Planning Short Report

When planning short reports, your audience, purpose, and subject matter must be considered. Each of these three elements Influences the formal and length of your report, as well as its basic structure.

Deciding on Format and Length

The person who requests the document may make decisions about the format and length of your report or memo for you. However, if you have some leeway, your decisions should be based on your reader's needs. In selecting a format for your report, you have four options.

a)   Preprinted Form

b)   Letter

c)   Memo

d)   Manuscript

Length of your report depends on the following factors

·   Subject

·   Purpose

Factors Affecting Report Format, Style, and Organization

Factors	Possibilities	Implications For Format,Style, and Organization
WHO originates it?	Voluntary reports prepared on the writers own initiative.	Requires plenty of introductory information to explain purpose of the report.
	Authorized reports prepared at the request of another person	Requires less introductory material than voluntary reports; should be organized to respond to the reader's request.
WHAT subject doses it cover?	Sales reports, compensation policies, affirmative action plans, engineering proposals, research studies, progress reports.	Presentation dictated by characteristics of subject (for example, detailed statistical information summarized in tabular form)

Establishing a Basic Structure

In addition to deciding on format and length, you have to decide on the basic structure of your report. Choice of structure involves three decisions:

·   What to say ?

·   Direct or indirect order ?

·   Topical or logical organization ?

5.5.2 Long/ Formal Reports

Long or formal reports are those which scientists, engineers, business executives and administrators

have to write as a part of their duty.

Such reports are the result of careful investigation, sound thinking, logical organization, and clear writing and they are presented in a conventional form.

Following are the points, which have been identified that constitute the definition of report :

· A report is a formal statement of facts or information or an account of something.

· It is presented in a conventional from.

· It is written for a specific audience.

· It includes information about the procedures of collecting data and the significance of such data.

· It contains conclusions reached by the writer.

· It often includes recommendations.

The steps for planning and organizing formal reports are :

· Identify the problem.

· Decide on areas to investigate

· Determine the scope of the report.

· Plan the research or data gathering.

· Develop a preliminary outline.

· Collect the data.

· Analyse data, draw conclusions, and make recommendations.

Step No. l : Defining the problem

The first step is to identify the problem to be studied and the objectives of the report. In other words, you should develop a clear written statement of the purpose of your report. Often, the person who authorizes the report defines the problem for you. However, to understand exactly what is required find out the objectives of the report.

Step No.2 : Outlining Issues for analysis

This step in report writing has to do with the outline of the issues you plan to study. To organize the research effort, you need to break the problem into a series of specific questions. This process of breaking the problem into a series of questions is called "factoring". The process of outlining the issues for analysis enables you to solve a problem methodically.

Step No.3: Preparing The Work Plan

Once you have defined the problem and outlined the issues for analysis, you are ready to establish a work plan based on your preliminary outline.

When you are conducting lengthy formal study, the work plan should be quite detailed because it well guides the performance of many tasks over a span of time. Moreover, most proposals require a detailed work plan, which becomes the basis for a contract if the proposal is accepted. A formal work

plan might include the following items.

· Statement of the problem.

· Statement of the purpose and scope of your investigation.

· Discussion of the sequence of task to be accomplished (indicating sources of information, required experiments or observation and any restrictions on time, money, or available data)

· Description of the end products that will result from the investigation (such as report, plans, operating improvements or tangible products).

· Review of project assignments schedules and resource requirements (indicating how it will be completed, and how much the investigation will cost)."

Step No.4 : Doing the Research

The value of your report depends on the quality of the of the information it is based on. So when the time comes to gather information your first concern is to get organized. Your work plan will be a big help during the research effort. The work plan should consist of primary and secondary sources you will consult.

Reviewing Secondary Sources

Secondary sources are second-hand reports. Secondary sources offer material that can form the back ground of your investigation and analysis. It gives a theoretical and conceptual from of reference to your research. Your objective should be to give as accurate and as thorough report as possible.

Collecting Primary Data

When the information you need is not available from secondary sources, you have to collect and interpret the data yourself by doing primary research. You must go into the real world to gather information through your own efforts. The four main ways to collect primary data are.

Examining Documents

In business, a great deal of information is filed away for future reference that uou yourself cannot obtain anywhere else. Business documents that qualify as primary data include sales reports prepared by field representatives, balance sheets, income statements, correspondence with various parties, contracts and logbooks, Besides company files, government and legal documents are primary sources as well, because they represent a decision made by those present at some official proceedings. Government and legal documents are primary sources as well, because they represent a decision made by those present at some official proceedings.

Observations

Observations make use of your five senses and your judgment in the process of investigation. Informal observation are a rather common source of primary data in business. Many reports, for instance, are based on the writer's visit to a site to observe operations.

More objective information can be gathered through formal observations because the the researcher has predetermined points that needs to be observed. The decision to observe, which is predetermined is based on the purpose of the study. *For* example, if you are conducting a study on the sales performance of your company, you would look only for those behaviour of the employees on the shop floor during certain

specific operation. Observation is a useful technique when you are studying objects, physical activities, processes, the environment, or human behaviour.

Surveys

A common way to conduct primary research is to interview well-qualified experts. The best way to obtain answers to your question is to ask people who have relevant experience and opinions. Such surveys include everything from single interview to the distribution of hundreds of questionnaires.

A formal survey is a way of finding out what a cross - section of people think about something. A formal survey requires a number of important decisions.

·   Should you use face-to-face interviews, phone calls or printed questionnaires?

·   How many individuals should *you contact to get* results that are reliable, and who should those people be?

·   What specific questions should you ask in order to get a valid picture?

Your answers to those questions have a profound effect on the results of your survey.

One of the most critical elements of a survey is the questionnaire. To develop a questionnaire, begin by making a list of the points you are trying to determine. Then break these points into specific questions, choosing an appropriate type of question for each point. The questions could take any of the following forms:

a)   Open – Ended.

b)   Either – or

c)   Multiple Choice

d)   Scale

e)   Checklist

f)   Ranking

g)   Fill in the blanks.

Experiments

Although some general business questions justify the need for experiments, their use is for more common in technical fields. An experiment required extensive manipulation of the factors involved. Nevertheless, experiments do have their place.

Step No.5 : Analysing Data

Once you have completed your research you have to analyse your findings. Process is essentially a search for relation among the facts and evidence you have complied. By looking at the data from various viewpoints, you attempt to detect patterns that will help you to answer the question of your work plan. You analyse results calculating statistics, drawing reasonable conclusion, and develpping a set of recommendations.

Calculating Statistics

One important aspect in research is to quantify your finding. Testing of variables involve quantifying

i.e.informtion that you compile during the research phase will be in numerical form. If your research does not involve measurable variable then your findings will not be credible. Once factual they are credible. Statistical information in its raw form is of little practical value. It must be manipulated so that you and your readers can interpret its significance.

Averages

One useful way of looking at data is one that represents a group of members. The same set of data can be used to produce three kinds of averages ; mean, median and mode.

Drawing Conclusions

Regardless of how much evidence you amass, at some point in every analysis you move beyond hard facts (which can be objective, measured and verified) and begin to draw conclusion. Conclusions are interpretations, of what facts mean. In formulating conclusions you make use of your assumptions and value judgments, which have been formed by your own experience. Thus, conclusions may be based on a combination of facts, judgments, and assumptions.

Developing Recommendations

If conclusions are opinions for interpretations, recommendations, are suggestions for action. When you have been asked to take the final step and translate your conclusions into recommendations, be sure to make the relationship between them clear. You can test the soundness of your recommendations against the following criteria:

· The recommendations should offer real advantage to the organization.

· The recommendations should be financially and politically feasible.

· Develop specific plans to overcome hindrances that might- impede implementations of the recommendation.

· Risks associated with the recommendations should be acceptable.

Whatever the recommendation, we must be sure that suggestions are both practical and logical.

5.7   Review Questions

1.   Write a technical report of you own choice chossing a subject and tpoic you are fameliar with.

2.   How will you eunsure accuracy and consiceness in technical writing. Enumerate the points in detail.

3.   Why is an introduction the first important element in a report?

_____

UNIT-6

BUSINESS COMMUNICATION & CORRESPONDENCE

Structure

6.0   Objectives

6.1   Introduction

6.2   Business Letter

6.3   Difference between Business and Personal Letters

6.4   Layout of Business Letter

6.5   Forms of Layout of Letter

6.6   Review Questions

6.0   Objectives

After reading this unit, the students will be able to:

(i)   understand what business letters are

(ii)   understand the difference between business and personal letters

(iii)   know the layout of Business letters

(iv)   understand the form of Layout of Letter

6.1   Introduction

Say all you have to say in the fewest possible words and in the plainest possible words or your reader will be sure to skip them or he will certainly misunderstand them.

-GEORGE ORWELL

The ability to thrive in today's world is based on our communication skills. Even when speaking and writing are compared, the latter is more significant because it can be recorded, and, thus, has a permanent value. Despite technical innovations such as the Internet and cell phones, writing still holds its importance because of its reliable nature and significance of serving as a record. In fact, the success of various search engines lies in the preservation of writing from ancient times to the present day. Writing in today's business world has become more challenging since it has to address variegated readers with different aims. As professionals, you often write to inform, explain, persuade, motivate, induce, and promote. All these purposes get fulfilled in various forms of writing. This chapter will acquaint the readers with the nuances of letter writing needed in a business in order to be successful professional.

Most organizations today consider the art of business correspondence as a prime factor for success and expansion. Technology has enabled exchanges between employees to be prompt and frequent. Furthermore, the final agreement between any two organizations always culminates in the form of a letter or an MOU (Memorandum of Understanding). It is not surprising then that the reputation of an organization often rests on the written/printed words. And so, more care and consideration is required while exchanging

business letters.

6.2   Business Letter

In your business dealings, you will be called upon to write formal letters to your superiors, subordinates, colleagues, to officials in public or private organizations, such as educational institutions, business houses and offices. Of course, "Letters to the Editor" also come under the category of formal letters.

You must have written business letters before, but it is essential for you to get the basics clear. The layout, body, tone and style of the letter must be perfect in order to make a good impression on your colleagues, clients and action.

Let us first look at the layout of a letter. The layout consists of addresses, salutation, paragraphing and subscription.

Item 1: First on the top right-hand side comes your **address** and then comes the other items.

Item 2: The **date** of the letter. While writing the date, the latest style is to write 4 July 2009 and not 4 of July 2009. Also do not write the date as 4-7-09. In the UK, it would be interpreted as 4 July; However, in the USA, it would be taken as 7 April (for Americans write the month first and then the day. Recall that they refer to the devastating attack on the World Trade Center on 11 September as 9/11). Thus, to avoid confusion, it is best to write 4 July 2009.

Item 3: **Reference** No. is common one in official or business correspondence. Business letters, orders and the like all have numbers for easy reference. For instance, if you were to write a letter pertaining to the Language Laboratory of a college named CEMT, you could perhaps choose the reference number as CEMT/Lang Lab/01.

Item 4: Write the **receiver's name** and/or **position and his/her office address.** You may address the person by name or by his/her position better still, by both. If you do not know to whom to address the letter, write the name of the organization.

Item 5: **Salutation** Dear Sir/Dear Madam/or only Sir. You can also write Dear and then the person's name , for instance, Dear Professor Kumar.

Item 6: **Subscription.** The subscription should match the Salutation. You can write 'Yours sincerely' or 'Yours faithfully". Both are almost the same though convention has it that when you know the person you are writing to, it is "Yours sincerely" and if you do not know the person it is 'Yours faithfully'. However, the college principal may be a person I know very well, nonetheless, since 'yours faithfully' sounds more formal. If you are confused, write ' Yours faithfully'.

The subscription can be written at the bottom left of the page or it can be on the bottom right. After the subscription, phrases like 'Thank you' or 'with Best Regards', 'Warm Regards', 'with Best personal Regards', etc. are used depending on the situation. Then sign your name, do not merely put down the initials. Below the signature your full name in brackets is required. Without your signature, the business document would carry no authentication. Finally, below your name give your designation.

Item 7: **Enclosure**. If it is an application, then there are so many enclosures like a copy of the CV, attested xerox copies of mark sheets, age verification certificate and reference letters, if any. With other

business letters, such as letter of redressal, you need to give the xerox of the order, challan number and the like.

Item 8: **CC**. Very often, you have to send (or forward) a copy (copies) of your letter to your superiors or the area sales promotion executive concerned if it is a business letter.

6.3 Difference between Business & Personal Letters

Despite the fact that both business letters and personal letters have many things in common, however, the former differ form the latter in relation to the tone, content, length and flow. Business letters follow a neutral tone but care must be exercised that they don't hurt the sentiments of the receiver. These letters have formal touch, and the language used is simple, straightforward and focused towards the objective of writing them. Personal letters are free from such restrictions and with an informal touch they don't conform to the rigidity of order and coherence. In fact, business and personal letters differ in their approach. Personal letters written carefully and conscientiously can serve as good essays. Letters of great philosophers, writers and leaders preserved in great libraries of the world give a picture of their times and serve as reference books for numerous researches.

Placement of Components in Business Letter Format

The paper a company uses for business letters creates the impression of that company. Most business organizations use printed letterheads for correspondence. Experts are often engaged to design such letterheads, especially an eye-catching logo with which the company is associated. The letterhead serves basically two purposes: it gives the address of the writer and it records the date of letter. The letterhead should be single spaced and about two inches from the top of the page. The letterhead contains the name of the company, the address, the telephone numbers, telegraphic address, E-mail, etc., as discussed below:

Company's Name

It is generally written in one line. When a company's name is extremely long, be written in two lines for the sake of balanced appearance. The second line is indented three or four spaces below, as, so that it will not be mistaken for separate details in the address.

> Kiran's Management
> Associates Pvt. Ltd.,

Let us discuss generally used abbreviations after the company's name. If a company is with limited liability, in the United Kingdom, the word Limited (Ltd.) must be written after its name. In the abbreviation 'Inc.' (Incorporated) is used, while, in Australia, 'Pty. Ltd'. (Proprietary Limited), and in the Far East 'Pvt. Ltd'. (Private Limited) are the terms used. In India 'Pvt. Ltd.' (Private Limited) and in the UK the abbreviation 'Plc' (or PLC) show that the company is a limited company.

Full Postal Address

The company's full postal address should be shown so that replies may be correctly addressed.

Contact Numbers

For ease of future contact, telephone, telex and fax numbers, and e-mail should also be shown.

Registered office and Registered Number

When the registered office of a company is different from that shown at the address section of the letterhead, it is customary to print the registered address at the bottom of the paper, along with the registered number. Generally, the name and address are printed on the top middle of page and any other information is indicated at the left and right hand sides. Normally, a maximum one-fifth or one total space is used for the letterhead.

Reference

Some letterheads have 'our ref' and 'your ref' printed on them. A reference will normally include the initials of the writer. A file or department reference may also be included.

GBD/JB

GBD/JB/526

In a reply letter, correspondents' reference is given against the first 'your reference' against the second line. Some companies and some writers prefer to indicate the reference of the correspondent in the body of the letter.

Date

Some letterheads contain printed letters. 'Date' against the date should be typed. In others, the typist chooses the right place for it. It is common to show the date in order: day, month, the day followed by a comma, followed by the year and this is always typed in full and two spaces below the last line of the letterhead. No such as 'nd', 'rd', 'th', (2', 3', and 4') is added to the day. For the date use either of the following styles:

26 August 2007 (note that no comma is needed)

August 26, 2007

Inside Address

In a business letter the inside address is the address of person written to. Name and full address of the recipient should be typed on separate lines as it would appear on an envelope. Single spaced, it should start flush with the left margin of the letter about two spaces below the date and two spaces above the attention line, or if there is no attention line, two spaces above the salutation. The other details like the name of the company and street should be written as indicated in the source. These details should not be abbreviated. Special care should be taken to address the recipient exactly as they sign, in their letters. If a person's designation is known, it should be used in this section immediately after the name.

Special Markings

If a letter is confidential it is used to incorporate this as part the inside address. One clear line space above it, either in upper case or in capitals/underscore.

```
Mr. V Kalyan

Director

EXCELLENT INSTITUTE OF TECHNOLOGY & SCIENCE
```

```
CONFIDENTIAL

Mr. V Kalyan
```

Attention Line

An attention line may be used if you wish to adderss the letter to a particular person of the company. This should be placed one clear line space above or below the inside address, as preferred. It should be typed in initial capitals/underscore as shown in the example.

```
FOR THE ATTENTION MR. V KALYAN

MANAGING DIRECTOR

Kranthi Chemicals Ltd.,

Himayatnagar

Hyderabad
```

Salutation

It is formal greeting of the addressee. Flush with the left hand margin, it is placed two spaces below the last line of the inside address. The choice of salutation depends upon the personal relationship between the writer and the reader or the form of the inside address, and the purpose and nature of the letter. If your recipient's name has been used in the inside address, it is a common practice to use personal salutation.

```
Dear Mr. Kalyan

Dear Ms. Kranthi
```

If your write letter to an officer by designation, the salutation will be 'Dear Sir' or 'Dear Madam'. If an attention line has been used, the more formal salutation 'Dear Madam' is used. If the letter is addressed to the head of an organization whose name is not known, then the salutation Dear Sir, or Dear Madam, or Dear Sir/Madam would be used.

If your letter is addressed to a friend, the salutation My Dear Ravi or Kranthi may be used.

Heading

A heading gives a brief indication of the letter. It is usually placed in one clear line space after the salutation in initial capitals/ underscore.

```
Dear Mr. V Kalyan

Order Number 999
```

```
Dear Mr. V. Kiran

INTERNATIONAL CONFERENCE – 26 AUGUST 2007
```

Subject Line

Some organizations do not write the 'subject' but in India we do write the 'subject'. The main purpose of the subject line is to help the reader in the process of filing according to the subject matter. Like attention and reference line, it saves time. The common practice is to leave two spaces of the first line of the body of the letter. There are, however, some organizations which prefer to have the subject line between the inside address and the salutation. If the writer uses the attention line, then the subject line is placed between the attention line and the salutation.

It should be worded accurately. Subject is followed by a colon, and words constituting the subject should be capitalized. Underlining is optional. If open punctuation is used in the heading and the address, no period follows the subject line unless it ends with an abbreviation

```
Attention: The Production Manager

Dear Sir

SUBJECT: SUPPLY OF RAW MATERIAL.
```

Letter Body

Generally, many business letters are short and precise. The short and routine business letters can be written or dictated without any special preparation. The other business letters require thought and careful planning of the body. The body of the letter should contain the message that one wants to convey. The main purpose of the message is to produce a suitable response form the reader. As a general rule, however, the body of the letter should flow logically form the beginning to the end. It is, therefore, important to organize and arrange the material very carefully. It should be clear, direct, coherent and courteous.

If it is a reply to a letter, it is essential to highlight each part of the letter that asks for information or which requires comment. Then the information is arranged in a relevant order by planning which point comes first, second etc.

Generally the business letters follow the following framework:

Opening or Introduction

The first paragraph will acknowledge any previous correspondence or provide an introduction to the matter being discussed. The main message should be stated.

Examples

We wish to hold our conference at your hotel on Monday 26 August.

Thank you for letter of...

We have received your order number....

The above consignment was received by us today.

Main Body (Central Section)

This section will be the main part of the letter. It contains further details of the information which has been requested or which the recipient needs to know. All the facts should be stated in this central section, arranged logically in separate paragraphs. The paragraphs are not generally given any headings unless the letter is very long.

Future Action (or Response)

After all the details have been provided, it is logical to state the response required form the recipient or what action may be expected from the reader or may be ended indicating your expectations, wishes or intentions. Alternatively, you may state what action you will take as a result.

Examples-

Please let us know the cost involved, and send some specimen.

Please complete the enclosed reply form the reader or may return it to us immediately for a full color catalogue and price list.

Closing Section

A simple one line clause is usually all that is required to finish off your letter.

Examples;

I look forward to hearing form you soon.

We apologize again for any inconvenience.

A prompt reply would be appreciated.

If you require any further information. Please let me know.

This plan for structuring the body of your letter is illustrated in the following example.

ABC Business School

Hyderabad

26 August 2007

Mr. P V Rao

Dear Rao

2007 National Secretaries' Conference on.......................

I have pleasure in inviting you to attend our special conference to be help at..................... hotel,

---

Pilani, on........................... August.

This is an intensive, practical conference for professional secretaries, with the aim of increasing their managerial and office productivity and bringing them up-to-date with the latest technology and techniques.

We have invited distinguished professional experts. There will be paper presentation sessions on useful topics. A detailed programme is enclosed giving full information about this conference. If you decide to join us, please complete the enclosed registration form and send it to our office before........................August.

I am sure you will not like to miss the opportunity of attending our conference, and I look forward to meeting you.

Yours sincerely

XXXXXXXXX

Conference Secretary

Encl: 2

Complimentary Close

Like the salutation, the complimentary close is simply a matter of custom and a polite way of closing a letter. It is typed, two spaces below the last line of the letter. The first word is capitalized. The expression used for the complimentary close must match the situation .

Name of Signatory/Designation

The signature is placed below the complimentary close. After leaving 4 or 5 blank lines for a signature, the name of the sender should be written, either with initial capitals or in upper case as preferred. The writer's designation or department should be shown immediately beneath the name.

Yours faithfully	Yours sincerely
V Kalyan	V. Kalian
Chairman	General Manager
Enclosures	

Since enclosure(s) is sent along with the letter, it must be indicated against the enclosure line.

·   Type three dots in the left-hand margin on the same line when the enclosure is indicated in the body of the letter.

·   Type 'Enc' at the bottom of the letter against which the number of enclosures is indicated. Leave double space after the designation of the sender. This is acknowledged as the most common form of indicating enclosures.

Copies to be circulated

When a copy of a letter is to be sent to a third party (perhaps someone in the same organization), it is indicated by typing 'CC' followed by two spaces and the name of the recipient of the copy. The usual position for this is at the foot of the letter after the designation or after the any enclosure indicated.

```
CC:

Mr. K Sujatha, Accountant

Mr. V Kiran, Company Secretary
```

If the writer does not wish the recipient of the letter to know that a third person is receiving a copy of the letter, then 'bcc' (blind copy circulated) must be typed. This should be shown only on copies of the letter and not on the original copy.

Examples-

'bcc': Mr. Anil, Managing Director

Continuation of Pages

Some companies have printed continuation sheets which are used for second or subsequent pages of business letters. Such printed continuation sheets usually contain just the company's name and logo. If printed continuation sheets are of the not available, the second or subsequent pages should on plain paper of a similar quality to that of the letterhead. The following information should be shown at the top of the continuation sheet. These details are necessary as a reference in case the first and subsequent pages are separated in any way.

· Page number

· Date

· Addressee's name

When presenting a letter in indented (Semi-blocked) format, it is required to type all these details on the same line but while typing in full blocked format, such details must be blocked at the left margin to retain consistency.

Continuation headings for indented layout:

```
Ms. V Shanthi          -2-              26 August 2007
```

Continuation headings for blocked layout:

```
2
26 August 2007
Mr. V Shanthi
```

Address on the Envelopes

Envelope should be to the some quality and color as the letterhead paper. The address on the envelope should be same as the inside address including any 'attention' or 'confidential' indication.

If a window envelope is used the letter should be folded such that the inside address should come just beneath the window. The number of folds should be as few as possible.

Here are some points to remember when writing address on envelopes.

· On a small envelope, start the address about 2 inches from the left margin, on large envelopes start the address about 4 inches from the left margin.

· Use block style and single space in writing address.

· Always write the city, sate and pin code on the last line.

· Leave one space between the state and the pin code.

· Type the attention line on any personal notation below the return address. Capitalize each word and underscore the entire notation.

· If special mailing services are required, type the service in all -capital letters on the upper right cover of the envelope.

· If the envelope does not contain a printed return address, be sure to type a return address on the upper left part of the cover. It should not be typed on the back of the envelope.

6.4   Layout of Business Letter

Neatly typed on the best stationery with proper punctuation and a carefully laid out letter creates a good impression.

Stationery

In order to create the initial impression, it is necessary to choose a good quality paper. A company that uses good quality papr for business letters creates a good impression of that company. Generally, white is standard for practically any type of business letter. Some firms use tinted paper. The nature of the business probably would determine the color of the paper. The standard size of paper used for most business letter is 81/2 by 11 inches. This size is suitable for any kind of business. Smaller sizes like 8 by 10 inches, 71/2 by 81/2 inches might be used depending on the custom of the organization.

Proper Punctuation

Proper punctuation is an essential ingredient for writing effective business letters. Proper punctuation makes the meaning clear the material easy to read.

Margins

Margins in a letter give neat appearance. Generally, leave an inch and a half to two inches on the left hand at the top (if there is no letterhead), one and a half inches on the right and at the bottom. The content or the letter should be set space thus left so as it is a neat appearance.

Punctuation

The general practice is to leave double space between the different parts of the letter and between paragraphs and to leave single space within the parts and within the paragraphs. Generally, there are three recognized styles of punctuation for the parts of a letter-open punctuation and mixed punctuation.

Closed Punctuation   It means that a period follows the dateline, the end line of the inside address, while all preceding lines in the inside address, salutation, complimentary close, are set-off by commas. Here is an example for closed punctuation.

Date: 26 August 2005.

Inside Address: Prof. C V A Prasad Rao

                                         Director

                                         ICFAI Business School,

                                         Plot # 62, Nagarjuna Hills,

                                         Hyderabad - 500 082.

Salutation: Dear Prof. Rao

Complimentary close: Yours sincerely

Open Punctuation: As the name indicates, no punctuation marks are used in any part of the letter except in the body in which the usual punctuation marks are used. It means the end punctuation marks are omitted.

Mixed Punctuation: In it a comma is used after the date line, street name (if any), the salutation, and a complimentary close and a period follows the last line of the inside address.

Of all these there styles of punctuation, the mixed punctuation style is used very commonly. After deciding the punctuation, the next step is to decide the form of layout of letters. There are various kinds of forms layout. We will discuss these forms of layout in detail.

6.5   Forms of Layout of Letter

No one can say authoritatively that one specific form for a letter is the correct from. Instead, there are certain practices which are widely used in today's correspondence. But these forms constantly change. Hence, students ought to know that there are different styles in letter writing. Generally, your choice will be governed in most instances by the practice of the company you will work for and the type of reader to whom the letter is addressed. But a selection of a suitable form for your letter can be made intelligently only if you know the various styles. For this purpose you may consider the following patterns.

Block Form

This is a widely used form today**, i**t takes its name form the fact that the inside address, the salutation, and the paragraphs of the letter are arranged in block without indentation, divisions, between the inside address and the salutation; between the salutation and the body of the letter; and between the paragraphs in the body of the letter are indicated by leaving double space. Within the inside address and within the individual paragraph leave single in space. It uses the open form of punctuation that is to say no punctuation marks are necessary except in the body of the letter. You will notice, for of example, an

absence of punctuation mark form the date, the inside address, the salutation and the complimentary close.

The advantage of the block form is that it saves stenographic time because each part of the letter except the date, the complimentary close and the signature is aligned with the left margin so that no time is consumed by indentation. The placement of the signature balances the position of the inside address. This form goes well with a block panel of letterhead.

Look at the sample given below:

Block Form

ABC Business School

Plot # 63, Nagarjuna

Hyderabad - 500 082

V. Kalyan

103, Srinivasam Apartments

Madhapur

Hyderabad - 500 081.

Dear Kalyan,

This is an example of Block-Form of letter using mixed punctuation. Every line begins with the left-hand margin except those for the date, the complimentary close, and the signature and designation are blocked under the complimentary close. In order to show separation of paragraphs and division between different parts of the letter, leave double spaces.

The block form goes well with a block panel design of letterhead. It may also be used with personal letterhead as used in this example.

Many professionals use this form of letter because of clear-cut appearance. The blocked paragraphs save time in typing and the placement of the signature balances the position of the inside address.

It is commonly used because it saves time in typing combined with balance making it an attractive form.

Yours sincerely,

Semi-Block Form

This form is a compromise between the block form and indented form. It employs the block form with open punctuation. It differs form the block form only in the five to ten spaces indention of paragraphs. It combines the advantages of the block form and indented form. The block form makes for fast typing and paragraphs indention makes for ease in reading. The combination produces an attractive appearance that pleases some business firms. The combination form goes well with any busing of letterhead. Here is a sample:

Semi- Block form

ABC Business School

Plot # 63 Nagarjuna Hills

Hyderabad - 500 082

V.KALYAN

103, Sriniasam Apartments

Madhapur

Hyderadab- 500 081

Dear Kalyan,

Semi-Block form is a combination of the block and indented form. The semi-block form of a business letter with mixed punctuation is widely used. It differs form the block form only in five to ten spaces indention of paragraphs.

It combines the advantages of the block form and indented paragraphs. Place the inside address in block form against the left-hand margin of the letter. The complimentary close and signature are in block form and placed at right-hade side.

The semi-block form makes for rapid typing and paragraph indention makes for ease in reading. This combination produces an attractive appearance that pleases many professionals.

The combination form goes well with any basic dazing of letterhead.

Yours sincerely,

x x x x

Full-block Form

Another variation of the block form is the complete or full block form. It uses open punctuation, see the example below, the date-line, the inside address, the salutation, the body, the complimentary close and the signature element are all blocked, begnning with left-hand margin. Hence no changes of margin are required of the typist. This form goes very well with a letter of letterhead of block panel design.

ABC Business School

Plot # 63, Nagarjun Hills

Hydeerabad - 500 082

Mr. V. Kalyan

103, Srinivasam Apartments

Madhapur

Hyderabad - 500 081.

Dear Mr. Kalyan

This is an example of full-Block Form of a business letter, using open punctuation. It means no punctuation marks are necessary except in the body of the letter. Notice how the date line, inside name and address, the salutation, each paragraph in the body of the letter, the complimentary close and the signature element and designation are blocked, beginning with left-hand margin.

This Full-Block Form goes very well with a letterhead of a block panel design. The form itself is preferred by some firms because it saves typist's time.

All elements begin at the left-hand margin, thus marking the rapid typing. However, the letter is lopsided and imbalanced. The letter appears heavy on left side.

This Full-Block Form is used in many organizations. Its popularity may be growing despite its lack of balance.

Sincerely yours

(KRANTHI)

Instructor

Indented Form

It is perhaps one of the oldest forms of a business letter. In this, for each new element is indented two to four spaces. In this form, generally clause punctuation is used,. Naturally the indented form requires more time for typing because of the layout. However, the correspondents who advocate that the extra time is justified since the form is consistent and pleasing to the eye. This style harmonizes well with the indented dressing of a letterhead.

A specimen of this is given.

Indented Form

ABC Business School

Plot # 63, Nagarjuna Hills

Hyderabad - 500 082

28 August 2007

Mr. V. Kalyan

103, Srinivasam Apartments

Madhapur,

Hyderabad - 500 081

Dear Mr. Kalyan,

Subject: Indented Letter From

The indented form of letter writing is the most conventional and perhaps one the oldest forms of letter writing. In this form each new element is indented from three to five spaces.

The date line is on the top right-hand corner, below the letterhead. Notice how the inside name and address, complimentary close, signature and designation elements and all the first lines of each paragraph in the body of a letter are indented.

Generally closed punctuation is used in this form. Convential business firms like this style. It harmonizes well with the indented dazing of a letterhead.

Naturally the indented form with close punctuation requires a bit more time for typing because the layout requires it. However, some correspondents feel that extra time is justified. The form is consistent and pleasing to the eye.

Sincerely yours,

xxx

6.7 Review Questions

1. Discuss briefly the structural elements of a business letter.

2. How do you differentiate business letter form personal letter? Give examples.

3. What do you understand by 'closed punctuation' in writing business letter?

4 How does it differ form mixed punctuation and 'open punctuation'?

5. Which form do you recommend for writing business letters?

6. What are the different styles of presentation? Which one you recommend for business letters? Why?

7. What are the points you should remember when writing address on envelope?

8. What are the points you should remember when writing address on envelopes?

9. What are the abbreviations that are generally used after the company's name?

_____

UNIT-7

VARIOUS BUSINESS LETTERS & TELEMARKETING

Structure

7.0   Objectives

After reading this unit, you will be able to:

(i)   understand form and structure

(ii)   how letters of enquiry are written

(iii)   how complaint and adjustment letters are written

(iv)   how sales letters are written.

7.1   Introduction

At work place you have to write a number of letters everyday as a part of your duty. You will be writing letters to other organization, employers, suppliers, customers, etc. These letters are called business letters. The objective of business letters is to achieve a definite purpose. It assists you in sustaining business relationship at work place. Therefore, a business letter must impress the reader. It should have the necessary built-in attraction. To form and punctuation the suitable layout and structure enhance the overall effectiveness of business letters and help to arrange all the elements in an organized way.

7.2   Form And Structure

While writing a business letter, attention must be paid to both the parts of a business letter and to the choice of format. As a letter with a poor and loose structure cannot get the attention that it may seek, correct format and standard writing conventions should be followed while designing the letter. In order to ensure clarity of presentation, the letter should be divided into sections and sub-sections, each with a clear purpose and place in the body of the letter.

Parts of a Business Letter

A business letter includes ten elements that is, sender's address, date, reference, inside address,

subject, salutation, body, complimentary close, signature, and enclosures. The following figure shows the structure of a business letter.

	Sander's Address
Dateline	
Reference	Optional
Inside Address	
Subject	Optional
Salutation	
Body	
Complimentary Close	
Signature	
Enclosures	Optional

Sender's Address-The writer's address should be put in the top right hand corner. The street address, city and pin code, telephone, fax, and e-mail address should be mentioned. The writer should not include his/her name or title, as it is included in the letter's closing. If a printed letterhead is used, the address should not be written again.

Examples:

205 Barrackpore Trunk Road
Kolkata-750013

Nalco Bhawan
P-1 Nayapalli
Bhubaneshwar-750013

B-3/16, Janakpuri
New Delhi-110058

Date   The date line is used to indicate the date the letter was written. The month, day, and year should be written two inches from the top of the page.

Examples:

May 4, 2004

```
May 4, 2004
```

Reference: The reference is an optional element and may be placed below the dateline. The writer's reference number as well as the reference number of the recipient should be mentioned. (Your Reference/our Reference)

Examples:

```
Reference: AVS/SP/04/329
```

```
Our Ref: ATC/RS/127

Your Ref: AVS/SP/04/329
```

Inside Address- The inside address is the receiver's address. Include a personal title such as Ms, Mrs, Mr, or Dr. The inside address begins one inch below the date. It should be left justified, no matter which format is used.

```
Examples:

Mr Nicholas Parker

Managing Director

Nicholas Parker UK Ltd

Royal Mint, Tower Bridge

London EC3N 4HJ, UK
```

```
Prof. Pran Nath Pandit

Director, School of Humanities

Indira Gandhi National Opne University

Maidan Gari, New Delhi - 110068
```

```
The Executive Assistant

British Council

16 Cama Street, 1 Floor

Kolkata 700 017
```

Subject- This is also an optional element. It may be placed either before or below the salutation. The topic of the letter should be written in phrase form.

Examples:

SUBJECT: Purchase of Sixty Scanners
Dear Mr. Chopra,

Dear Mr. Chopra,
SUBJECT: Purchase of Sixty Scanners

Salutation- As salutation is greeting used to address the receiver of the letter, it should be the as that used in the inside address, including the personal title. The personal title and the surname should be followed by either a comma or a colon. Formal phrases such as "Dear Sir/Dear madam/Dear Customer" may also be used if name of the recipient is not known.

Examples:

Mr. Nicholas Parker
Managing Director
Nicholas Parker UK Ltd
Royal Mint, Tower Bridge
London EC3N 4HJ, UK
Dear Mr Parker:

Prof Pran Nath Pandit
Director, School of Humanities
Indira Gandhi National Open University
Maidan Garhi, New Delhi - 110068
Dear Prof Pandit,

Ms Lara David
Perrnational Consultants Pvt Ltd
G-13/6, South Extension, Part-2
New Delhi - 110049
Dear Ms. David,

Body-As the body of a business letter contains the message of the letter, it must be organized carefully. It should be divided into three distinct parts, that is, the opening segment, the middle segment, and the closing segment. In the first segment, which may consist of one or more than one paragraph, a friendly opening can be made and then a statement of the main point. The purpose of a business letter is generally found in the opening segment. The middle segment is the part in which all the details that support ideas are included. It may contain more information and supporting details. The closing segment of a letter usually restates the purpose of the letter and states what action the writer wants the reader to take.

Complimentary Close- The complimentary close begins one after the last body paragraph. The first word should be capitalized and four lines should be left between the closing and the sender's name for a signature. The complimentary close can be very formal (Sincerely/Respectfully) or somewhat less formal (Your sincerely/Yours truly/Best regards).

Signature- The signature contains the writer's name and title and, in some cases, the name of the organization or company.

Enclosures- This is an optional element, which may be included in the letter. If any documents are enclosed along with the letter, they should be listed at the end the letter.

7.4   Letters of Inquiry

Everyday business transaction consists of writing inquiry letter that request information or seek clarifications. We may need to write inquiry letters to individuals, firms, organizations, or institutions because we need some information. A letter of inquiry should be organized into thee parts.

Opening- The letter should open with a clear statement that the reader why the letter is being written. It is important to make the purpose of the letter clear in the very first paragraph. Questions or information needed should be listed in a clear and specific way.

Body- The body gives details that explain the request. The writer may tell the reader what he/she is working on, and why he/she needs the requested information. He/She may also provide necessary details that the reader needs to know in order to respond to the inquiry. If the request involves more than one question they should be listed.

Closing- The letter should be closed with a goodwill expression seeking an action-oriented response, and specifying the action that the reader should take.

NATIONAL TOURS AND TRAVELS PVT LTD

M-15/6 South Extension, New Delhi-110 049

www.nationaltours.com

May 18, 2004

Ms Savitha Kumar

Training Manager

Sarna Corporate Training Pvt. Ltd.

D-28//15, Road, Deihi-110 052

Dear Ms Kumar:

Please provide information regarding training courses for field staff involved in aggressive selling of tour packages.

We presently have 24 sales trainees who need intensive training in sales and marketing skills. Kindly send us the following information to enable us to choose the right course for them.

1. List of the courses best suitable for sales staff

2. Duration of each course

3. Course content

4. Fee structure

We would be glad if you could send us the information before May 25. We look foward to hearing form you.

Sincerely

Sd/-

P R Mehta

General Manager

Replies to Inquiry Letters

Two kinds of replies may be written to letters of inquiry, that is, letter giving the information asked for and letter of regret.

Letter Complying with Requests

A direct approach should be used in such letters. A positive response to an inquiry may be organized into three parts as shown in the following figure:

Opening	Purpose of the letter.
Body	The requested information and other relevant details.
Closing	A goodwill expression.
....	
....	
....	
....	
Opening	Mention the purpose of the letter, telling the reader that the requested information is being provided.

| Body | Give the requested information and other relevant details that the inguirer may be interested in. |
| Close | Close the letter with a goodwill expression. |

....

....

....

Positive Response to Inquiry

Now read the following sample letter in the following figure:

REVA COMPUTERS

Dealer in HP

Ajmer Road-, Jaipur-302006

May 8, 2004

Rakesh Mathur

Purchase Manager

Avy Trading Corporation

Court Lane, Civil Lines, Delhi

Dear Mr. Mathur,

As you requested, we are sending you detailed information about the HP Scan jet 3200c model, and our business terms, in the enclosed booklet.

We are main dealers of HP scanners in North India and would be privileged to do business with reputed companies like yours. You could also visit our website www.revacomputer.com to receive more information about our company and a list of our customers.

We hope that the enclosed information will help you make your decision. Just send us e-mail if you need any other information. We look forward to receiving a purchase order form you.

Sincerely,

Sd/-

Mr. Ravi Malhotra

Sales Manager.

Letters not Complying with Requests- An indirect plan should be used letters. Fig. illustrates the three parts.

Opening:	Buffer statement
Body:	Explanation
Closing:	Goodwill expression

....

....

....

Opening A negative response letter should begin with a buffer statement, which could be an expression of appreciation, a compliment, agreement, or understanding. The buffer statement will prepare the reader to receive the message without ill feeling.

Body   The reason for not being able to give the information asked for should be explained.

Closing The letter should be closed with a goodwill expression.

....

....

....

A sample negative response letter is presented in the following figure:

SF Consultants

90/845. excle

Nariman Point Mumbai-400021

March 10, 2010

Ms Lily Thomas

26-B, Rana Pratap Marg

Lucknow

Dear Ms Thomas

We appreciate your efforts to improve the professional knowledge and skills of your sales staff, and would be privileged to arrange courses for reputed companies like yours.

We are privileged to arrange training courses form big companies to organize training programmes

---

for their sales staff. However, we conduct only ten sales training courses in a year. We have already finalized the list of the companies for whom we are going to conduct the courses during 2010-2011. Therefore, we are not in a position to give you the course details, and other related information for this year.

We thank you for your interest in our organisation and its training packages. If you wish, we would be glad to include your name in the list of companies for 2010-2011 training year.

With best wishes

Your sincerely,

Sd/-

S. Asfar lqbal

Training Manager

7.5   Letters Placing Orders

A letter placing an order is a straight forward written message that orders supplies, services, or merchandise. To order items by letter, the direct pattern may used, as shown in. the following figure:

....

....

....

Opening- The letter should be begun in order language making it clear that it is a supply/purchase order.

Body- The order items should be listed and specific data such as detailed description of the item/items such, catalogue reference, quantity/number, price, insurance instructions, clear address, and such other information that might be necessary to execute the supply order should be included.

Closing- The time-period for the delivery of the item/items must be mentioned and mode of payment must be stated. The letter should be closed with an expression of appreciation and goodwill.

....

....

....

AVT TRADING CORPORATION

Court Lane, Civil Lines, Delhi

Mr. Ravi Malhotra   May 23, 2004

Sales Manager

Reav Computer

Ajmer Road, jaopur-302006

Dear Mr. Malhotra,

Please send the following items on the business terms agreed upon:

Catalogue No.Quantity	Item	Description
128	HP Pavilion T2501 Desktop	05
236	HP ScanJet 3200C	05

We would be grateful if you could send the items duly insured. The insurance charge may be included in the bill.

We would appreciate receiving the items by June 15, 2004. As desired, we would make the payment by crossed bank draft.

Sincerely,

Sd/-

Rakesh Mathur

Purchase Manager

4.5   Complaint and Adjustment Letters

Complaint Letters

A complaint letter is an expression of dissatisfaction, The writer complains about something that went wrong, that is, a defective product, bad service, misbehavior, mistaken billing, guarantee/warrantee problems, and so on. As anger can spoil a business message, complaint letters should not vent anger, opinions or emotions.

As the basic objective of every complaint letter is motivate change, persuasive language has to be used. The key elements in a complaint letter are (1) mentioning the purpose of the letter, (2) explaining what happened, (3) convincing the reader that your complaint may be organized into three parts, as shown in the Figure:

....

....

....

....

Opening: The letter should be opened with a direct statement, which makes if clear that the writer is complaining to the reader bout something.

Body: A direct, factual and plain explanation should be given along with relevant information supported by appropriate documents that convinces the reader that the complain is genuine and the claim is legitimate. The tone of the letter should be polite but firm and not apologetic.

Closing   The writer should request the reader to take appropriate action and close the letter with an expression of goodwill.

....

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Fig Complaint Letter

The letter of complaint in Fig. illustrates the organization of ideas:

July 5, 2010

The General Manager

Dhanbad Telecom District

Bharat Sanchar Nigam Lid

Dhanbad

Dear Sir,

I would like to point out a billing error in my May July telephone bills.

According to the May bill (see copy attached), I had to pay an arrear of Rs, 4391/-for January and March bills. As these bills were already paid in April 2010, I pointed out the error to the accounts officer (TR), Dhanbad, and he assured me that the error would be corrected.

However, in my July bill (copy attached), the same arrear has appeared again. Moreover, my telephone number 2203821 has been disconnected because your computer claims that I have not paid the telephone bill for more than three months.

Please correct this error and instruct the department concerned to reconnect my telephone without any reconnection charge. I have enclosed the receipts for all the bills paid by me since April 2010. I appreciate your cooperation in this matter.

Sincerely,

Dulal Chakarvarthy

14, Luby Circular Road

Dhanbad-826004

Adjustment Letters

An adjustment letter is an attempt to satisfy an aggrieved customer, who has the potential to damage the goodwill of the company in the market. In order to save the reputation of the company, the letter writer has to express clear understanding of the problem conveyed by the customer and offer reasonable solutions. The key elements in an adjustment letter are (1) understanding, (2) apology and explanation, (3) investigation and action, and (4) expression of goodwill. An adjustment letter may be organized into three parts, as shown in the Fig.

....
....
....
....

Opening	The letter should be opened with an appreciation of the problem and by thanking the customer for calling attention to the problem.
Body	Apology should be expressed for the inconvenience caused. A precise explanation should be given mentioning how the problem was caused along with relevant information that convinces the customer that the complaint has been understood and that a claim should be described and reasonable settlement should be offered.
Closing	The letter should be ended with an expression of goodwill.

....
....
....
....

Fig. Adjustment Letter

The following sample letter of complaint in the Fig. illustrates the organization of ideas:

BHARAT SANCHAR NIGAM LTD.

Dhanbad Telecom District

July 12, 2010

Mr Dulal Chakarvarthy

14, Luby Circuar Road

Dhanbad-826004

Dear Mr Chakarvarthy.

Thank you for your letter dated July 5 pointing out a billing error on your May and July telephone bills.

We are sorry for the inconvenience caused to you. I discussed the problem with our Accounts Officer, who informed me that our computer did not show your payment because you made the payment manually. As the list of manual payments reached the accounts department after the July bills had been finalized, your telephone was disconnected.

The errors have been corrected and you will receive the corrected bills within a week. In the meantime, your telephone line has been reconnected, and you do not have to pay any reconnection charge.

Sincerely,

General Manager

Dhanbad Telecom District

Bharat Sanchar Nigam Ltd

Dhanbad

4.6   Sales Letters

Sales letter are persuasive messages that persuade the reader to believe what the sender wants them to believe. Although expensive and time-consuming, sales letters are very effective as result-oriented business publicity. By penetrating a limited but important consumer market, they play an important role in mail marketing, involving the sale of goods and services.

Although the basic objective of every sales letter is to promote sales, they serve many purposes.

They may intend to:

·   make new customers;

- · promote a business idea;

- · introduce new products in the market;

- · generate new demand for an old product;

- · promote goodwill;

- · increase and expand customer network; or

- · launch a sophisticated marketing campaign aimed at a target audience.

So, writing a sales letter may involve a careful analysis of the product, service, or idea that needs to be promoted through the letter .The 'central selling points' must be identified to make the letter innovative, fresh, and persuasive. The specific purpose of the sales letter must also be indentified. An audience analysis may be required to.

Organising Sales Letters

A sales letter should be organized very tactfully because the reader is under no obligation to read the letter. The writer must ensure that the reader gives the attention that is needed to understand the message and act accordingly. Thus, the key elements in a sales letter are-

(1) gaining the reader's attention;

(2) building the reader's interest in the product, service, or idea;

(3) convincing the reader that the product or service is the best; and

(4) motivating him/her to act.

Like other business letters, sales letter may be organized into three distinct parts: opening, body, and closing.

Opening

The letter should open with an attention catching statement. Any of the following may be suitable;

Special Offers

- Videocon brings to you a special celebratory offer. Now, you can get a Videocon 74 cm Pure Flat TV, a DVD Player, and 80 Litre Refrigerator just for Rs. 28,990/-. Hurry! Rush to your nearest dealer to avail yourself of this exclusive offer.

- If you do not get it within half an hour, you will get it free.

- Most cars give you a free audio system. We will give you a car FREE with our audio system.

- May this Baisakhi add speed to your life. Rush to your nearest Santro dealer to avail yourself of a special offer of free insurance and a free car audio system for the Santro Xing.

Product Feature

- Oxyrich Shirts have been designed to release energy giving oxygen ions in high pressure situations like meetings, traffic jams, and crowded places. To keep you charged and focused. All day.

- 528 liters of boot space unfolds into 1328

Stimulating Questions

- Wondering which way to go after the exams? NIIT invites you to Career Space.

- Are you with the (right) agency?

- Who says you have to select form what we have got?

- How many monsoon-ravaged roads does your car cover with every litre?

Startling Statements

- Shirts that are of breath of fresh air. Literally.

- If you are young, energetic, and enthusiastic, act differently.

- Making cars that last longer is care for our customers. Making the world last forever is care for our children. Our cars are better built so that our world stays well-built.

- Keep an eye on your money. At IDBI bank of qualified investment advisors is waiting to guide and fulfill your investment needs.

Fact

- Panasonic makes your life a little more colourful. Panasonic presents the world's smallest colour phone.

- Power energizes India's entire economy. Invest in Reliance Diversified Power Sector Fund.

- Special Appeals

- Be a proud owner of a Hilkon air conditioner designed for your room on your budget.

- A great Gold and Diamond collection for the greatest moments of your life.

Prizes

- Buy any LG product. Win prizes worth over Rs 50 crores.

Promise

- No tension. No problem. Just enjoy every day, every season.

- Now look up to global education standards and turn your vision into reality.

Quotations/Proverbs

- "God created man to be immortal and made him to be an image of his own eternity" (Bible, The Wisdom of Solomon)

- Good health is not just felt, it shows.

Persuasive Suggestions

- Ensure that you get a job in a multinational company. Your job is well paid. You get an excellent University, USE.

- Change your Career in Software Engineering with a Masters Degree form. Carnegie Mellon to boost up your confidence.

- Do what you want to do. Freedom to learn Freedom to mobile.

- Get fishy. Swirl, splash, and create some ripples on your mobile.

  Mixed

- Don't pay for your obsession with music, Let us! Are you a part of this music?

Progress Check 1

Study the strategies to capture the reader's attention in sales letter (Part A) and match them with the openings of a few sales letters (Part B):

PART A: Strategies to Capture the Reader's Attention in Sales Letter

1. Special Offers

2. Product Features

3. Questions

4. Startling Statements

5. Facts

6. Special Appeals

7. Prize Announcements

8. Promises

9. Quotations/Proverbs

10. Persuasive Suggestions

PART B: Some Openings of Sales Letters

a. Think smart now. Buy now Buying a Suzuki right now makes more sense than ever.

b. Today, our happy family of over 24 lakh policy holders is enjoying the unmatched benefits offered by PLI schemes.

c. Get a free LG microwave with LG Health Zone air conditioners. Add to that a range of attractive offers, and you have a great opportunity to make your home a complete health zone.

d. It does what no other car can. It talks.

e. Are you thinking of a career in Business Management? IIBS has the answers.

f. No matter where you are in India, JVC is close to you. Looking for a place to service your JVC product? Look no further than the 171 JVC Service points across India. These include 26 Authorized Service Centers which are equipped to service all JVC products, and 145 collection centers which arrange for your system to be repaired as soon as possible. Either way, we're there wherever you need us.

g. Our expert counselors have a unique way of giving you advice. They listen.

h. You shop for perfect ingredients. But do you cook in perfect conditions?

i.   Every cloud has a silver lining.

j.   When it comes to protecting you and your family, few cars in the world match the Corsa's superior European safety standards.

Body

The body of a sales letter should contain information that builds the interest of the reader in the product/service and convinces him/her that the product is worth buying. Key features of the product may be included and the selling points emphasized. Convincing the customer that the product is worth buying could be a difficult task due to the presence of competing product in the market. Therefore, all claims have to be substantiated by facts, figures, testimonials, guarantees, and logic. The following strategies may be used to prove your point.

Statistics

·   PCS Computer are available at over 350 outlets across the country. And PCS has India's 2nd largest service network.

·   For over 30 years, we've helped people with asthma live normal active lives. We pioneered inhalation therapy in India. And today, we manufacture the world's largest range of asthma inhalers. Not just that, we export millions of asthma inhalers across the globe. All in all, when it come to asthma, we've always been at the forefront.

·   An IDBI bank International Debit cum ATM Card lets you access your savings account anywhere in India and abroad. Withdraw from your savings account at over 6000 ATMs in India. You can also withdraw cash in the local currency at 8.5 lakh ATMs abroad. Shop and dine at over 55,000 outlets in India and 1 crore worldwide.

Testimonials

•   My 2 close relatives were very serious, treated successfully in Neeraj Clinic.

o   **Justice D. Shagir, Former Judge Supreme Court of India.**

•   NIPS helped me to realize my dreams. As a premier institute in the field of hospitality education. Where learning extends beyond books and classrooms, it offers its students ample opportunities to train. learn and realize their dreams.

o   **Anurag Srivastava, an alumnus of NIPS**

•   ——Written in a conversational style, the book is fully capable of teaching spoken English....The intricacies of English grammar are easy to understand when you read this book.

o   **Navbharat Times, New Delhi**

Guarantees

•   We do not give you a warranty for five years. Kejian is India's only handset with a lifetime warranty.

•   Our courses are designed for the best jobs in IT with 100 per cent job guarantee.

•   We give you not only an AC with extra cooling but also a six years warranty with it.

Customer Lists

- We are sending you a list of companies that are our permanent customers.

- Enclosed is a list of doctors who strongly believe in our inhalation therapy and recommend only Cipla asthma inhalers.

- Please find enclosed the names of institutes that have been using our security systems for more than five years.

Free Trials

- Try our new MINDPOWER absolutely free for 15 days. If you are not satisfied with it, just send it back to us, we know you will never do it because MINDPOWER will change the way you think.

Free Samples

- We are sending you two asthma inhalers as free samples. We are sure you will find the product more effective than the ones in the market.

- Enclosed are some free samples for your assessment. We believe you will find the product better than our claim.

Closing

This is the important part of the sales letter because it motivates the reader to act. It should tell the reader what he should do, giving specific instructions and providing some special inducements to get a quick response. Any one of the following examples may be appropriate:

Incentives for early birds

- The first 200 subscribers will get three special gifts.

- There is a rebate of 25 per cent for the first 100 customers.

Limited offers

- This is a limited offer for professionals like you.

- The offer is valid till stocks last.

Deadline

- Initial offer closes on April 7, 2004.

- You must book your flat before July 1 to get the special rebate of 05 per cent.

Special bargain offers

- If you respond by June 20, you will be eligible for a special bonus form the company.

- Send the order within a week and get a special gift package.

- If you send your order before July 15, you will get six months extra warranty on the air conditioner.

- Act immediately and take part in our special summer bonanza.

The letter should be closed with a goodwill expression.

	....
Opening	The letter should open with an attention catching statement that could be a special offer, a unique product feature, a stimulating question, a startling statement, a fate, a prize announcement, a promise, a remarkable quotation/proved, or a persuasive suggestion. Its purpose is to get the reader to devote a few moments of attention to the letter.
Body	Related information that builds the interest of the reader in the product and convinces him/her that the product is worth buying should be substantiated by facts, figures, testimonials, guarantees, and logic.
Closing	The reader should be motivated to act and add special inducement to get a quick response. The letter should be closed with a goodwill expression.
	....

Fig. Sales letter

The following sample sales letter shows how the writer persuades the audience:

HDFC

Salt Lake City, Kolkata-700 064

www.hdfc.com

July 5, 2004

Mr Somnath Pan

Chartered Accountant

9, Cama Street, Kolkata

Dear Mr Pan:

Opening	You want to own a dream house and visit a bank. The loan officer tells you about the loan formalities, preconditions, payment modules, and so on. You have so many questions, doubts, queries but the man goes on tanking. W'll, visit our office. Our expert loan counselors have a unique way of giving you advice. **They listen.**
Body	At HDFC, before we offer you advice, we listen to your concerns. After all, we

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understand that buying a home is the single largest investment for you. Our counselors offer you expert advice on all your home loan issues. Our Personalized Loan Counseling includes:

- Advice on property related queries and title of documents.

- Structuring EMIs for tax benefits.

- Guidance on your entitlements for larger loan amounts.

- Options for moving to a larger home.

Closing   Talk to us today. Call HDFC Home Line 2321 5060.

We are here for you.

Sincerely,

Vivek Srivastava

Manager, PLD

7.7 Telemarketing

Marketing a product over the phone has become an accepted alternate sales strategy. Like the sales letter this strategy is very effective as it targets a spefic audience with a highly individualized approach. It is more effective as it not only deals with the prospective customer by name but also aloows for immediate feedback and enables the seller to reply in inquiries and objections immediately. Names are available from telephone directories, trade and commerce directories and credit card companies. By using the telephone line a personal contact is established which makes it possible for the sales person to judge the mood, temperament and personality of the prospective buyer and pitch the sales talk according. (Note: Some people interpret the term Telemarketing as "selling over TV")

7.8 Review Questions

1. What do you understand by form and structure?

2. What are letters of enquiry? How are they written?

3. What are letters placing orders? How are they written?

4. What are complaint and adjustment letters? How are they written?

5. What are sales letters? Discuss in detail.

_____

UNIT-8

GOVERNMENT CORRESPONDENCE

Structure

8.0   Objective

After reading this unit, you will be able to:

(i)   understand how to handle reports

(ii)   understand the usefulness of memos

(iii)   understand the difference between Letters and memos

(iv)   know how letters inviting quotations and placing orders are written

(v)   understand memo reports

8.1   Introduction

Despite unprecedented growth in communication technology, the traditional ways of handling incoming and outgoing mail and the preservation of significant information in files is still in vogue in many organizations. Each such organization has developed a well-organized system for these purposes. For the smooth working og an organization it is essential to store significant information, to ensure its easy retrieval when required, and to take appropriate action on each paper/document received by it.

The term 'memo' (plural: memos) is short form of 'memorandum' (plural: memoranda). A **Memo,**

like a letter, is a form of correspondence. Unlike letter, though, which are usually sent outside the organization, memos are circulated within the organization. Thus **memos are brief written communication of internal correspondence.** That is why these are also called inter-office memoranda.

Some organizations use the memos format for short reports. These are memo reports which are also circulated within the organization. Occasionally memo reports may also contain an analysis of date and the opinion and recommendation of the writer. Memos and memo reports are basic kinds of writings whichprofessionals generally use for effective communication within the organization. **It is an effective means of sending information at many employees within the organization.**

You may write a memo to the person you report to or you may write it for circulation-for other people within the organization interested in what you have to say. Generally a memo is written in a simple language. The pressure of time allows no opportunity for superfluous writing or prolonged explanation. The reader usually wants information, recommendations or background material concisely, stated in plain language. You should develop the ability to analyze a situation and to sate it concisely. In process you may have the following hints:

· Decide the central idea or main purpose of the memorandum.

· Subordinate every fact or idea to this central idea or main purpose and how these fast or ideas are related logically to the central theme.

· Reject any material which is irrelevant, superfluous unnecessary for the reader's understanding of the central theme.

8.2   Handling Correspondence

8.2.1 Receipt and Despatch of Mail

Generally all organization have a separate section or department to handle incoming and outgoing mail. If an organization is large, it have two sections- one to receive and sort out incoming mail and to send it to the concerned departments and officers, and the other to collect the outgoing mail and despatch it. Some organizations call this section *Receipt* and *Dispatch section*.

The mail is opened and sorted out department-wise and officer-wise. A stamp indicating the date of receipt is put on each letter and the name of the department or the designation of the officer who is to deal with it, is also written by the assistant who initials it. Then all mail is entered in the *Register of Receipt* and sent to the concerned departments or officers through a book called the *Transit Register*.

In the deprtment, the head quickly glances through all the mail and marks letters to various officials. If the organization has a large number of units, sections and departments, an assistant in each one of them is made responsible for receiving the mail. He first enters it in *Register of Receipt and Disposal* and then hands it over to the concerned official for necessary action. When the necessary action on a letter has been taken, a suitable entry is made in this register. For example, if a reply has been sent, the reference number of the letter and the date on which it is despatched is noted there.

8.2.1 Noting on the Files

Before drafting a reply it is sometimes necessary to seek the opinion of some other department or to collect information from some other source or to obtain the orders of the competent authority. To

achieve ant of these purposes we usually ressort to writing a *Note*.

A note contains a concise history of the case, discusses briefly the points involved and recommends an action. If the matter is controversial, both the sides of the picture are presented and a solution is offered.

Since the decision is generally taken on the basis of the noting on the file, great care is taken in stating the facts and referring to all relevant documents. The relevant file(s) and references to documents are cited in the margin.

Often flags are tagged to draw the attention. Many organizations use printed forms for noting. Each officer after completing his portion of the job endorses it to the next authority. To indicate that he has taken the action he scores out the marking of the files to him.

8.2.3 Filing Systems

The incoming letter and the office copy of the reply (outgoing letter) are preserved for future reference and record. Before dictating a letter it is necessary to go through the previous correspondence of refresh one's memory about the history of a transaction or case. Hence, every organization needs an efficient system of filing.

A file is a folder containing all relevant papers- correspondence, telegrams, notes, memorandums. etc.- relating to a particular tpoic, subject or person. Each file bears an identification number. There are two popular filing systems: (i) centralized, and (ii) departmental. In the first system all the files are kept at one place under the charge of an official trained in the maintenances of files and records. The departmental filing system has two advantages: (i) Files are easily and quickly available, and (ii) they can be classified according to the convenience of each department.

8.3   Usefulness of Memos

Memos often have a far greater visibility than that the reader imagines. They play a very useful role in an organization. The memo is generally written under pressure of time. The great majority of memos are undoubtedly written because the top executives want the information quickly for further action. Memos handle the information up, across and down within the organization. It ensures quick and smooth flow of information in all directions. It also enables employees to maintain and regulate business transactions effectively. Another useful function of a memo is to establish accountability. Since it is a record of facts and decisions, you can refer to it in future whenever you need it. Some organizations insist that even small events, requests, telephone conversations on official matters, etc., should be recorded in the form of memos. Thus, it serves as a reminder and maintains a permanent record of discussions, meetings, activities, changes, procedures or policies. You will need to write a memo when the message is complex-for instance, if you are establishing the terms of a contact or explaining a procedure. You will write memos documenting your progress to keep your professional expert (supervisor) up to date on your accomplishments. You will also write memos whenever you intend a permanent record of the transaction. Often copies of all memos are maintained in the company's central file or internal archive. In the event of investigation or litigation they can be produced as evidence.

8.4   The Importance of Context in Memos

One of the basics of technical writing is that the context should be very clear so that reader understands the context of findings. Generally, the writer doing the investigation, taking the trip or reporting

on progress will be very close to the problem. But often the readers will be farther form the problem than the writer. The readers may be management, in marketing, in another technical specialization or in the same specialization but working on a different project or supervising different projects. Hence, it is difficult for readers to understand the nature of the problem or to have an intuitive grasp of the problem. You will, therefore, need to make the context of the work clear to the reader, so that then they can understand and appreciate the work. Generally, the following are the three useful ways of providing a context:

·   To state the problem before you state the solution, so that readers can better fit the new information into a framework.

·   To follow a summary statement of what you have found with an explicit statement of its importance or significance; and

·   To summarize what you did and why it matters before you give details.

The organization of material depends on the context and the background of the reader.

8.5   Letter versus Memos

Like a business letter, a business memo is a positive functional instrument of professional exchange of business ideas, opinions, decisions, policies, and information. As both letters and memos are forms of business writing, they follow similar writing principles and strategies. Memos like letters are written to inform and make requests. However, a business memo differs form a business letter in several important ways.

Unlike letters, which are used as a memo to reach out to people outside an organization, memos are used to give information inside an organization.

·   A memo is written in a specific format, which is different form the letter format.

·   Memos are less formal that letters.

·   Memos are less structured than letters.

·   The tone of memos is more conversational than that of letters.

·   Memos contain less background explanation and information than letters.

8.6   Structure of Memos

Many organizations use printed memo forms. One can quickly write the message then transmit it to the officer concerned. It takes comparatively less time to write a memo since it does not contain several details. The following essential items of information must be given in a memo: (i) to (ii) form (iii) reference (iv) date (v) subject.

Some organizations have their own ways of arranging the various elements of a memo. You should adopt the existing practice of the organization. One way of arranging parts of a memo is shown below.

Standard Memorandum

INTER-OFFICE MEMORANDUM

To: Report Writing Students

Form: Report Writing Instructor

Date: 9 November 2010

Subject: Standard Memorandum format.

This illustration explains standard memorandum format. Please read this and notice features of memo format.

1. The standard format consists of the captions 'To', 'From', 'Date' and 'Subject'. These captions may be arranged in different ways, but either, 'Date' or 'To; should be the first item. Subject should immediately precede the main body.

2. The subject line must be a precise, meaningful summary of the memo's content.

3. Left and right margins should be at least one inch wide.

4. The memo body is single spaced. Leave double space between the heading and the first paragraph of the body, and between paragraphs.

5. Enumerations focus the reader's attention on specific information.

6. Number the items so that they help the reader to identify specific items for response.

7. If there is only one major point, do not number the major point.

8. Do not use a closing line such as 'Yours sincerely' or 'Yours truly' at the end of the memo

9. The memo sender puts her/his initials after the type writing name to indicate approval of the message.

    Please follow these guidelines as you prepare memorandum.

                                                            Dr. K Aruna

All Purposes Memo Template

To   : Report Writing Students

FROM   : Report Writing Instructor

DATE   : 22 September 2007

SUBJECT   : All-Purpose Memo Template

	To communicate immediately, write
Introduction:	Read-in sentence and provide overview
	stating why you are writing and what

	you are writing about.
Discussion:	To develop content specifically, to make information accessible and more reader- friendly through highlighting techniques, explaining clearly what you want this to say.
Conclusion:	To sum-up and provide closure with a complimentary close and/or a directive close stating what is next, when this will occur and why this is important.
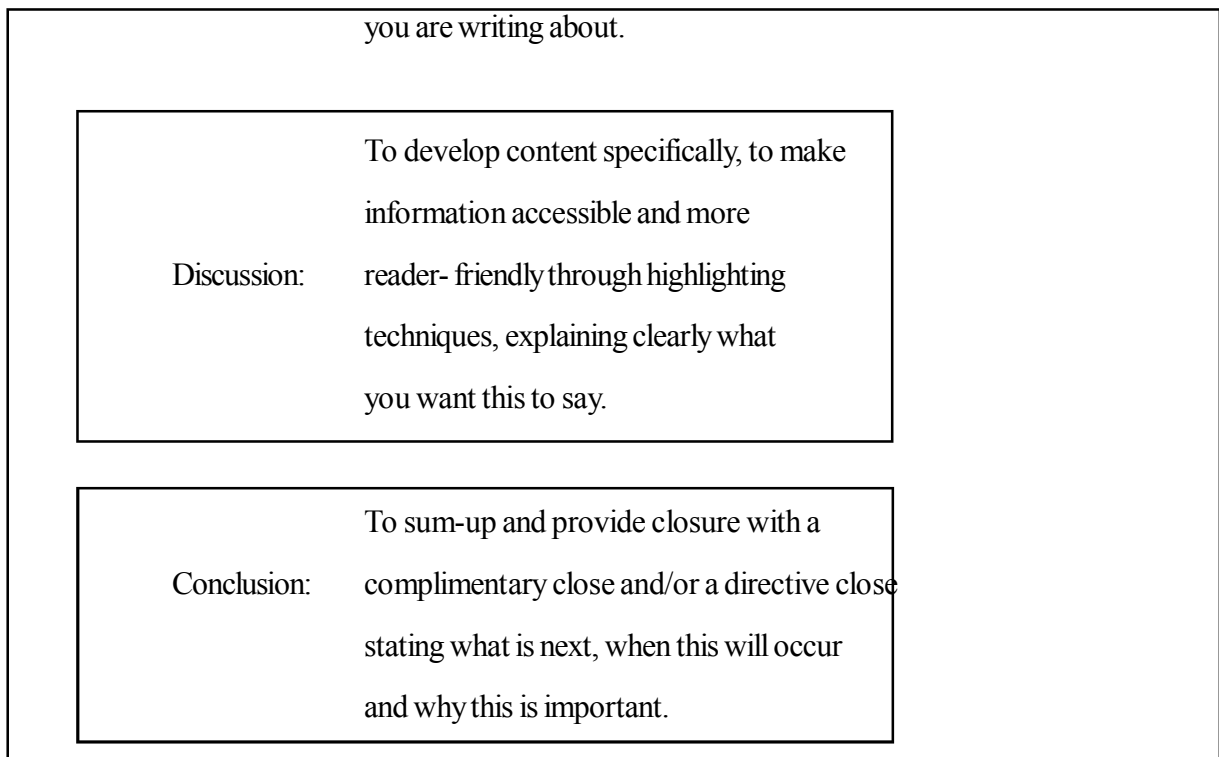
The process of preparing memo follows the same steps as we have analyzed for the formal writing reports- getting the facts, analyzing them, imposing on them and writing to serve a reader's purpose.

The following are some organizational patterns for memo:

· Problem-Solution

· Main findings-Significance

· Give/Request Information

· Comparison-Contrast

· Objective-Giving Instructions

· Literature-Review

· Give Negative News

Each organizational pattern is described below with examples. All these formats will help you shape the information in memos and memo reports that provide necessary context and summarize before presenting details. In this way, the reader will find it easier to follow the logical pace of your argument. Sometimes you will be able to combine organizational patterns using, for instance, summary-division-wrap for the overall organization and listing within a particular section.

Problem-Solution

In the problem- solution pattern, follow the steps given below:

1. State the problem in the opening paragraphs. Use one, two or even three sentences to establish the problem, depending on the familiarity of readers with background. If the problem is familiar, state it briefly, providing sufficient details for context only.

2. State the solution or answer in the second paragraph. Write in simple and direct language.

3. Give details of the solution or answer in the third paragraphs. Generally, it contains definitions, process descriptions, or their information that reinforces the main ideas in the first two paragraphs. The first two paragraphs function as an abstract or summary. The next two or there paragraphs contain details. Use subheadings to divide this section if the information is highly detailed.

4. Give alternative solutions. If it is necessary give alternative solution. It strengthens your recommendations. Use a subheading to introduce this section if it is detailed.

5. Give recommendations. Use a subheading to set this section off. List recommendations when possible.

Main Findings-Significance

In this pattern, the following steps are important:

1. Start with the main findings. State them directly in one or two sentences. (trip, laboratory, investigation)

2. State the significance of main findings in the second paragraph. (This finding is significant because....)

3. State details in the remaining paragraphs. Use subheadings to organize the information if it is highly detailed.

Give or Request-Information

Your major question in writing memos that gives or requests information is how to group the content in a way that makes sense to your readers. Remember that these messages can contain a lot of information, which your readers will need to sort into major and minor points. Give clues that indicate which are major and which are minor point.

In this pattern use following sequence:

1. State the main purpose.

2. Present relevant facts or examples in subsequent paragraphs.

3. Ask for action, if necessary.

Comparison-Contrast

In this pattern first state the subject, next give salient features and then compare and contrast in the subsequent paragraphs.

1. State the subject. Explain the concept clearly.

2. Give details of the concept.

3. Compare one with another.

4. Bring out the differences.

Objective-Presentation

In this pattern, use the following steps:

1. State the technical objective.

(what you were evaluating, why you are evaluating and your purpose)

2.   State the scope of the memo.

(range, subjects covered, limits)

3.   Divide the information logically into parts.

(indicate division with subheads)

Summary-Presentation

This pattern follows the steps given below:

1.   Start with a summary, giving the objective and main findings.

2.   Follow with logical divisions, such as procedure, results, advantages and disadvantages.

3.   End with a wrap-up section that combines conclusion, implications and recommendations.

4.   Use first, second and third-level headings the memo report so that it will be more accessible on the page.

5.   Use devices like indentation, bullets, and underlining and boldfaced to highlight key points.

If the subject is complex, and reader background is varied then this is the best memo report. The format orders the logical sequence of elements. Hence, the main points are at the beginning and the supporting technical details.

A separate, final section gives recommendations, conclusions or further actions. This section helps the persons concerned to take necessary steps.

Giving Instructions or Listing

In his pattern generally, the following steps are effective:

1.   Summarize the items you are going to enumerate in an introductory sentence or paragraph. State the purpose also.

2.   Give step-by-step instructions, or list items.

3.   Put the items in context and logical sequence.

4.   Close courteously with an offer of further assistance.

Literature-Review

When an employee reads an article in a journal which has an implication for his own company, he prefers this pattern.

1.   State the background in the opening paragraph: Identify the publication and give the complete bibliographic information in case the reader of the memo wishes to read the article for themselves. Specify the reason for this study.

2.   State the details: In the next three paragraphs, summarize the article and give salient features of an article.

Give Negative News

When the purpose of your memo is to give bad news, an indirect approach may make the news more palatable to your readers. To organize this memo we suggest you do the following:

1. Establish a shared goal or common frame of reference with your readers.

2. Provide then with information that will support the negative news you have yet to inform or that will help them to think or act as want them to know.

3. Give the negative news.

4. Close with a cordial remark and when appropriate ask for action.

8.7 Example Memo Report 1

<div style="border:1px solid">

SHAREWELL WOODS LTD.,

Inter-Office Memorandum

To: General Manager   Ref: S/147/

Form: Sales Manager

Subject: District-wise for December, 2010

I am giving here the figures of sales reported by district supervisors for December, 2010 which you desired in our telephonic conversation yesterday:

District	December Sales in Rs. (year 2010)	December Sales a Year ago (in Rs)
Jaipur	67,000	1,05,000
Jodhpur	76,000	1,50,000
Bikaner	1,25,763	1,25,550
Kota	1,16,500	1,16,473

The sales dropped about 50% in Jodhpur district and about 20% in Jaipur. The other two districts held their own. This could be because new sales supervisors in these districts and half of their sales force consists of inexperienced men. This, however, does not mean they are to be blamed for the decrease in sales, but they should be given a chance to prove their worth.

I shall look into the matter carefully and take appropriate steps to increase the sales, I shall report to you again after a month appraising of the situation.

(V.KALYAN)

</div>

Example Memo Report 2

ABC CONSULTANCY

Inter –Office Memorandum

TO   : TRAINEE   REF   : I/123/

FROM   : MANAGING DIRECTOR   DATE :

The following information will help you prepare effective visual aids for oral presentation:

1.   Write title of the speech and the name of the speaker on the first transparency.

2.   Have an introductory visual stating goals and purpose of your talk.

3.   Provide your main points.

4.   Provide continuity as much as possible from one aid to another.

5.   Give each aid a 'thesis' sentence.

6.   Cover one basic idea. Several simple visuals are more effective than one that is complex.

7.   Use a maximum of six facts for aid. If one idea requires more, use several aids.

6.   Do not crowd it with information. Crowded aid will annoy your audience.

9.   Use only two columns for the table.

10. Use only three lines for graphs or charts.

11. Use only 5/6 lines for a text visual.

12. Include only basic points in your aids. Detailed information should be covered orally.

13. Use pictorial or graphic representation wherever possible, instead of phrases or tables.

14. Do not give minor details.

An overhead projector will be supplied to you at the time of your presentation, Buy the required transparency sheets and pen set.

If you have further questions about how to prepare your visual aids, please call me at extension

.... I have many books that contain detailed instructional guidelines and illustrations. You may consult those books. My assistant Mr.........., who has worked as a graphic designer, can also help you plan your visual aids.

                                          (V. KALYAN)

Example Memo Report 3

A Report on the Decline in Business, with suggestions the decline.

To:	The General Manger	Ref: FW/
Form:	Sales Manager	Date: 20 May 2010

Subject: Report on the Decline of Business with suggestions to arrest the Decline.

I visited the six branches of our company as per your requirement. I interviewed the branch managers, agents, salesmen and some of our customers to find out the causes of the decline in the company's business during the last four years. My report based upon my investigations is submitted below:

1.   Lock of Coordination: In some of our branch offices there was observed a lack of coordination between the order received and their execution. In some cases, orders were cancelled by the customers because their execution was inordinately delayed, while in few cases delivery of the ordered goods was made twice.

2.   Untrained Salesmen: In our branch depots at Bangalore and Delhi, some college students who have been carrying on their studies in colleges have been recruited as salesmen. They do not know the traits of salesmanship and consider their job as of secondary importance. Generally, they do not show any commitment. Their lack of commitment had adversely affected the turnover of those branch depots.

3.   Higher Prices: In comparison with the prices of other well-known companies, our prices for the same quality goods are considered higher by our customers.

4.   Maintenance of Accounts: Accounts are not maintained properly. The sales account and the amount deposited do not match.

5.   Recommendations: After analyzing all problems, it is, there fore, recommended that:

   (i)   the branch managers be instructed to have a very strict supervision on the work done, by their office people. Hence, delay in the execution of orders or double supply of goods may be avoided.

   (ii)   Care should be taken to see that well-qualified and properly trained salesmen are recruited in all branches of our company.

   (iii)   We should revise the company's price list in the light of the rival companies. A sub-committee may be appointed immediately.

   (iv)   A research section may be started to improve the quality of our goods.

   (v)   One qualified accountant should be appointed at every branch so that account may be maintained properly.

(vi)   Care should be taken to retain the old customers of our company.

If we implement these recommendations, we can develop our company sales and we can arrest the decline.

8.8   Letters Placing Orders

A letter placing an order is a straight forward written message that orders supplies,

services, or merchandise. To order items by letter, the direct pattern may used, as

shown in.

....

....

....

....

Opening—— The letter should be in order language making it clear that it is a supply/purchase order.

Body—— The order items should be listed and specific data such as detailed description of the item/items such, catalogue reference, quantity/number, price, insurance instructions, clear address, and such other information that might be necessary to execute the supply order should be included.

Closing —— The time-period for the delivery of the item/items must be mentioned and mode of payment must be stated. The letter should be closed with an expression of appreciation and goodwill.

....

....

....

AVT TRADING CORPORATION

Court lane, Civil Lines, Delhi

Mr Ravi Malhotra   May 23, 2010

Sales Manager

Ravi Computers

Ajmer Road, Jaipur-302006

Dear Mr Malhotra,

Please send the following items on the business terms agreed upon:

Catalogue No	Item Description	Quantity
126	HP Pavilion T2501 Desktop	05
236	HP Scan Jet 3200C	05

We would be grateful if you could send the items duly insured. The insurance charge may be included in the bill.

We would appreciate receiving the items by June 15, 2010. As desired, we would make the payment by crossed bank draft.

Sincerely,

Sd/-

Rakesh Mathur

Purchase Manager

8.8   Letters Placing Orders

After you accept a quotation, the next step is to order the goods. To ensure efficient and prompt handing of your order bear the following in mind.

(i)   Place a clear and firm order.

(ii)   Give a detailed, accurate, and complete description of the items you wish to buy. Mention the size, colour, quality, make, and reference to catalogue or identification number, if any.

(iii)   The next important thing is to specify the quantity you want. Also state the price per unit of item.

(iv)   Indicate the mose and terms of payment.

(v)   In most quotations the mode of transport, viz. passenger train, goods train, truck, etc. would be stated. But if it is not, do mention the way you want it.

(vi)   When you place an order, you expect the goods to arrive withing a reasonable period of time. However, it is always better to spell out what you consider to be the reasonable time-period.

(vii)   State the full address of the place where you want the goods delivered.

(viii)   Normally proper packing is the responsibility of the seller and its cost is included in the quotation. But if you want a special kind of packing and are prepared to pay extra, say so in your order.

(ix)   Goods would be insured only when you specially instruct the seller. If, however, it is the normal practice to insure the kind of goods you have ordered, there is no need to include any such instruction.

8.9   Inviting Quotations

It is customary for a business organization to invite quotations from several sellers before placing an order. The purpose is to find out the cheapest and best source of supply of goods required. Great care is necessary in drafting such a letter so that you can quickly get the information you wish to collect and also locate the right seller. To achieve these objectives you should proceed in a systamatic manner as follows:

(i)   Describe your needs clearly and precisely. Give detailed specifications such as the shape, size quality, make, etc. of the goods you require.

(ii)   Request the seller to quote his prices and terms of payment.

(iii) Ask him for a sample, if necessary.

(iv)   Give an idea of the quanitity you intend to buy.

(v)   Indicate the time by which you would like the goods to be supplied. This will help the seller determine whether during the period available he will be able to meet your demand.

(vi)   Ask if the goods are guaranteed and if so, for what period. Also ask the seller to give an idea of the normal expected life of these goods.

(vii) Ask what accessories and spares, if ant, would be supplied and how much would they cost.

(viii) If the goods you are ordering need installations, ask the seller the cost of doing so and also the repair facilitites offered by him.

(ix)   As the processing of a purchase proposal takes some time, ask to indicate the period for which his quotations will be valid.

8.10   Review Question

1.   What is 'memo report'? Explain.

2.   Discuss the usefulness of memo reports.

3.   Explain the importance of context for writing memo reports.

4.   Explain the structure of memo report in detail.

5.   'Memos are an important part of your interpersonal communication at the workplace'. Discuss.

6.   Describe the information that must be included in a letter palcing orders.

7.   What factors should be borne in mind in inviting quotations?

_____

UNIT-9

OFFICIAL AND SOCIAL CORRESPONDENCE

Structure

9.0   Introduction

You will often be called upon to write letters, memo, circular, new letters of the organization and groups to which you belong. These forms of communication have certain established conventions and it is necassary to know them to be able to discharge one's responsibility effectively. In this unit we shall briefly discuss how to write these communicatinons.

9.1   Routine Letters

Letters are the most ancient and the most important of all mass communication media. It is an art of conveying the required message. In other words, a letter is sent from a person to another to express the desired or necessary message. Of all the-forms of written communication, letters are the most common, the most numerous, and the most personal. Correspondence, in fact, is one of the chief means of keeping oneself in touch with those separated by distance.

A letter is really "a piece of conversation by post". Every letter you write bears the hallmark of your character and personality.

Nature and Structure

The business letters play an important role in selling the good reputation and goodwill of the company.

It builds friendly relationships between the company and the parties concerned such as customers, suppliers, creditors, expert advisor, government officials etc. The correspondence is naturally dominated by the profit motives, but it also has the social motives of building friendly and cordial relationships with other concerns and the customers.

It has increased the complexity of the modern business world and it has made it necessary for businessman to use letters to exchange information of various types with different parties. There are various purposes served by writing the business letters. Placing order for goods, making enquiries, acknowledging

orders, executing orders, applying for credit, complaining about delay, complaining about the mistake in the supply of goods. Correspondence with government departments such as sales tax, income tax, local tax, offices etc. and lot of such matters require communication by letters. The letters provide valid written records for ready reference in routine administration and also in planning for the future.

Planning of the Letter

By planning of the letter, the letter writer does not leave things to chance. Planning of the letter depends on the communication situation. The communication situations for business letters are manifold. The letter writer makes inquiries, asks for catalogue of products and its prices, places orders for goods, applies for bank loans etc. The routine business letters with their fixed format are comparatively easy to write and they do not require special planning and preparation, but other business letters which are written with different business purposes must be planned carefully. While planning for a letter, the writer must have clear idea of its purpose. Usually the matters related with the purpose are presented at the beginning of the letter, but before making beginning of the letter, the letter writer must write down all the major and supporting points which he has to cover in the message. Then, these points should be arranged in successive logical order. This logical arrangement of all the jotted points gives clarity to the message. While planning the message, only relevant information should be included. All the irrelevancies must be strictly excluded from the message. The reliability of gathered information also needs to be checked.

Though the principles of writing a letter are uniform there is a lot of difference between business, personal, and official correspondence.

Classification of letters can be done keeping in view the multifarious activities of man and society. A letter may be :

1.	Descriptive	7.	Private
2.	Narrative	8.	Foreign
3.	Technical	9.	Confidential
4.	Legal	10.	Demi – official
5.	Domestic	11.	Personal
6.	Public	12	Official

Layout of a Business Letter

Introduction -

As a significant form of written communication, a business letter is supposed to have a lay-out that impresses. Its physical appearance, that includes the quality of the paper, the arrangement of the typed printed matter, the way it is folded and kept in the envelope, the envelope itself with the addressee's name and address, stamping-everything communicates and passes through the receiver's mental filter. It, therefore, cannot be taken casually. As has been well said, a letter's appearance is a part of its message. That is why most reputed companies choose the best quality stationery and send out carefully written letters.

Many companies choose their own lay-out. But the differences in lay-out are not as many as their similarities. The following points are common to all designs or lay-outs. Their differences occur due to the typing/printing conventions, indenting, spacing etc.

The first-indented form-follows the old, established British conventions of writing letters and

paragraph construction. The greatest advantage of this layout is that everything seems to be in its-'proper' place, of course in the conventional sense. Each paragraph can be easily identified because there is some space left in the beginning, This is also the way most of us are taught to write paragraphs in the earliest stages of our learning.

The second block form is of recent origin, primarily because of the American practice of paragraph writing. Now, of course, it is being followed all over the world. No doubt it looks more presentable, and is easier to handle.

Indented form

Company letter - head

Name and address already printed

Telegram, cable, telex, telephones, fax

Reference No,   Date

Name and address of person

to whom the letter is going

For the attention of...

Salutation

<div align="center">Subject heading-not obligatory, but often used</div>

<div align="center">Body of Letter</div>

Subscription

Handwritten personal signature

Signatory's typed name Signals

Signatory's position in the company.

Company name

Encl Postscript

Ref. Initials

Full Block Form	
Company Letter Head	
Ref. No.	Date :
Inside Address	

```
Attention line

Saluation

Subject _____

┌─────────────────────────────────────────────────┐
│                  Body of letter                   │
│                                                   │
│                                                   │
└─────────────────────────────────────────────────┘

Subscription

SignatureSignatory's typed name

Signatory's position in the companyCompany

Name

Encl

P.S.Ref.

Initials
```

Heading

The Heading, also called letterhead' , contains the name of the firm/ company and its address. It is usually' given at the top centre or top right side of the paper. It is also usual to give the telephone, fax and telegraphic address in the heading as shown below :-

---

BHATIA CHEMICALS LIMITED

Regd. Office: 26, Naraina Estate, New Delhi - 110027

Phone: 5698007

Fax: 5698108

Grains: Bhat chem

Reference Number

Every business letter usually carries a reference number to which the receiver may refe:r in all future correspondence. It serves the useful purpose of quick reference and linking up the chain of letters going out of the organization or identifying the memos issued by a a department within the organization.

The reference number may look like this :- .

i .5/PD/67   .

In this reference number '25' stands for the number given to the department, 'PD' is a code for personnel department and '67' is the-number allotted to the person addressed.

Date

The Date of the letter is of crucial importance. It is usually written on the right hand sifle, parallel to the reference number as shown below:

25/PD/67   November 18,2010

Abbreviated forms of date such as 18.04.2010 or 04.18.2010 or April, 18, 2010 or 18 April, 2010 should be avoided as they do not leave a good impression on the mind of the receiver

When the address of the organization is combined with the date, the following format should be used.

26, Naraina Estate, New Delhi

April 18, 2010

Inside Address

It contains the name and address of the organization or the individual to whom the letter is being sent. It should be written below the Reference No. line, leaving some space. It should be complete and can be written in either of the two ways as shown.:

a)   Kalindi Fertilizers Ltd,

Bhiwadi Road Crossing,

National Highway 2, Gurgaon.

(Haryana)

Closed punctuation

Indented lines (not applicable to PIN code).

Mode of address

Attention line

When the writer directs his letter to a particular official in an organization he may use the phrase 'For the attention of below the inside address and above the salutation and underlines it. For example:

Kalindi Fertilizers Ltd

Bhiwadi Road Crossing

National Highway 2

Gurgaon.

For the attention of Shri R.R. Khanna

Salutation

Salutation is the greeting of the addressee. We may choose the salutation on the basis of our familiarity with the reader and the formality of the situation. The commonly used salutations are given below.

(i)   Sir.

(ii)   Madam

(iii)   Dear Sir/Dear Madam

(iv)   Dear Mr Smith

(v)   Dear Ms Jones

(vi)   Dear Sirs

(vii)   Your Excellency (while addressing the Ambassador or High Commissioner of a foreign country) .

(viii) Gentlemen: used when a circular is sent to many addresses including an individual, firm, society, company etc. Now a days 'Dear Sir/ Madam is also freely used in circulars.

Punctuation of Salutation

When indented paragraphs are used in the letter, it is customary to end the salutation with a comma. For example:

Dear Ms. Jones,

Thank you for your letter

Subject line

Many offices/writers use subject lines to enable the reader to quickly identify the subject of correspondence: It tells what the correspondence is about. In addition, it contains any specific identifying material that is supposed to be helpful-date of previous correspondence, invoice number, order number or the central point of the letter. It is placed just below the line of salutation. It usually begins at the left margin, although it may be placed in the centre or indented (if the paragraphs are indented).

The subject line may be worded in a number of ways. The following forms are a few representative samples:

Subject: Your July 12 inquiry about....

Reference: Your July 12 order for....

Body of the letter

The body of the letter carries its message or content. It is generally divided into three or four paragraphs, each having its own function. The first or opening paragraph links up the correspondence and establishes rapport with the reader. The second paragraph may be called the main paragraph that contains the subject proper. If need be, the point made in the second or main paragraph is elaborated or further developed upon in the third paragraph. The fourth or final paragraph brings the letter to a goodwill ending, leaving the doors open for further business. Whatever the circumstances, the last paragraph brings the letter to a close on a positive note. It is generally followed by phrases like 'With regards', 'With best wishes', 'With warm regards', Thanking you', etc.

Formal close

The formal close-must 'match'; the salutation as shown below:

Dear Sir   Dear Mr Smith

Dear Madam	Yours faithfully	Dear Ms Smith	Yours sincerely
Sir		Dear Sheila	

If the salutation does not name the recipient, formal close is 'Yours faithfully'. If the salutation names the recipient the formal close is 'Yours sincerely'. 'Yours' begins with a capital Y but 'faithfully' and 'sincerely' begin with small letters.

Signature block/slot

There is a fixed place for the signature of the writer. Just as the signature is important, so is its place in the lay-out of the letter. Conventionally the signature, that, is handwritten and contains the writer's name, status, department, company etc, appear just below the complementary close. As far as possible it should be legible. But, irrespective of legibility, the name of signatory should be written/typed/printed in parentheses below the signature.

Enclosures (Encl)

Very often a letter carries along with it some important papers such as proof of date of birth, copies of certificates/testimonials, price list, invoice,- receipts, cheque/draft bill/cash memo, copies of required pages of passport, photo identity card etc. The writer is well advised to make mention of these papers at the bottom left margin as shown below:

Postscript

Postscript or P. S. is written if the writer has forgotten to mention something important in the letter. Generally a writer is not supposed to forget any important item. But, then some information or part of the message may flow in after the letter has been written or typed". *In* such a case the writer is supposed to write the postscript very carefully and precisely or, in other words give the additional information in as few words as possible.

'CC' Carbon Copy Notation

Often copies, of a letter are supposed to be sent to some other people directly or indirectly concerned with the matter/ subject. In such cases the names of the persons to whom copies are sent should be typed adjacent to the left margin like this.

Reference initials

Many firms continue to follow the practice of putting typed initials of the person who dictates the letter and those of the one who types it. These initials are useful for office checking. They can be typed adjacent to the left margin in the end like this:

HKS/NB

HKS:NB

HKS-NB

HKS are the initials of the person who has dictated the letter and NB of the person who typed it.

9.2 Demi Official Letter

Demi official letters are also called as semi official letters. In this type of letters the body and text of

letter is written in a partially official format These are written for mutual exchange of views or information . Subject is not mentioned in the D O letter. Specifically these letters are written to invite attenntion on important matters when formal communication system is not sufficient. Demi Official Letter is written in between equivalent post or rank but in exceptional cases it may be send to slightly below or higher rank or post

Drafting of Demi – official letter –

1. As the objective of writing a demi – official (d.o) letter is call the personal attention of the addressee, the style of writing should expedient to come to the issue at the beginning itself e.g. I seek your cooperation in the matter of ……………..

2. A d.o letter should preferably not exceed one page. If the message to be conveyed is lengthy, it is better to condense it into one page in a few small and equally divided paragraphs in a manner that holds the interest of the addressee, the detailed arguments can be set out in appendices.

3. The color code in d.o letter will be as follows. A. d.o letter form a Minister will exhibit the National Emblem in blue colour and that from an officer exhibit the National Emblem in red colour.

9.3   Memorandum

A memorandum (known as 'memo' in short form) is by definition, "a written statement that is prepared specially for a person or committee in order to give them information about a particular matter". In an organization it takes the form of "a short official note that you write to a person or to several people, especially people whom you work with". It has been derived from the Latin word 'memorare', changed to memorandus (notable), and means literally 'to mention' or 'tell'.

Large companies need an efficient system by which colleagues can communicate with each other, either in the same building/office or often in departments or sections situated in different locations. The telephone is no 'doubt an immediate method but it is often necessary to have some written records of requests, instructions, actions suggested or taken, etc. For this system of internal correspondence, memoranda or memorandums (memorandum in the singular) are used. They may be for the attention of one person only or in the form of a circular for the attention of several people, whose names will appear in the bottom left-hand corner. They are used for passing on or making requests or information, for requesting and reporting actions and for acknowledgements. They are not used for lengthy reports.

THE MEMO FORMAT

A memo is a form of written communication, but it is not a letter. Its format, therefore, is also differ-ent from that of a letter. Most companies have their own printed memoranda sheets with the main company heading and also the heading of the department or section and often one or two coloured sheets attached which can be torn off as copies for filing. A typical headed memorandum sheet might look like this:

UNITED BREWARIES LIMITED	
MEMORANDUM	
No....................................	Date
To....................................	

```
From.................................

        Sub : ……………………………………………..

    (1)     ………………………………………………………………

            ………………………………………………………………

            ………………………………………………………………

    (2)     ………………………………………………………………

    (3)     ………………………………………………………………

Cc To

………………………………………..

………………………………………..

                                                    **Signature**
```

It is to be noted that memos do not carry a salutation ('Dear....') or a complimentary close ('Yours....').

Tips on writing a memo

Just as an effective letter requires careful planning, so does a good memorandum.

The Exploratory Phase

- Put down everything you want to say about the subject.

- Use personal pronouns.

- Don't judge what you have written in this phase.

The Drafting Phase

- Underline every item that is vital to your reader; Omit those that aren't.

- Jot down the purpose of the memo at the top of the page.

- Divide your underlined items into separate categories.

- Write a heading for each category. Example. "When to deliver parts" (instead of timetable).

- Determine the order of importance of each category to the reader and number them.

- Start writing your memo. Begin the body of the memo with Phase 1. Then go down your list. Use the headings as subheads throughout the text. Place background or support information at the end.

To achieve a more personal human touch, here are some tips from the editors of 'Communication Briefings':

- Use you and 'your'. Instead of saying "Everyone is requested to provide input on course content", say, "Please send me your course content ideas".

- Include a name. Example: John, I'll send that material to you by 3 o'clock Friday.

- Picture your reader. Write to a person with a title, not to a title with a person.

- Use conversational words and phrases. Say, "As you suggested" and "Please let me know" instead of "Kindly advise".

As a final test: Read your memo out aloud to find out if it sounds conversational and natural

A memo requesting departmental reports

<div style="border:1px solid black; padding:10px;">

BHARAT OIL PRODUCTS LTD

Head Office: MUMBAI

MEMO

No: BLP/305

Date: 18 April, 20|

From: S.K. Jain, Managing Director

To: All Heads of Departments

SUBJECT: DEPARTMENTAL REPORTS

Would you please make sure that your current half-yearly report is handed on to my secretary before the last day of the month so that figures can be collated and incorporated into the general report for the meeting of the Board of Directors on 1st May.

       Thank you. .

C.C. J.P. Jain, Finance

      R.K. Garg, Operations

      L.S. Deva, Sales

      Prasad Sharma, Production

      A.Rizwan, Administration

      C.Shankar, Purchasing and Supplies

</div>

9.4　Circulars

Introduction

Other forms of communication like notices, circulars, office orders, questionnaires etc. are widely used in organizations for the purpose of information giving and exchanging with the other members of the staff. All of them follow more or less standardized format, though an organization is always free to evolve its own style. But that really does not count much. What is more important is the purpose that these forms of written communication are supposed to serve within the company.

Notices seeking the opinions of the staff are often circulated in order that each person has one and can fill it and give his or her own comments on a specific matter As a secretary, one is quite likely to be

asked at some time to draw up a questionnaire asking staff for their opinions/comments on tips already given or to give suggestions of their own. For example, an organization decides to celebrate sixtieth anniversary of the country's independence and the management wants to celebrate the occasion by involving the staff in a suitable way. They may be asked to give suggestions. The secretary will have to compile a questionnaire that gives people opportunity to state their preferences.

Office circulars of a more formal nature are meant to bring to the notice of a certain audience matters of importance to the organization. They are widely used to disseminate information like inviting applications from employees for promotion test/interview, insistence on punctuality, change in working hours, inviting suggestions etc. They are usually brief, precise and persuasive pieces of writing brought to the notice of staff. Some examples of office circulars in their usual format are given below:

Example. Circular inviting suggestions

<div style="border:1px solid">

BHAGIRATH ELECTRICALS LTD

DELHI -110006

Circular No 435/03

Dated: 25 May,

The office manual which was last revised in July 2005 is now due for revision. We look forward to all employees to consider tlus matter with interest and send their suggestions of the undersigned latest by 25 June, 2010.

Sd/-

Manager

</div>

9.5 Newsletters

A newsletter is a regularly distributed publication generally about one main topic that is of interest to its subscribers. Newspapers and leaflets are types of newsletters. Additionally, newsletters delivered electronically via email (e-Newsletters) have gained rapid acceptance for the same reasons email in general has gained popularity over printed correspondence.

Many newsletters are published by clubs, churches, societies, associations, and businesses, especially companies, to provide information of interest to their members, customers or employees. Some newsletters are created as money-making ventures and sold directly to subscribers. Sending newsletters to customers and prospects is a common marketing strategy, which can have benefits and drawbacks. General attributes of newsletters include news and upcoming events of the related organization, as well as contact information for general inquiries.

Newsletter can be divided into two type- ***printed on paper*** and in ***digital format*** which are usually distributed via the internet. The digital format vary from the simplest format, text to highly designable formats like Portable Documents Format (PDF) and HTML. The use of more formatting and web 2.0 attributes like video and sound have become a market standard all over the world.

(1)   Ref. " Newsletter" – Merriam- Webster Online Dictionary.

9.6   Social Correspondence

All of us write letters to fulfil social obligations or to meet personal needs which may be directly related to our official or professional activities. Some letters of this kind are letters of congratulations, invitations, introductions, recommendations, condolences letters conveying acceptances and regrets and letters making hotel reservations and booking for air, rail, etc.

Though the format and style of such letters is generally the same as that of business letters, they have an air of ease and casualness. Their tone depends largely on the degree of intimacy between the writer and the receiver.

Promptness is the key to success in social correspondence. For example, a letter of congratulations will be appreciated only if you send it soon after the event. Similarly, a letter offering condolences will have no value if it is sent long after the death.

The following seven parts usually constitute the structure of a social letter ; sender address, date, salutation, body, complimentary close, signature and receiver's address.

Examples of Letters

Congratulations on Promotion

My Dear Mohit

I am delighted to know that you have been promoted as Marketing Manager. Warmest congratulations!

It is a recognition which you so richly deserve, I wish you many more successes in future.

Yours sincerely

Anshu

Reply

My dear Anshu,

Many thanks for your congratulations and good wishes. I need the goodwill of friends to make a success of this added responsibility. I only hope I can emulate to some degree the distinguished service of my predecessors.

With best wishes,

Yours sincerely,

Mohit

Invitation to Speak

Dear Sri Tandon.

The Management Association, Kota is organizing a two-day symposium on *Current Trends in Indian Management* on 27 and 28 Feb. 2011. The emphasis will be on the role that management can play in helping the country make a success of the Prime Minister's new economic programme. As the head of a large national corporation, you have the knowledge and experience which will benefit the participants and also. I am sure, stimulate new thinking

on the subject.

I am, therefore, writing to enquire whether it would be possible for you to be one of the speakers at the symposium. You may choose any aspect of the topic you like for your talk.

I am enclosing a copy of the tentative programme. Most of the listed speakers have already accepted the invitation. Each is being given forty minutes to speak.

We hope the dates suit you. I would be extremely grateful if you could convey your acceptance at your earliest convenience so that I can- meet the deadline for the arrangements.

With kind regards,

Yours sincerely,

V.K. Mehra

Formal Invitation to Lunch

Sri and Smt. Vinay Kumar Verma

Request the pleasure of the company of

Sri and Smt. Vivek Praksh Misra At

Food Bank

On Monday, 16 March 2011 at 12.30 p.m.

At 21, Subhas Enclave, Sarojini Nagar, New Delhi.

Formal Invitation to Tea

The Junior Chamber of Commerce, Kota
requests the pleasure of your company at a
RECEPTION
In honour, of Sri R.P. Kelkar
on
Monday. I6 August 2011 at 5.30 p.m.
The Grand Chandiram

RSVP
K. Kumar
Secretary

Formal Invitation to Lunch to Meet a Dignitary

To meet Brig. Z.R. Zutshi

Sri and Smt. O.P. Marwah cordially invite you to

LUNCH

on Monday, 16 February 2010, 12-30 p.m. at

Hotel Uday Regency

R.S.V.P :

122, Civil Lines

Kota – 400006

Letter of Introduction

Dear Sri Misra,

This is to introduce to you Sri K.P. Singh the son of a very dear friend of mine. K.P. Singh just passed his MBA from the Indian Institute of Management, Ahmedabad in the First Division. Two years ago he passed his B.E. (Mechanical) from I.I.T., Delhi with distinction. Besides having a brilliant academic record, he is of cheerful disposition and can get along easily with people. He is now looking for a suitable job and I thought I should send him to you just incase you have an opportunity for a young man of his qualifications.

I trust you will be able to spare a few minutes to talk to him about his interests and areas of specialization. If there is no immediate vacancy in your company, I should be grateful if you could refer him to some other organization.

And what about the holidays we planned for October which is just two months away? If you convey your firm 'yes' by return mail, I shall go ahead with the arrangements.

With kind regards and best wishes,

Yours sincerely

P.N. Shrivastav

9.7   Review Questions

1.   Write short notes on-

   i)   Demi officials letters

   ii)   Memorandum

   iii)   Circulars

   iv)   News letters

2.   The head of your organisation is worried about the amount of time employees are spending during the 'tea break'. Draft a memo to be signed by him and circulated to all emplyees, askinf them to be at their desk during duty hours.

3.   Prepare a memo for circulation to all employees of your organization announcing change of the working hours and explaining the reason for the change.

4. Draft a letter congratulating a business executive in a sister concern, who has just been prompted to the post of Financial Controller of his company. Invent the necessary details.

5. As the Personnel Manager of a company, write a letter of condolence to Smt P.K.Kekre, whose husband expired suddenly doe to heart attack. Shre Kekre had serveed the company for ten years in different capacities and was the Labour Welfare Officer at the time of his death.

_____

UNIT-10

NON-VERBAL COMMUNICATION

Structure

10.0 Objective

The objective of this unit is to discuss the importance of body language in effective communication. It focuses on the role of gestures, posture and facial expressions in communicating meaning and in establishing rapport with others.

It has been observed that between 65 and 93 percent of communication is non-verbal. Congruent verbal and non-verbal signals enhance communication and learning. Information also flows more easily when the message in our voice matches the words we speak. Awareness of the importance of non-verbal communication helps one to monitor one's body language, read others' non-verbal signals more accurately and consciously choose appropriate non-verbal signals for different contexts/intentions.

The unit also focuses on some modern means of communication and how they can be useful.

10.1 Introduction

There are various ways through which we communicate with each other. In face-to-face contact we use different parts of our body as we directly talk to others while communicating our message. Where face-to-face communication is not possible, we take the help of some other means through which we usually convey our messages. For example, we may use letters to convey written messages; talk to others on the telephone; send telegrams and use various other modern machines like computers, fax machine, etc. to communicate our messages. The means to be used in our communication process depends upon the purpose of communication. For example, to send any urgent message we generally use the telephone; for any important matter for which a written document is required, we use letters, telegrams, fax, etc. The modern technology gives us a variety of options to choose the means according to our requirement and liking.

10.2 Non-Verbal Communication

We communicate by exchanging symbols to describe our ideas and experiences. Language is a common symbol system which we use for sharing our experience with others. Communication through words is called verbal communication; communication through other symbols is called non-verbal communication. Non-verbal methods of communication include all things, other than words and language that can convey meaning. For example, graphics like pictures, maps, charts, graphs and diagrams in a written document, body language and voice qualities in speech are non-verbal communication.

Non-verbal communication can be independent of verbal communication; but verbal communication is always accompanied by non-verbal communication. Non-verbal methods can be used as a substitute of words like the red colour to mean danger, or nodding the head to mean "Yes." Or both may be used together as when we shake the head and also say "no". Sometimes, a gesture like slapping the hand on the table may be used with words like, "we must do it," to emphasize the point. Sometimes, our body language or voice, or untidy typing may convey a meaning different from what we want to convey. This discordant or inconsistent relation between verbal and non-verbal communication occurs when the person is not comfortable or is trying to say something different from what he or she really feels.

An understanding of non-verbal methods and aspects of communication helps a person to improve one's communication skills by gaining control over body language.

10.2.1 Types of Non-Verbal Communication

Body language:

We use our body and its different parts to communicate a lot of things. This communication through our body and its various parts is called 'body language'. Often people consider body language to be the only form of non-verbal communication. However, non-verbal communication includes body language and

much more. This includes the way we dress up for different occasions, the way we greet people, the way we use our hands while talking, the way we use space etc.

Facial expressions:

A face, it is said, is the mirror of the mind. It is the most obvious vehicle for non-verbal communication. It is a constant source of information to the people around us. Our faces reveal how we are feeling inside while we might be trying to present a different emotion. For example, while telling a lie, a child tries to cover his or her mouth with both the hands. A teenager tries to cover her mouth with one hand. These gestures are called the 'mouth guard' gestures. Also, the colors of one's face, the wrinkles, presence or absence of facial hair, etc. reveal a lot about a person's personality. For example, people with dark tans supposedly spend a lot of time outdoors. Hairstyles and make-up provide insight into one's economic status, their sense of self-worth, interest in fashion, etc.

Eye behavior:

Eyes and their effect on human behavior are as important to poets and painters as to the students of non-verbal communication. This is because one can communicate a lot just with the help of the eyes. By winking, seeing, glaring, staring, eyes can perform many functions. Eye-contact is another important facet of eye behavior. When one maintains eye-contact with the audience, he or she is perceived as sincere, friendly, and relaxed. Those who don't maintain eye-contact while talking to others are perceived as nervous. Another important function of eyes is to express intimacy. Eyes help us create 'connections' with others. For example, a simple glare may stop students from talking, while a warm glance and an encouraging smile often win many friends.

Kinesics and body movement:

Ray Birdwhistell, an expert in the field of nonverbal communication, coined the term 'kinesics for the different body-expressions. 'Kinesics' is the study of body-movements.

Posture and Gait:

The way we stand or sit and the way we walk (gait) are strong indicators of our physical and emotional states. When we are aggressive we sit or stand straight and in an alert manner. When we are defensive we usually sink into our chair or stand with our head, shoulders drooping. When confident we walk with our chin raised, chest puffed, and arms swinging freely. Our legs are often little stiff and our walk has a 'bounce' when we are confident. A standing posture with 'hands on hips' indicate an aggressive frame of mind.

Personal appearance:

Physical appearance is one of the most important factors that influence the effectiveness of our interpersonal and group communication. In fact, one's personal appearance is very crucial as it makes the all- important 'first impression'. This is particularly important as advertisements shape our minds day in and day out through all those beautiful people who endorse everything from hairpins to aero planes. So we manipulate our personal appearance to look good. We try to accentuate or highlight our best features while hiding and underplaying the others.

Clothing:

Our clothes provide the visual clue to our personality. Clothes also indicate about one's age,

interests, and attitudes. Information about one's status can be judged from the clothes' age, condition, and fashion. Clothes are used as means of keeping up with the latest social changes. Also clothes are means of decoration and self-expression. Clothing also indicates about a person's confidence, character, and sociability. These are the reasons why it's said that 'clothes make a person'.

Touching:

It is the most common form of physical contact between human and animals. In fact animals use touching much more frequently and to great effects. Human beings use touching to emphasize a point, interrupt, as a calming gesture, to reassure. Also, touching is very important to healthy development of children.

Proxemics:

This is an additional way of communicating by use of 'space'. Often we place ourselves in certain special relationships with other people and objects. The study of these special factors is called 'proxemics'. The intimate distance ranges from actual contact to about 18 inches. We allow only intimate persons within this range. Of course, there might be forced closeness at times as in the case of a crowded lift. Social distance is maintained with people who we are meeting for the first time. This distance ranges from 4 feet to 12 feet.

Paralanguage:

Oral communication does not just occur through words uttered. The words are supplemented by a lot of other factors, particularly related to the voice. The pitch, tempo, range, resonance, and quality of voice add meaning to the words. These vocal characteristics and vocal sounds constitute 'paralanguage'. Speaking without pitch variation makes the speech monotonous. 'Pitch' is the raising or lowering of our voice. 'Resonance' on the other hand is the variation of volume from a quiet and thin voice to loud, booming voice. Speaking too fast or too slow is a variation of 'tempo'. Paralanguage gives us clues about the age, sex, emotional state, and personality of the speaker.

Smell and taste:

We receive a lot of information about our environment through the sense of smell, like a particular fragrance announces the arrival of a particular person. Body odour also provides clues about a person's hygienic state. We send out information about ourselves through smell by using deodorants, body sprays, hanky sprays, etc. To hide the smell of onion or garlic we brush our teeth and gargle with mouthwash. Like smell, taste is also a silent sense that receives and sends messages.

Environmental factors:

Architectural arrangement of objects, interior decoration, colours, time, music, etc are the environmental factors that provide a lot of non-verbal cues and clues. Dim lighting, quite atmosphere, and soft music leads to greater intimacy and has a soothing effect. Colours have wide-ranging associations. For example, one turns pink when embarrassed and one sees red when angry.

10.2.2 Importance of Non-Verbal Communication

1.   Non-verbal methods of communication have almost an instant effect because of quicker grasp by the receiver; it takes less time to see a colour or a picture and to hear a horn or a bell than to read or hear and understand words and sentences. Speed in conveyance and response makes non-

verbal methods extremely useful in critical situations like traffic signs and signals.

2.   Visual non-verbal methods aid verbal communication; maps, charts and graphs are necessary for conveying information or plans related to geography, locations, data, and most of the sciences. A large amount of complex data can be presented in a compact form. It makes information available conveniently, at a glance for comparisons.

3.   Response to visual and plain sounds is more powerful than to language. A cry of agony arouses stronger response than a sad story; a film is more effective than a written story. TV news is more interesting than news on radio.

4.   It is the best method to convey information to illiterate people. Containers of poison are marked with a skull and cross-bones as a warning; illiterate drivers manage with the non-verbal traffic signals. Films are used to explain processes to people who may not follow oral explanations easily.

10.2.3 Advantages of Non-Verbal Communication

Non-verbal messages communicate emotions

As we pointed out, non-verbal communication forms the bulk of our communication. Most of our communication is about emotional information, which in turn is a powerful motivator in human behavior. We base our feelings and emotional responses not so much upon what another person *says*, but upon what another person *does*.

Non-verbal messages are seen as more reliable

Old folk saying: actions speak louder than words. Research bears this out. When verbal and non-verbal messages contradict each other, we tend to believe the non-verbal clues. For one thing, it is seen as being more difficult to fake non-verbal expressions. An experiment showed that virtually everything we use to discern if someone else is lying comes from the non-verbal expressions or from the aspects of paralanguage of the speaker.

Because of non-verbal communication, you cannot *not* communicate

The very attempt to mask one's communication communicates something. If you are playing poker with someone who has been talking normally, but who suddenly stops talking and goes "stone-faced," that person has communicated something. It may be a very good hand, or a very bad hand, but at the least the poker player has communicated a desire to hide what is there. Long periods of silence at the dinner table communicate as clearly as any words that something may be wrong.

Non-verbal communication is strongly related to verbal communication

Non-verbal cues substitute for, contradict, emphasize, or regulate verbal messages. For instance, if someone asks us which way the restroom is, we may simply point down the hall. We may compliment someone's new haircut while our faces give away the real feeling of dismay we have. We may describe a fish we caught with a motion of our hands to emphasize the monster-like proportions. And most certainly we regulate the flow of conversation non-verbally by raising an index finger, nodding and leaning forward, raising eyebrows, and/or changing eye contact.

10.2.4 Disadvantages of Non-Verbal Communication

Problems of studying nonverbal communication

Studying nonverbal communication presents a whole range of challenges that are unique to its

nature. They include:

Non-verbal cues can be ambiguous

No dictionary can accurately classify them. Their meaning varies not only by culture and context, but by degree of intention, i.e., you may not be intending to communicate. Some people who may feel emotion strongly nevertheless find that their bodies simply do not respond appropriately, i.e., someone who is feeling happy may not necessarily smile.

Non-verbal cues are continuous

This is practically related to the last point. It is possible to stop talking, but it is generally not possible to stop non-verbal cues. Also, spoken language has a structure that makes it easier to tell when a subject has changed, for instance, or to analyze its grammar. Non-verbal behaviour does not lend itself to this kind of analysis.

Non-verbal cues are multichannel

While watching someone's eyes, you may miss something significant in a hand gesture. Everything is happening at once, and therefore it may be confusing to try to keep up with everything. Most of us simply do not do so, at least not consciously. This has both advantages and disadvantages. Because we interpret non-verbal cues subconsciously, it can happen quickly and fairly accurately. However, because it is not conscious, it is difficult to put one's finger on exactly *why* one got a certain impression from someone, or even to put it into words.

Non-verbal cues are culture-bound

Evidence suggests that human beings of all cultures smile when happy and frown when unhappy (M. Argyle, *Bodily Communication*. New York: Methuen & Company, 1988). A few other gestures seem to be universal. However, most non-verbal symbols seem to be even further disconnected from any "essential meaning" than verbal symbols. Gestures seen as positive in one culture (like the thumbs-up gesture in the USA) may be seen as obscene in another culture.

10.3 Modern Means of Communication

Communication is a process of sharing, informing, interacting, exchanging, sending and receiving messages, meanings and means among the participants. Recent events have shown that the modern means of communication can make a tremendous influence on the mind and behaviour of the people in a particular context at a particular time. The modern means of communication includes those technological means such as newspapers radio, television and internet, their genre (digital, analogue, cable and Direct to Home - DTH), their content (films, news, soaps) and formats (entertainment, educational). These means have established their own cultures of communication and created their own space for communicating, entertaining, marketing and manipulating. The space among the mass audience is constructed and used for different purposes. The same means are also used by many with alternative approaches, perspectives and goals.

10.4 Telex

By definition a telex message is an electronic message that is typed on a word processor and is directly sent through telegraph lines to the recipient. It is in fact replacing the letter fast as it reaches the destination almost immediately or as soon as the message is keyed in. Sending telex messages is an expensive

affair and is worked out in terms of the time the operator takes to transmit the message. Hence, for telex messages, brevity, clarity and accuracy are absolutely essential. Further, the grammatical and punctuation necessities in a letter are usually not followed in a telex. As in a telegram, the entire message is written in capitals or in block letters. A period is used instead of the word "STOP".

Some of the techniques of writing a letter are observed, for example, the attention line and the complimentary close. While in a letter the attention line is written when it is to be addressed to the company, in a telex the name of the receiver is used. Depending on the relationship observed between the sender and the receiver, the complimentary close is formulated, which is followed by the name of the sender.

A telex message operates more on code numbers than does a telegram. Many details are provided prior to the actual start of the message, but almost all of them are in the form of number or alphabetical representations, e.g., there is the code from the place from where the telex message began and to the place where it is being sent. Time, once again, is written in the form of numbers, using the twenty-four hour time pattern.

However, with the advance of information technology, as more and more people have started using fax or e-mail, the mode of sending messages by telex has become outmoded.

10.5 Facsimiles (FAX)

A fax is an electronic device for transmission of messages. Most organizations have a fax machine through which they can transmit the message almost instantly. A fax can also be sent by the computer provided there is a modem attached to it. The advantage of fax is that visuals and graphics can also be transmitted. An attempt should be made to make the fax as brief as possible so that minimum number of pages are faxed. The advantage of a fax over a letter is that it can be transmitted immediately. While a letter takes on an average three to four days to reach its destination by ordinary post, the fax reaches as soon as it completes its circuit through the fax machine. There is also the provision of an activity confirmation line in the fax machine that confirms the accurate transmittal of the message.

A typical fax would look like a letter with the name of the recipient and the fax number on top of the letter in the following manner:

Kind Attn   :   Mr. Mohit Sharma

Fax No.   :   (011) – 61331567

10.6 Telegrams

A telegram is a quick and easy way of transmitting a message. However, it is different in many ways from a letter. It is a very brief message that neither adheres to the rules of grammar, nor observes punctuation. There is a printed form on which the message, together with the details of the sender and the receiver, is filled in.

The message, the sender's name and the address are all in capitals or block letters. Instead of a period the word "STOP" is written to indicate a break between sentences. Time is mentioned by way of a twenty-four hour time scheme and is always written in words, and so are dates. Since a telegram is a costly affair and each word is counted separately, brevity at all cost should be maintained. This does not mean that clarity and accuracy can be sacrificed at the cost of brevity. Words with prefixes such as un-, im- and in- can be used to economise the use of the words in the telegram.

Here is an example:

	CHANDIGARH POST OFFICE
NAME AND ADDRESS OF NAME THE ADDRESSEE ADDRESS	RAJAN GUPTA Sector C, House No. 3053 Vasant Kunj, New Delhi.
TELEGRAPH OFFICE Vasant Kunj TELEPHONE No. 67594858 MESSAGE: 1. FIVE PROFESSORS ARRIVING DELHI FROM CHANDIGARH TUESDAY FIFTH DECEMBER IC219 0600 STOP LEAVING NEW DELHI FRIDAY EIGHTH DECEMBER IC319 1800 FOR ENGLAND 2. ARRANGE ACCOMMODATION FOR NIGHTS OF FIFTH SIXTH AND SEVENTH 3. CONFIRM STOP SEND DETAILS BY TELEGRAM SENDER'S NAME SHRABANI BASU	
NOT TO BE TELEGRAPHED SENDER'S ADDRESS	SECTOR 14 MAIN SQUARE, CHANDIGARH

10.7 Teleconferencing

Teleconferencing is interactive group communication (three or more people in two or more locations) through an electronic medium. In general terms, teleconferencing can bring people together under one roof even though they are separated by hundreds of miles. Teleconferencing was first introduced in the 1960's with American Telephone and Telegraph's Picture phone. At that time, however, no demand existed for the new technology. Travel costs were reasonable and consumers were unwilling to pay the monthly service charge for using the picture phone, which was regarded as more of a novelty than as an actual means for everyday communication. But things have changed in the past 10 years.

Teleconferencing can only facilitate the linking of people - it does not alter the complexity of group communication. Although it may be easier for us to communicate with teleconferencing, it may also be easier for us to miscommunicate.

Meetings are an important part of the job in Extension. This is because face-to-face (FTF) interaction is the traditional standard on which we base our communication with clientele groups, advisory boards, and Extension colleagues. However, FTF meetings may be an inefficient and costly way to conduct business, particularly when participants must travel a great distance. Over the past few years, travel-related costs (lodging, airfare, meals), have increased at a rate frequently greater than that of inflation. Travel budgets,

on the other hand, have often remained static or decreased. An alternative meeting format called teleconferencing may be a solution.

10.7.1 Basic Types of Teleconferencing

Today, teleconferencing is used in many ways. There are three basic types:

· Video conferencing - television-like communication augmented with sound.

· Computer conferencing - printed communication through keyboard terminals.

· Audio-conferencing - verbal communication via the telephone with optional capacity for telewriting or telecopying.

10.7. 2 Advantages of Teleconferencing

One of the major advantages of teleconferencing is its potential to reduce the cost of group meetings. Savings come primarily from reduced travel costs. In fact, teleconferencing can reduce national business travel-associated costs by about 30% annually. Although saving money is a big advantage of teleconferencing, there are several other advantages:

· People (including outside guest speakers) who wouldn't normally attend a distant FTF meeting can participate.

· Socializing is minimal compared to an FTF meeting; therefore, meetings are shorter and more oriented to the primary purpose of the meeting.

· Communication between the home office and field staff is maximized.

· Participants are generally better prepared than for FTF meetings.

· It's particularly satisfactory for simple problem solving, information exchange, and procedural tasks.

10.7.3 Disadvantages of Teleconferencing

While teleconferencing is characterized by many advantages, it does have disadvantages:

· Technical failures with equipment, including connections that aren't made.

· Unsatisfactory for complex interpersonal communication, such as negotiation or bargaining.

· Impersonal, less easy to create an atmosphere of group rapport.

· Lack of participant familiarity with the equipment, the medium itself, and meeting skills.

· Greater participant preparation and preparation time needed.

· Informal, one-to-one, social interaction not possible.

Teleconferencing has vast potential for increasing the efficiency of human communication. For those of us in Extension, this means less time away from home, more money to devote to other activities, and more time to spend on other projects. Yet, teleconferencing for all it's worth can never totally replace FTF meetings. FTF interaction is an important part of human communication. Furthermore, teleconferencing can only facilitate the linking of people - it does not alter the complexity of group communication. Although

it may be easier for us to communicate with teleconferencing, it may also be easier for us to miscommunicate.

10.8 E-mail

The abbreviated form of an Electronic mail is 'E-mail'. E-mail is a system of creating, sending and storing textual data in digital form over a network. Earlier, the e-mail system was based on Simple Mail Transfer Protocol (SMTP) mechanism, a protocol used in sending the e-mails from one server to another. Today's e-mail technology uses the store-and-forward model. In this model, the user sends and receives information on their own computer terminal. However, the computer is used only for connecting to the e-mail architecture. The creation, transmission and storage of e-mail takes place only when the connection with this e-mail architecture is established.

E-mail is one of the many technological developments that have influenced our lives. It has changed the medium of communication. So, it becomes necessary for us to check out the benefits and harmful effects of this popular tool used on the Internet.

10.8.1 Advantages of Email

The benefits of e-mail are huge in number:

· **Easy to use**: E-mail frees us from the tedious task of managing data of daily use. It helps us to manage our contacts, send mails quickly, maintain our mail history, store the required information, etc.

· **Speed**: The e-mail is delivered instantly, anywhere across the globe. No other service matches the e-mail in terms of speed.

· **Reliable and secure**: Constant efforts are being taken to improve the security in electronic mails, thus making it one of the secured ways of communication.

· **Informal and conversational**: The language used in e-mails is generally simple and thus makes the communication informal. Sending and receiving e-mails takes less time, so it can be used as a tool for interaction.

· **Easier for reference**: When one needs to reply to a mail, there is a provision in the mailing system to attach the previous mails as references. This refreshes the recipient's knowledge, on what he is reading.

· **Environment friendly**: Postal mails use paper as a medium to send letters. Electronic mail thus, saves a lot of trees from being axed. It also saves fuel needed in transportation.

10.8.2 Disadvantages of Email

E-mail, though beneficial in our day-to-day life, has its own drawbacks that are off late coming to the fore.

· **Viruses**: These are computer programs which has the potential to harm a computer system. These programs copy themselves and further infect the computer. The recipient needs to scan the mails, as viruses are transmitted through them and may harm computer systems.

· **Hacking**: The act of breaking into computer security is termed as hacking. After the e-mail is sent

and before it is received by the desired recipient, it "bounces" between servers located in different parts of the world. Hence, the e-mail can be hacked by a professional hacker.

· **Misinterpretation:** One has to be careful while posting any kind of content through an e-mail. If typed in a hurry, the matter could be misinterpreted.

Every new technology enters the social world with its share of benefits and drawbacks. Different people interpret and utilize it in different ways. In order to make the most of the available technology, users should try to understand both, the positive and negative sides of the tool they use. No technology can be totally perfect!

10.9 Self-Learning Exercise

1.   Fill in the blanks with appropriate words:

(i)   Communication with the help of words is known as _____.

(ii)   Communication through spoken words is known as _____.

(iii)   Communication through the use of various parts of human body is known as _____.

(iv)   Communication with the help of pictures, symbols, diagrams etc. is known as ____.

2.   Write 'V' to the phrase that illustrates **Verbal Communication** or 'NV' to the phrase that illustrates **Non-verbal Communication**.

(i)   A person reading a letter.

(ii)   A teacher looking at a student with anger.

(iii)   Saluting the national flag.

(iv)   Talking to a shopkeeper

(v)   Nodding one's head silently.

3.   Match the columns correctly.

Column A	Column B
a. Telegram	i. Receiving and sending mails through internet
b. Mobile Phones	ii. Instant transmission of a printed document
c. Fax	iii. Short Messaging Service
d. Voice Mail	iv. Payment according to number of words used
e. E-mail	v. Computer-based system of receiving and responding
	v. to incoming telephone calls

10.10 Let Us Sum Up

·   The process of sharing facts, ideas, opinions, thoughts or information through speech, writing or gestures and symbols, between individuals is known as communication.

·   Basic elements of the communication process are sender, receiver, message and feedback.

· Communication can be verbal or non-verbal.

· Communication with the help of words is known as verbal communication and without using words is called non-verbal communication.

· Verbal communication may be oral or written.

· Non-verbal communication may be visual, aural or gestural.

· There are various ways through which we communicate our message. These are called means of communication.

· Letters, telegrams, phones, telex, fax, e-mail, paging, and teleconferencing are means of communication normally used to send messages to distant places.

10.11 Glossary

Gestures   Motions of the body, usually hands or arms that have communicative value.

Kinesics   The part of non-verbal communication consisting of gestures, expressions, and postures. This is also known as body language.

NVC   Nonverbal communication Messages expressed by other than linguistic means.

Paralanguage Non-linguistic means of vocal expression: rate, pitch, tone, etc.

Posture   The ways in which individuals carry themselves - erect, slumping, and so on.

Proxemics   The study of personal-interaction distances and other culturally-defined uses of space that affect communication.

Sub-culture   A regional, social, or ethnic group that is distinguishable from other groups in a society.

Repeating   Nonverbal behaviors that duplicate the content of a verbal message.

10.12 Answers to Self-Learning Exercise

1.   (i) verbal communication (ii) oral communication (iii) gestural communication (iv) visual communication

2.   (i) V (ii) NV (iii) NV (iv) V (v) NV

3.   (a) iv (b) iii (c) ii (d) v (e) i

10.13 Review Questions

1.   State the different types of non-verbal communication.

2.   "E-mail is the fastest method of transmitting written messages". Explain.

3.   What are the advantages and disadvantages of (a) telegrams, (b) telex messages, (c) fax, (d) e-mail?

4.   Discuss the advantages and disadvantages of teleconferencing.

5.   What is non-verbal communication?

6.   What is the importance of using non-verbal communication?

7.   Discuss some of the advantages and disadvantages of non-verbal communication.

10.14 Bibliography

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UNIT-11

PREPARATION FOR JOBS

Structure

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    11.1.2 Solicited and Unsolicited Letters

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11.0 Objectives

The objective of this unit is to give an overview of the various popular methods of evaluating a candidate for recruitment. This unit will focus on the steps to prepare for interviews and group discussions. It will discuss the types of interviews and how to conduct oneself during an interview. It will also elucidate the art of expressing viewpoints and developing arguments during group discussions. It will discuss the significance and the preparation of the job application letter and the curriculum vitae.

11.1 Preparing a Résumé

11.1.1 Introduction

Designing and formatting a Résumé is a painstaking task. To a great extent the Résumé determines the suitability of a candidate. It is a passport to a good and attractive job. Whenever an organization advertises for vacant positions, it calls for and receives a large number of Résumés. These Résumés are screened and the candidates shortlisted for interview on the basis of their qualification and experience as presented in their Résumé. The determining factor for being shortlisted for the interview is the appropriately written and designed Résumé and the accompanying job application.

11.1.2 Solicited and Unsolicited Letters of Application

A letter of application, which is written in response to an advertisement, is referred to as a solicited letter of application and a letters of application written in the form of a self-initiated proposal is referred to as an unsolicited letter of application.

The features that need to be kept in mind at the time of writing application letters are as follows:

1. Make your letter individualistic

Each one of us possesses certain traits that are specific and which make us specially suited for a particular job. In a job application these qualities should be presented and highlighted to indicate the candidate's suitability for that job. A conventionally framed letter will only produce a disinterested response. Contrast this with a letter that is innovative and spells a dynamic personality.

2. Catch the reader's attention

In a solicited letter, the attention line could refer to the details of the advertisement. The strategies for framing an unsolicited letter of application need to be different and can vary from initiating the letter with a reference to the product the company manufactures, to the expression of a desire to make a concrete and worthwhile contribution to the growth of the company.

3. Highlight your educational/professional qualifications

Once the attention of the reader has been caught, it is necessary that his interest be sustained. In the middle paragraph of the job application letter, mention your qualifications and experience and highlight your selling points. For an organization looking for a suitable candidate, what else could appeal save the details of the educational or professional qualifications of the candidate and how best he would be suited to the job? Present these details with accuracy and in a manner that impress the reader.

4. Refer to the Résumé

Specifying one's professional qualification in the job application is sufficient as an unnecessarily

long letter can literally put off the reader. As far as possible, the points made in the job application should be clear yet precise. The attached Résumé should provide all the details and elucidate all his achievements to make his candidature stronger.

11.1.3 Curriculum Vitae (CV)

The Latin phrase *curriculum vitae* (CV) mean "the course of life". A CV is a summary of the candidate's qualifications and experience. A chronological statement of biographical details, the CV is more suitable for academic positions wherein details about research and publications are equally essential. Most companies advertising professional positions prefer to ask for a Résumé, which is more specific in terms of the candidate's skills and achievements and spells out contributions made by the candidate.

11.1.4 Résumé

A Résumé is one or two page summary of skills, accomplishments and education written to capture the attention of the reader, and its basic purpose is to secure an interview. A Résumé can be tailor-made for a company and the job that an individual wishes to apply for as it is original and geared towards a specific goal. Since it discusses the strengths of the candidate, like, the positions that he has held, or the technical skills and experience that he has acquired, the formatting in terms of the content needs to be accurate and interesting, and should be related to the objectives of the company. The positive quality about a Résumé is that it helps you to 'sell' your traits by providing pertinent and unique details that stand out, and assists in relating the skills and achievements of the candidate to requirements of the job.

The various sections within a Résumé include:

Name and Address

The full, legal name of the candidate should be written. It is normally centred on the page. If the applicant wishes to present both the permanent and the current addresses, then the current address should be written on the left-hand column with the e-mail id and the permanent address in the right-hand column. If the permanent address does not vary from the current address, it should be written in the center of the page immediately beneath the name.

Career Objective or Career Goal

The career objective or goal should be related directly to the job which you are applying for. Make the statement highly focused and related to the goal of the organization. Avoid usage of pronouns such as "I" and "my" in your objective. Details to be included in your career objective are: the tenure of the position you are seeking, the job title, the field in which you wish to work, and your specific aim with reference to that position.

Educational or Professional Qualification(s)

If you have certain professional qualifications that will aid you in securing this job, stress them before you move on to other educational qualifications. The name of the institute, degree and graduation date, and the marks or percentage or degree should be highlighted. The manner of formatting should be consistent. Avoid mentioning average scores while including the above. Average scores send a negative signal to the employer.

Related Course Work, Special Projects, Academic Awards

This section is optional. In case you have done some related coursework or a special project or

have won an academic award, you could list them and indicate what you gained as a result of it. Contrast the two statements:

1. Completed a summer project on Marketing Strategy of Liberty.

2. Project Assistant for promoting Marketing Strategy of Liberty, a project undertaken as part of summer job. Assisted clients with selection of shoes developed and promoted special marketing events. Sales increased by 7% in the six-month period.

The first statement is terribly dry and does not actually tell much about the contributions the candidate made. On the other hand, the second statement specifically stresses through action words the work undertaken by the candidate and the result of the work carried out by him.

Work Experience

If the work experience is significantly more than the educational or professional qualifications, it should be put prior to the latter; else it should be positioned after a reference to academic qualifications. The Work Experience section should include:

1. Date and year

2. Name of the organization

3. Job title

4. Nature of work

5. Any significant contribution made to the growth of the company

Skills, Abilities

Not all Résumés carry a section on skills. If you feel that some of the acquired skills can be suitably mentioned under various headings, proceed confidently. To write this section, a five-tier process needs to be worked on.

1. List jobs and activities or special posts that you have held.

2. Jot down skills that you have acquired in the process of completion of the task.

3. Group them into three or five groups.

4. Think of a suitable heading for all and list all the skills under these headings.

5. Arrange headings in order of importance as they relate to your career goals.

Activities and Awards

All the activities in which you have participated and the awards that you have won need not be stated. Select only those that have a direct bearing on your career goals. List them in order of importance. Do not indulge yourself in this section. Make it brief and meaningful.

References

Unless the employer asks for references, do not mention them.

11.2 Preparing for an Interview

11.2.1 Introduction

The term 'interview' has its origin from the word *intrevue,* which means 'sight between two

people.' The word 'interview' can be defined as a planned conversation with a predetermined purpose that involves question sessions. Hence, it is a process of dyadic communication that not only fosters interpersonal relationship, but also proves the worth of the candidate.

A job interview plays a vital role when seeking employment in a company. It enables the employer to ascertain the suitability of the candidate for his organization. During the intense interactive process, which the interview involves, several personality traits of the candidate come to the fore and help the employer make the right decision. It also enables the candidate to get a glimpse of the organization's goals and objective.

11.2.2 Types of Interviews

There are eight different types of interviews that are held for different purposes:

1. Job interview

A **job interview** is a process in which a potential employee is evaluated by an employer for prospective employment in their company, organization, or firm. During this process, the employer hopes to determine whether or not the applicant is suitable for the job.

2. Information interview

An informational interview is an interview conducted to collect information about a job, career field, industry or company. An informational interview is not a job interview. Rather, it is an interview with an individual working in a field you would like to learn more about.

When you are interviewing for information, you are seeking information about a specific type of job, about a career field, an industry, and/or a company. You are attempting to discover what the other person's job is like, what responsibilities he has, and what it's like to work in that job in that company.

3. Persuasive interview

A persuasive interview is associated with interviews designed to elicit information used in persuasive opportunities. Although sales interviews constitute a common example of this type of interview, persuasive interviews can also take place in college/career recruiting drives, charitable contribution solicitations, and arbitration/negotiation meetings.

4. Exit interview

An exit interview is an interview conducted by an employer of a departing employee. A relatively neutral party conducts them. Exit interviews are conducted by paper and pencil forms, telephone interviews, in-person meetings or online through exit interview management systems.

5. Evaluation interview

An evaluation interview is a formal meeting in person, especially one arranged for the assessment of the qualifications of an applicant, for example a conversation, such as one conducted by a reporter, in which facts or statements are elicited from another.

6. Counseling

Counseling may be an informal or formal interview that consists of a discussion between an employee and his or her supervisor regarding problems with the employee's work performance, behavior, and/or

conduct.

7. Conflict-resolution interview

A conflict resolution interview is used as a range of methods of eliminating sources of conflict. The term "conflict resolution" is sometimes used interchangeably with the term dispute resolution or alternative dispute resolution. Processes of conflict resolution generally include negotiation, mediation, and diplomacy.

8. Disciplinary interview

A disciplinary interview is a meeting between at least one manager and an employee (who may be accompanied by a colleague or trade union representative) to investigate and deal with an employee's misconduct in a fair and consistent manner.

11.2.3 Purpose of Interview

The purpose of the interview is two-fold. It helps both the parties, i.e. the interviewer and the interviewee, achieve their respective purposes, It is meant to determine if the applicant is qualified for the position and if the position is what the applicant is really interested in. In whichever case, if the interviewer's expectations and the candidate's desires match maximum, the purpose of the interview is fulfilled.

Interviewer's Expectations	Candidate's Desire
Appropriate interpersonal skills	Positive impact on the panelists
Relevant qualification	Appropriate replies to the questions asked
High energy and enthusiasm level	Not getting trapped
Leadership and managerial attributes	Confident and enthusiastic

11.2.4 The Preparation for an Interview

Before the interview, it is very important to reassess your current skills, talents, abilities, strengths, weaknesses, interests and work values. In addition, it is the time to reinterpret your accomplishments and achievements, particularly those that may be relevant to a prospective employer.

Besides, preparation for interviews involves dressing properly, arranging certificates and acquiring two important sets of information: (1) knowing you or self-assessment and (2) knowing the company or company research.

Self-assessment

Socrates truly remarked once, '*Know thyself*,' in order to know about yourself, all you require doing is an objective self-assessment. Self-assessment is nothing but a process through which you become aware of your strengths and weaknesses, skills and abilities, interests and values, and goals and aspirations. About 70 percent of the organizations nowadays use a form of interviewing called behaviour-based interviewing. That is why questions like "Tell me about yourself" and "Why should we hire you?" are commonly asked during an interview. These questions are subtle and tricky. It would be difficult to answer these questions unless the candidate has a fairly good idea about his strengths and weaknesses. Here you are asked questions about your background, your experience, what you've done, and what you've learned, etc.

Company Research

Research about the company can be done in many ways. The first source of information about the companies, of course is the Internet. Internet information has become the most common source for doing research about the potential employers. The other sources are:

1. Reading and analyzing the available print information such as annual reports and brochures about the organization.

2. Talking with the employees who are familiar with the work culture of the organization.

11.2.5 Techniques for Tackling Questions

There are various possible questions that might be asked from the candidate. We shall explore the various methods that we can use while answering these questions. These techniques may equip you better to tackle all possible questions in desired ways:

1. Reframing Technique

It is very important to possess effective listening skills, but at times you may be asked a question which is not clear to you or which may be complex or at times you might have missed or not heard some of the crucial details which form the question. In this situation, if you attempt to answer the question, you will certainly end up in giving an incomplete answer. Therefore, you should reframe the question and ascertain the expectations of the questioner.

2. Behavioural Technique

The Behavioural technique will be applicable in questions, which would require examples from your experiences, studies, work, and extracurricular activities in which you were involved. The examples or incidents that you narrate should be your own and they should neither be borrowed from other person's experience nor drawn from very general ones.

3. Compelling-story Technique

The compelling-story technique enables you to lead the discussion in your favour if you are tactful and well-versed in using it. The obvious reason is that you get a chance to expand your answers by developing the specific examples into compelling stories to reflect your personality, flair and interest.

4. Abraham Lincoln Technique

Abraham Lincoln as a lawyer used to first take the opponent's side of the issue and then his client's side. This method of answer can be used easily when questions are raised focusing on your weaknesses. During an interview the experts usually try to pick the candidate's shortcomings. You as a candidate also know what are the areas where you have done badly or comparatively below average in your academic career. What you can do is to be mentally prepared for such questions and think of an appropriate answer. In such a question,

· First speak of other areas where you have done a commendable job.

· Then tell the interviewer why you are lacking in a particular area and establish your own case.

11.3 Preparation For Group Discussions

11.3.1 Definition

The term *Group Discussion* (GD) is used to refer to an oral communication situation in which a

small number of professionals meet and discuss a problem or issue to arrive at a consensus or to exchange information on a significant matter related to the function, growth or expansion of the organization to which they belong. The purpose of the discussion is to elicit the views of all participants and through intense interaction evolve a consensus.

Sometimes, the group discussion is used as an instrument for judging the suitability of a candidate for a job as several personality traits are revealed during the discussion, and this helps the prospective employer assess the applicant.

11.3.2 Purpose

The importance of group discussions has increased tremendously over the years as it has become a tool in solving problems, making decisions and assessing personalities. Whenever the organization faces a new challenge, GD acts as a tool for decision-making. A group discussion helps the candidates to exchange their ideas, and approach the given problem from different perspectives so that all the pros and cons are examined to make the right decision. This certainly converges to effective decision-making.

11.3.3 Process

Unlike a meeting, the group discussion is not structured. There is no chairperson, no secretary, and no detailed agenda. Only the problem or issue is stated and any member can initiate the discussion and deal with any aspect. Similarly, any member can give a preview of what points are likely to arise, provide an internal summary of the views expressed up to a point of time and summarize the discussion towards the end. However, it is the duty of each member to ensure that the discussion proceeds smoothly in an orderly fashion, leading to the emergence of a solution, a common viewpoint or a course of action. Obviously, the display of anger, emotion and excitement has no place in a group discussion.

11.3.4 Guidelines

To improve the quality of performance in a group discussion it would be necessary to follow the guidelines given below in the form of DOs and DON'Ts.

DOs

1.   Define the topic or the issue.

2.   Analyze its scope and implications.

3.   Initiate and generate the discussion.

4.   Encourage and provide reticent members to speak.

5.   Summarize the views of the others before presenting your point of view.

6.   Be brief and to the point in the presentation of your views.

7.   Try to lead the group to a definite conclusion.

8.   Look at, and address, all the members of the group.

9.   Speak with proper pronunciation.

10.   State the conclusions reached.

Don'ts

1.   Don't be assertive in presenting your views.

2.   Don't dominate the discussion.

3.   Don't make any personal remarks.

4.   Don't jump to conclusions.

5.   Don't speak continuously for a long time.

6.   Neither raise your voice too high nor speak too softly.

7.   Don't use aggressive gestures.

8.   Neither recline in your chair nor lean forward.

9.   Don't ignore any member of the group.

10.   Avoid using speech mannerisms and time-fillers.

11.3.5 Types of Group Discussions

As a candidate, you might be asked by the recruiters to participate in either of the two types of Group discussions:

(i)   Group discussion on a topic

(ii)   Group discussion on a case study

Group discussion on a Topic

Group discussions on a topic are conducted mostly for admissions to institutions of higher studies and selection in technical jobs. Such group discussions are somewhat quizzical to handle, as you need to decide upon which aspects are to be discussed within the stipulated time-frame. There is no starting point. At times the topic given might be very abstract in nature with multiple interpretations. In such a case, the first few minutes are spent on deciding which of the meanings should be taken.

Group discussion on a Case Study

If you are applying for HR or any managerial or administrative post, mostly you will be asked to discuss a case. This means wherever analytical and decision-making abilities are required to be examined, case studies are given for discussion. We cannot handle case studies the way we handle group discussions on a topic. To discuss a case it is necessary to understand the background of the problem, and then interpret the situation from different viewpoints.

11.3.6 Features

Group discussion as a part of a selection process, has the following features:

1. Different from Debates

Group discussions are different from debates. In a group discussion everyone gets a fair opportunity to express his or her opinions on a given topic. In a debate once you speak in support of the topic you can't change your stance even if you are convinced by your opponent. This is not the case in GDs. In a debate

you are restricted to talk for an allotted time. In a GD there is no such time limit provided the participants continue the discussion until the stipulated time.

2. A Form of Conversation

Group discussion is a form of conversation with many persons. It is a spontaneous act as there is no prior preparation. Sometimes in an informal situation it can start on any interesting topic and can go on endlessly.

3. The Examiner is the Observer

The participants are free to discuss the topic, oblivious of the examiner's presence. The evaluator or examiner acts as a silent observer in the background. The participants sit in semicircle or in a circle facing each other. They make eye contact with each other, and not with the observer.

4. Cordial Ambience

The atmosphere is quite friendly as all the participants have almost the same background. There is no trace of fear as in the case of an interview; therefore the natural behaviour of an individual can also be easily assessed.

11.3.7 Steps in a Group Discussion

Since the formal GD is conducted with a purpose, it should be handled in a systematic manner. Though there is enough liberty for an individual to express ideas, opinions and views yet it has to be done in a planned manner. The various steps are as follows:

1. Broaching the topic

There is no nominated leader in a GD session; therefore anyone in the group can take the initiative to begin the GD. The evaluator announces the topic clearly, usually twice so that everyone gets it correctly. The duration of the GD is also announced simultaneously. On indication by the evaluator, after 2-3 minutes of complete silence to contemplate about the topic, the group is free to start the discussion. The evaluator doesn't speak out until the GD comes to an end.

The success of the GD lies in its beginning. If it begins on the right note, then the proceedings will be smooth. All the participants should be conscious of the procedure, which includes adequate participation, time management and group contribution. The individuals should be careful not to be overenthusiastic or brash, and should allow others to express their opinion too. Hence an environment should be created such that everyone feels free to participate.

2. Contributing judiciously

The GD is successful if all the participants give voice to their views. The process of reflective thinking should be understood and practiced by each participant. Contributing at different stages where one finds scope of participation can do this. While participating in a GD, one should listen carefully before expressing ideas on any particular aspect of the topic.

3. Creating a conducive environment

Creating a friendly atmosphere is the responsibility of each member. This makes participation fun, and allows the candidates to be involved in meaningful talk. Only a cooperative environment encourages

the participants to freely contribute to the discussion. Though GDs are meant to be formal, there is no need to make them monotonous and dull.

4. Handling difficult situations

It is very important that each individual should know how to deal with difficult situations and avoid getting into conflict. Never think that it is not your responsibility to handle the conflict. When you find two participants getting into an argument, take the initiative to act as the mediator and pacify them. It is an art but any individual can resolve an altercation by being clear with the discussion proceedings in the beginning and create a friendly atmosphere by respecting the feelings of each individual.

5. Closing effectively

The evaluator gives an indication for winding up the discussion. At this juncture, one of the participants who has been actively listening should take a lead to sum up what had been discussed in the previous minutes. No new idea should be added at this point. The summing up should be done in three to four sentences and concisely.

11.3.8 Evaluation of certain traits

In a group discussion, the participant is evaluated for individual and group behaviour. The most important evaluation components are as follows:

1. Ideas and knowledge

If the solution to a problem had been readily available, the entire exercise of a GD would have been redundant. So it is important to think deeply and come up with ideas that have relevance to the topic under discussion. A good member always tries to take the discussion ahead and prevents the discussion from becoming an exercise in just generating one idea after another without reaching a logical conclusion.

2. Articulation and listening

Knowledge without implementation of ideas is useless. It is, therefore, necessary to be able to deliver one's ideas in an effective manner. Success depends how confidently and convincingly you put across your ideas. The members of the committee closely evaluate your oral communication skills. Communication skills include clarity in articulation and pronunciation, listening skills and effective language.

A good speaker is essentially a good listener as well. So it is important that we listen to what everyone has to say. Appreciation of others' ideas can be done openly but condemning a bad idea has to be done very carefully so as not to offend the sensibilities of the fellow members.

3. Body language and emotions

A person's body language is probably the subtlest aspect but most members ignore it, which sends out very wrong signal at times. Since this aspect deals mainly with the subconscious, one needs to remind oneself from time to time to drill it into the system. While participants may comfortably, care should be taken that their posture is not offensive or overtly relaxed.

It is always disadvantageous to show one's emotions in public and in a GD this should be avoided at all costs. Even if you feel strongly about an issue, it is advisable to maintain one's composure without displaying anger.

4. Initiative and creativity

This is an aspect which requires moderation. It is important that a person takes the initiative to broach the topic and manoeuvre the discussion to right direction in order to make it meaningful. While you will impress the evaluators if you give a good start to the GD but it will work against you if you start fighting in the beginning. Further, take the initiative to start the discussion only if you have a clear understanding of the given topic and have the confidence to speak to the entire group in the very beginning.

5. Leadership

One of the most important managerial skills is leadership. The leader of a group should keep himself in check even if he has been appointed as one. He or she should try to influence the proceedings by constructive participation, rational arguments, and by convincing others, building support or by summarizing the key points.

11.4 Self- Learning Exercise

True or false

A.   A Résumé highlights skills, strengths and abilities in relation to the job.

B.   An unsolicited letter is never considered.

C.   A covering letter to a Résumé is similar to a sales letter.

D.   While listing educational qualifications and work experience follow a chronological ordering pattern.

Fill in the blanks

A.   An exit interview is taken when _____.

B.   An appraisal interview is _____.

C.   A resume is _____ and _____.

D.   The manner of formatting a CV or a resume should be _____.

11.5 Let Us Sum Up

A job application letter is written to sell one's services and it should therefore have all the qualities of a sales letter. Before applying, a careful analysis of the job requirements is essential so that the required skills and areas of knowledge can be highlighted in the letter. There are two types of letter of application: solicited and unsolicited. For success in a job interview adequate preparation is essential. You should analyze the knowledge and skills you possess and also know how these would be useful for performing the required tasks. While attending the interview, you should be your usual self, and remain cool and relaxed. The answers should be brief and to the point. The purpose of the interview is to seek information about the candidate's aptitude, attitude, achievements, temperament and health. A group discussion is held to discuss a problem or an issue to arrive at a decision and to exchange information on a significant matter related to the function, growth or expansion of a professional organization. For effective participation one should possess effective communication skills, an ability for using different interactive strategies, and also to be aware of the nature of group dynamics.

11.6 Glossary

Curriculum Vitae (CV) A document, which sets out a record of an individual's experience, qualifications and achievements.

Group Discussion (GD) a discussion among participants who have an agreed (serious) topic to discuss.

Job Description A written description of the scope, responsibilities, expectations, etc. of an individual's job.

11.7 Answers to Self-Learning Exercise

True or False

A. True B. False   C. True D. False

Fill in the blanks

A. an employee has resigned, B. periodical assessment of employees, C. goal-oriented, job-specific, D. consistent

11.8 Review Questions

1. What is the difference between a CV and a Résumé?

2. How can you make your letter of application impressive?

3. Can an unsolicited letter secure a job interview?

4. Write a note on different types of employment interviews, describing clearly the different purposes for which they are held.

5. Discuss some of the techniques for tackling tricky questions in an interview.

6. In what way would you prepare yourself if called for a job interview?

7. Define GD. Discuss some of the Do's and Don'ts for a GD.

8. Discuss some of the traits of the candidates assessed by the evaluators in a GD session.

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_____

UNIT-12

WRITING CONCISELY

Structure

12.0 Objectives

When you complete this unit, you will be able to:

1.   Use plain, familiar words

2.   Use a dictionary effectively

3.   Recognize parts of speech

4.   Edit wordiness from your writing

5.   Master basic sentence structure to eliminate fragments and run-ons

12.1 Introduction

Good writing skills in the workplace are still essential-despite the powerful electronic developments that have brought us word processors and fax machines. The written word is still the most accessible record of ideas, agreements, confirmations, requests, contracts quotations and reports.Writting is very time consuming, but working pople accept the reality that they need to spend a lot of their time writing letters, memos and reports. For example, engineers spend over 60%of their time putting words on paper.

Time, of course, is money. Thus people are always trying to find ways to do their writting more efficiently. The word processor has helped, and anyone building a career would be shortsighted not to learn how to use one. But there is another, more fundamentel way of improving writing efficiency. It is something that many people either overlook or avoid. This is improving your own English skills so that you

can write an important letter in ten minutes rather than two hours.

This unit can help anyone who wants to improve writing skills. It will cover the basics and will then move on to the practical requirements of writing at the workplace.

12.2 Using a Dictionary to Find the Best Word

A professional writer will always have a good dictionary at hand. If you do not have a good hardback dictionary, you should invest in one. It will be one of the best invesments you make. In very compact from, a dictionary provides you with a wealth of information to help you choose, use and spell the right word.

A good dictionary gives the following informations on a word (usually in this order)

1.   The word correctly spelled and with the hyphen breaks

2.   The pronunciation (pronunciation symbols can usually be found at the front of the dictionary)

3   Part of speech (noun, verb, etc.)

4.   Spelling of inflected froms (if the word can be grammatically changed by adding letters at the end-by a suffix)

5.   Definitions of the word (numebred if there is more than one definition)

6.   Etymology (origin of the word)

7.   Sundry information on synonyms (words of roughly similar meaning), antonyms (words of roughly opposite meaning), usage, alternative spelling.

Of course, you will not need all of this information, but it's all there, tightly compacted ino four or so lines of a column.

12.3 Self check

Exercise-1

You're editing some reports written by a rather wordy writer, who likes to show off his large vocabulary. The only problem is that hardly anyone can understand some of the words he uses. So you need to make the reports as clear as possible, and this means changing some of the words.

Here are some of the wordy extracts. You have to find better (singular, more familiar) words for the words in *italic*.

1.   He is far too *garrulous* to work in such a confidential position.

        ....

2.   Action in this case should be *expeditious*.

        ....

3.   It should be illegal to *hydrate* the area during summer.

        ....

4.   In my estimation, this politician is *impervious* to harsh criticism.

        ....

5.   It's ridiculous to ask representatives from across Maharashtra to *convene* for just three hours.

        ....

6.   I have seen *intimations* of his being the right person for the job.

        ....

12.4 Parts of Speech

Knowing the parts of speech helps us to understand rules and discuss writing style. The system of parts of speech enables us to lable words according to their function in a sentence. Most parts of speech are single words; however verbs and prepositions can be more than one word.

There are thousands of words in any language. But not all words have the same job. For example, some words express "action". Other words express a "thing". Other words "join" one word to another word. These are the "building blocks" of the language. Think of them like the parts of a house. When we want to build a house, we use concrete to make the foundations or base. We use bricks to make the walls. We use window frames to make the windows, and door frames to make the doorways. And we use cement to join them all together. Each part of the house has its own job. And when we want to build a sentence, we use the different types of word. Each type of word has its own job.

We can categorize English words into 8 basic types or classes. These classes are called "parts of speech".

The eight parts of speech can be conveniently divided into five groups:

Noun	Names a person, place, thing or abstraction (runner, town, pen, love)
Pronoun	Refers to a noun already used or implied. Replaces noun.(Who, that, she, himself)
Verb	Asserts an action or a state of being (to jump, to be)
Adjective	Describes or limits a Noun or pronoun (happy, lucky, Canadian)
Adverb	Describes or limits a Verb, Adverb or Adjective (quickly, realy, very)
Conjunction	Connects words, phrases and clauses(but, and, because, when)
Preposition	Relates Noun or Pronoun to another Noun or Pronoun- often in a relationship of position or direction (on, into, between, of, with)
Interjection	Expresses spontaneous feelings (Oh!, Ouch!, Alas!)

Note: Some words can be more than one part of speech- depending on heir function in a specific sentence. "Drink" can be a noun, a thing: "A drink is what I need." And "drink" can be a verb. "When I get back, I will drink a gallon of water."

I.   **Noun**

Definition: A noun names something and usually can form a plural (by adding –s or –es) except for non-count nouns such as information or transportation

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Persons- Anirudha, man, people

Animals- cat, fish, dog

Places Jacksonville, city, park

Things- paper, spoon, eraser

Ideas- happiness, horror, thought

Exercise:

Directions: Underline the nouns in each of the following sentences:

1.   Jaspreet enjoyed the movie about Titanic.

2.   The musicians play film songs.

3.   Music lovers thrill to the sound of trumpets.

4.   Boys and girls are often eager to listen.

5.   The guard moves his flag vigorously.

6.   There is no death penalty for criminals in Puerto Rico.

7.   The "Explorer," crammed with scientific instruments, was launched on January 31, 1958.

8.   New Mexico was admitted as a state in the twentieth century.

9.   Chester Arthur was nominated for vice-president by the Republican Party in 1880.

10.   Winston Churchill was the man whose courage led the nation from defeat to victory.

II.   Pronoun

Definition: A pronoun is a word that is used in place of a noun.

Examples: I, it, you, he, she, we, him, them, whom, someone, everyone, none, anybody, that

Exercise:

Directions: Underline the pronouns in each of the following sentences:

1.   You and Jagga are the boys who will have to pay for the damage.

2.   Mr. Gulshan gave us the CD which was just played.

3.   She cried loudly, and each of us heard her.

4.   They felt flattered by our attention to them.

5.   Everyone followed the directions the faculty members had given each of them.

6.   She sent them to him as a birthday gift.

7.   They collided near the school.

8.   Solving the traffic problems is not an easy task for those who have the responsibility of it.

9.   He says anyone who enjoys driving under today's traffic conditions must be crazy.

10.   Some take up a hobby because it is fun.

III.   Adjective

Definition: An adjective modifies the meaning of a noun or pronoun. An adjective, which may describe or limit a noun or pronoun, answers the following questions:

1.   Which one? his daughter, that man, my dog

2.   What kind? dark suit, beautiful lady, sunny day

3.   How many? ten children, both people, several students

Exercise:

Directions: Underline the adjectives in each of the following sentences.

1.   The interior walls of the majestic building are blue.

2.   There are countless millions of gaseous bodies called stars.

3.   Cricket, enjoyed by many cheering fans today, was played in the film Lagaan.

4.   Sir Walter Raleigh was a famous statesman and a bold explorer.

5.   His many projects to settle America were unsuccessful.

6.   He even made a long voyage to the Hot Lands below the Equator in search of gold.

7.   After the death of his beloved queen, he was arrested for being a disloyal citizen.

8.   His adventurous career came to an abrupt end when he was executed for piracy in 1618.

9.   As college admission standards continue to rise, tension and anxiety build to a ridiculous point.

10.   Twenty-five students attended reading class during the first term.

IV.   Verbs

Definition: Often the verb is the action word in the sentence. It defines the action. The verb be and its forms (was, were, are, is, am) do not really show action but a state of being or relationship between the subject and what follows the verb be (Lab tutors are helpful). The verb may consist of one word, or the main verb may contain one or more helping words. Some helping words are has, am, were, might, should, must, are, be . . .

Examples: The man screamed loudly. (What did the man do? He screamed.)

All the men have been screaming. (What were the men doing?

They have been screaming.) All the men were old. (The adjective old is linked to the subject of men.)

Exercises:

Directions: Underline the verb (or verb phrase) in the following sentences.

1.   A micron is a unit of length.

2.   There are over a thousand millimeters in a yard.

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3. Freva was the Saxon Goddess of Beauty.

4. Gold melts at 1,063 degrees Centigrade.

5. Egypt measures about one and one-half the size of Texas.

6. Tink is located between Jaipur and Kota.

7. Kota can be seen spanning the mighty Chambal River.

8. Automobiles have been crossing the bridge since 1931.

9. It is ranked as the second largest bridge in the world.

10. It is constantly being painted.

V. Adverbs

Definition: An adverb is a word that is used to modify or limit the meaning of a verb, an adjective, or another adverb.

Examples:

1. Go slowly. Look carefully. Walk there. (The underlined words modify the verbs.)

2. The answer is not too accurate. (The underlined word modifies the adjective.)

3. Watch very closely. (The underlined word modifies the adverb.)

Exercise:

Directions: Underline the adverbs in the following sentences.

1. The name "sirocco" is often given to a warm wind.

2. I t is usually given to a warm wind blowing over large areas of hot, dry land.

3. Such winds now occur over the area of our Great Plains.

4. Originally "sirocco" was a name used by people of North Africa.

5. It was not used ordinarily for wind.

6. It described the very hot, dusty wind that comes from the South.

7. It comes quickly from the scorching Sahara Desert.

8. This extremely hot wind is a menace to life.

9. Its coming always fills the natives with fear.

10. The biting bits of sand dig deeply into the eyes and skin of those caught in its fury.

VI Prepositon

Definition: A preposition is a word that shows the relation between two or more things. Some prepositions are to, at, by, on, in, into .... Prepositions are positional words.

Think about these phrases:

The knife is on the table.

under the table.

beside the table.

The knife went into the table.

A preposition also has an object, a noun or a pronoun.

Exercise:

1. There are sixty-four mountain peaks in the United States over 14, 000 feet high.

2. The state of Colorado claims forty-eight of these tall mountains.

3. The highest of them all, Mount Whitney, is in California.

4. Mount Whitney rises to the height of 14,495 feet.

5. Colorado claims the possession of the second highest mountain.

6. Mount Elbert is located in Colorado.

7. It reaches the height of 14,431.

8. Have you ever had the desire to climb to the top of one of these peaks.

9. Mount Evans in Colorado has an automobile road which you can take to the top.

10. Riding in a car is the easiest way of reaching the summit of one of these awesome immensities.

VII. Conjunction

Definition: A conjunction is a word that joins words, groups of words, or complete sentences of equal value.

A. Coordinating conjunctions join words or groups of words of equal value.

Examples:

1. Lucky and Ena left the door open.

2. He is going to school, but I am going to work.

3. He is going to school; however, I am going to work.

B. Subordinating conjunctions are words that make one group of words (dependent clause) dependent upon another group of words (independent clause). The group of words beginning with a subordinating conjunction would be a sentence fragment by itself.

Examples:

1. When I came in, he left. Fragment: When I came in.

2. He left because he was late. Fragment: Because he was late.

Exercise:

Directions: Underline the conjunctions in the following sentences.

1. Santa and Banta are twins, but they are different in many ways.

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2.   While basalt is one of the heaviest rocks, pumice floats in water.

3.   If you have used a piece of pumice stone to rid your fingers of grime, you know of its other qualities.

4.   Pumice forms when boiling rock pours out of a fuming volcano.

5.   It is a mixture of basalt and air bubbles.

6.   He had lots to do; therefore, he went home.

7.   Although it is spring, the air temperature remains chilly.

8.   The time is passing quickly, yet I have not completed the assignment.

9.   The names and the numbers are relevant, for they must be used to find the data.

10.   It is time for us to locate those passages, so the instructor will know we're serious.

VIII. Interjections

Definition: An interjection is a word that expresses strong emotion. Interjections can be followed by a comma or an exclamation point.

Examples: <u>Wow!</u> I never knew that.

<u>Oh</u>, did I do that?

· **Parts of Speech Examples**

Here are some sentences made with different English parts of speech:

Verb	noun	verb
Stop!	Radha	works.

noun	verb	verb
Radha	is	working.

pronoun	verb	noun
She	loves	animals.

noun	verb	adjective	noun
Animals	like	kind	people.

Noun	verb	noun	adverb
Tia	speaks	English	well.

noun	verb	adjective	noun
Tia	speaks	good	English.

pronoun	verb	preposition	adjective	noun	adverb
She	ran	to	the	station	quickly.

pron.	verb	adj.	noun	conjunction	pron.	verb	pron.
She	likes	big	snakes	but	I	hate	them.

interjection	pron.	conj.	adj.	noun	verb	prep.	noun	adverb
Well,	she	and	young	Ali	walk	to	school	slowly.

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Words of More than One Part of Speech

Many words in English can be more than one part of speech. For example, "work" can be a verb and a noun; "but" can be a conjunction and a preposition; "well" can be an adjective, an adverb and an interjection. In addition, many nouns can act as adjectives. To analyze the part of speech, ask yourself: "What **job** is this word doing in this sentence?"

In the table below you can see a few examples. Of course, there are more, even for some of the words in the table. In fact, if you look in a good dictionary you will see that the word "**but**" has six jobs to do:

·   verb, noun, adverb, pronoun, preposition and conjuction!

word	part of speech	example
work	noun	My **work** is easy.
	verb	I **work** in Jaipur.
but	conjunction	Abhishek came **but** Meghna didn't come.
	preposition	Everyone came **but** Mita.
well	adjective	Are you **well**?
	adverb	She speaks **well**.
	interjection	**Well**! That's expensive!
afternoon	noun	We ate in the **afternoon**.
	noun acting as adjective	We had **afternoon** tea.

It is too easy to misunderstand the nature of a word in a sentence. This confusion arises because a word under the same form can act differently. Let's see some examples:

1)   **Using words which are most commonly tagged as verbs, into nouns**

Words like *drink, look, smoke, wash, swim, drive, try,* ..etc - generally used as verbs

We can use them as nouns just by preceding them with '**have a**' as you can see below:

- have a drink

- have a smoke

- *{.. try the rest for yourself ..}*

2)   **Using words which are most commonly tagged as nouns, into verbs**

Words like *shoulder, head, finger, eye, elbow, hand,* ..etc - generally used as nouns

We can use them as verbs as shown below:

- shoulder our responsibilities

- head towards the dressing room

- finger an object

- eye a girl

- elbow someone else aside

- hand him a glassful of water

Thus we see that it is wise to classify words, into parts of speech, according to the work they do instead according to their general form. That is, words should be grouped based on their function in a sentence.

Another Interesting Example

With the word '*fast*'

a) I need a very *fast* connection. (Adjective)

b) Mahesh Lamba swims very *fast. (Adverb)*

c) The Muslims are going to *fast* for one month; during that time they won't eat anything. (Verb)

d) At the end of their one month *fast*, they will have normal meals.(Noun)

Q. Name the Parts of Speech of the words in bold print:

1. *Still* waters run deep.

2. He *still* lives in that house.

3. They arrived soon *after*.

4. They arrived *after* we had left.

5. The *after* effects of the drug are bad.

6. It *weighs* about a pound.

7. He was already a yard *off* me.

8. Sit down and rest a *while*.

9. I will watch *while* you sleep.

10. They *while* away their evenings with books and games.

11. Ashoka is no more but his message **still** exists.

12. He did not accept any **favor**.

13. He speaks English **as** easily **as** French.

14. You pay **less** attention to your studies.

15. **Hush**! Do not make a noise.

16. Pride goes before a **fall**.

17. Time and tide wait for **none**.

18. The Rajputs were defeated because of their **disunity**.

19. Men of iron **will** surely reach their goal.

20.   I surely expect him **tomorrow**.

Beyond the eight parts of speech, you also need to identity the following:

1.	The Articles	Two words that function as abjectives by specifying whether nouns are specific or general
		Definite: the
		Indefinite: a, an
2.	Verbals	Forms of the verb that function as other parts of speech.
	Bare infinitive to-Infinitive:	Verb I form used after modals, let, make etc
		eg., He can <u>do</u> it.
		let me <u>go</u>.
		He made me <u>run</u>.
		The "to" from of the verb
a)	as a noun	To swim in the lake is dangerous.
		(names something- an activity)
b)	as adjective	It was his job to replay. (modifies noun"job")
c)	as adverb	I was ready to start. (modifies adjective "ready")
	Participle:	the adjectival from of the verb
a)	present from	Sobbing, he told me the story.
	(formed by	(modifies pronoun "he")
	adding-ing to the verb)	I tended to the bleeding patient. (modifies noun "patient")
b)	past from	Exhausted, he dropped to his knees.
	(formed by	(modifies pronoun "he")
	adding ed to	He likes her varnished nails. (modifies noun
	the verb)	"nails")
	Gerund:	The noun from of the verb.
	(formed by	Smoking is dangerous to your health.
	adding-ing	Most people enjoy eating.
	to the verb)	

12.5 Self Check

(A)   Indicate the part of speech, articles and verbals for the following.

1.   The <u>manager</u> decided that <u>she</u> would check all incoming <u>mail</u>.

....

2.   She wrote a really stylish memo and sent a copy to everyone in the office.

....

3.   The sales manager responded quickly with a memo.

....

4.   He was unhappy with the way she was asserting her authority.

....

5.   As soon as he he read the memo, he charged into her office waving the memo in front of her nose.

....

6.   The office manager was busy interviewing a trainee, but she said that she would be happy to dicuss the matter later.

....

7.   embarrassed at disturbing her, the sales manager apologized very politely and left the room.

....

8.   When the two managers finally met, they agreed to air the matter at the next commitee meeting.

....

9.   writing was a skill that the young applicant was willing to develop.

....

(B)   Indicate the part of speech, articles and verbals for the following words.

1.   The manager decided the she would check all incoming mail.

....

2.   She wrote a really stylish memo and sent a copy to everyone in the office.

....

3.   The sales manager responded quickly with a memo.

....

4.   He was unhappy with the way she was asserting her authority.

....

5.   As soon as he had read the memo, he charged into her office waving the memo in front of her nose.

....

6.   The office manager was busy interviewing a trainee, but she said that she would be happy to discuss the matter later.

....

7.   <u>Embarrassed</u> at disturbing her, the sales maganer <u>apologized</u> <u>very</u> <u>politely</u> and left the <u>room</u>.

      ....

8.   When <u>the</u> two <u>managers</u> finally <u>met</u>, <u>they</u> agreed <u>to air</u> the matter <u>at the</u> <u>next</u> committee meeting.

      ....

9.   <u>writing</u> was a <u>skill</u> that the <u>young</u> applicant was willing <u>to develop</u>.

      ....

12.6 Strategis for Writing Concisely

As well as using simple and familiar words, a good writer will use as few words as possible. Busy working people need written documents that they can understand quickly and clearly. By using familiar words and writing concisely you will do a lot of satisfy that need.

The main keys to writing concisely are awareness and alertness. These are some specified ways to cutting out the 'deadwood' redundancies.

1.   Pruning wordy phrases

There are many popular phrases (a phrase is a group of words without a subject or verb) that can be reduced or compressed. Consider the very common italicized phrase in the following sentences:

We have closed our downtown store *due to the fact that* it has not made a profit in five years. This five-words phrase can be easily expressed with one word -either "because" or "as."

Here's one more example. He is working in the accounts department *at this point in time*. The word to use here is "now."

12.7 Self Check

1.   Excerside-4

Shorten these wordy phrases.

1.   Are of the opinion.

      ....

2.   As a consequence of.

      ....

3.   A large number of.

      ....

4.   Arrived at the conclusion.

      ....

5.   At all times.

      ....

6. At an early date.

   ....

7. At the present time.

   ....

8. Costs the sum of.

   ....

9. In the present day and age.

   ....

10. In connection with.

    ....

11. With reference to.

    ....

12. For the purpose of.

    ....

2. Avoid using "It is" and "there are"

Constructions using expletives "it is" and "there is/are" use unnecessary extra words.

Wordy: There are fifteen reports that have to be considered.

Concise: Fifteeb reports must be considered.

Wordy: It is important for managers to report regularly.

Concise: Managers should report regularly.

3. Be sensitive to the full meaning of words.

past history is a redundancy because history is past by definition.

advance warning is a redudancy because all warning is advance by definition.

exactly identical is a redundancy because identical carries the idea of exactness.

4. Avoid using two adjectives or two nouns that mean almost the same.

Sincere and earnest   thought and consideration

fair and equitable   full and complete

first and foremost

12.8 Avoiding Sentence Fragments and Run-ons

Sentence is the basic writing unit. If you are making sentence fragment and run-on errors in your writing, you show an inability to construct sentences. All writing rules and grammatical structures are based

on the sentence. With a command of sentence structure you can feel confident that your documents are correct.

A group of words punctuated as a sentence is considered fragmented if it either does not contain a subject and a verb or, if it does, is subordinated by a conjunction or by a relative pronoun.

Examples of sentence-fragment pattern-

1.   No subject and verb

(Running up and down and screaming at the coach.)

2.   Subordinated clasuse (by a subodinating conjunction)

(Because you don't know the system.)

Note: The main subordinating conjuctions are:

After, although, as, because, if, since, that, when, while

3.   Subordinated clause (by as relative pronoun)

(Who knew the reasons for our success.)

Thus, a sentence fragment is an incomplete sentence because it does not contain a main clause- a group of words, containing a subject and a verb, that is not subordinated.

Run-on sentences: This is really the opposite of the fragment. A run-on is a failure to indicate the end of a sentence with a full stop. Instead, the writer will place a comma between what should be two sentences.

Examples: (wrong)   A lot of people don't listen, all they want to do is talk.

              (correct)   A lot of people don't; all they want to do is talk.

              (correct)   A lot of people don't listen. All they want to do is talk.

12.9 Self Check

Rewite the following sentences as briefly without omitting the ideas they contain.

1.   In the city of Jaipur, apartments for single, unmarried parents are difficult to find and locate.

....

....

....

2.   Perhaps it may be that the paint is the wrong shade of colour.

....

....

....

3.   In my own personal experience, people who commute to work are not generally polite and courteous about giving up their seats to other elderly passengers.

....

....

....

4. All those participating in the marathon event are required to be present at the stadium by eight o'clock in the morning.

....

....

....

5. The products that we make depreciate slowly in value.

....

....

....

6. It was clearly understood by us all that he had already given advance notice beforehand.

....

....

....

7. There is a considerable loss of employees time in waiting for an outside telephone line.

....

....

....

8. During the course of the convention, he got into several discussion situations with the delegates who were attending.

....

....

....

9. It is agreed by everyone in the committee that we will support the sewage proposal.

....

....

....

12.10 Answers to Self Check

Exercise-1

1. quarrelsome

2. opportune

3. irrigate

4. indifferent

5. meet

6. intuition

Exercise-2

1. noun, pronoun, noun

2. verb, adverb, adjective, conjunction, verb, noun, preposition, preposition

3. verb, adverb, indefinite articles

4. verb, adjective, verb

5. verb, verb, preposition, noun, noun, noun

6. verb, conjunction, adjective, infinitive

7. adjective (past participle), verb, adverb, adeverb, noun

8. definite article, noun, verb, pronoun, infinitive, preposition, adjective

9. noun (gerund), indefinite articles, noun, adjective, infinitive

Exercise-3

1.	think	2.	because of
3.	many	4.	concluded, decided
5.	always	6.	soon
7.	now	8.	costs
9.	today	10.	about
11.	about	12.	for

Exercise-4

1. In Jaipur, apartment for single parents are hard to find.

2. Perhaps the paint is the wrong shade.

3. In my experience, commuters are not polite about giving up seats to seniors.

4. All marathon participants must be at the stadium by 8 a.m.

5. Our products depreciate slowly.

6. We all understood that he had given notice.

7. Employees lose time waiting for a telephone line.

8. During the convention, he got into several discussions with delegates.

9. The committee agrees to support the sevage proposal.

12.10 Review Questions

(I)   Rewrite these sentence beginning with the given words.

(a)   The reason he applied for a job abroad was to earn more money.

<u>So that more money could be earned the job abroad was applied for</u>.

(b)   A single person couldn't lift the package because it was very heavy.

The package was so...

(c)   As there was a mistake in the hotel booking I had to find another hotel.

Because of..

(d)   The reason I sent the fax was to give them the information at once.

In order to..

(e)   The order arrived late, but we were able to supply the goods on time.

Although..

(f)   During the time we have been talking, my assistant has handed me the file.

While...

(g)   In the middle of the class meeting the teacher brought up the subject of paying fines.

The subject of...

(h)   The man finally found the two missing packaged lying under the table.

The two missing...

(i)   The women wanted to know if they would give them a discount on their purchase.

Whether..

(j)   The company paid bonus to the trained workers only.

The trained workers...

_____

UNIT-13

GRAMMAR AND USAGE

Structure

13.0 Objectives

By the end of this unit, you will be able to:

· Write directly and personally with the active voice

· Recognize common sentence faults

· Join ideas effectively with co-ordination and subordination

13.1 Using the Active Voice

When writing for clients or colleagues, we need to be clear, personal and direct. Using the active form "voice" of the verb rather the passive helps us to do that indeed. One of the most common ways that people spoil their writing is through the unnecessary use of the passive. Many people wrongly believe that using the passive gives more dignity to their writing and makes them sound more important. This might have been true 75 years ago, but today working people want direct and personal writing. And one of the best ways of achieving that is using the active voice instead of the passive.

Active :   The verb is in the active voice when the subject is doing the action described by the verb or is experiencing the state of being described by the verb.

Passive: The verb is in the passive form when the subject is receiving the action described by the verb.

Active :   The client cancelled the order for 10,000 envelopes. (The subject [client] is doing the action of cancelling.)

Passive :   The order for 10,000 envelopes was cancelled by the client. (The subject [order] is not doing the action of cancelling.)

Active :   After the party, I felt sick for two days. (The subject [I] is experiencing the state of being- here, feeling- described by the verb "felt.")

The best way to find out whether a verb is active or passive is-

1.   Identify the subject and the verb.

2.   Check whether the subject is doing the action of the verb or experiencing the state of being.

      A good writer will avoid the passive for three reasons:

1.   Directness: The active voice is more direct and suggests a confident and decisive writer.

      Active: I need to check your visa before I can issue your ticket.

      Passive: Visas must be checked before tickets can be issued.

2.   Conciseness: The active voice uses fewer words than the passive.

      Active: My word processor corrects my spelling errors. (seven words)

      Passive: My spelling errors are corrected by my word processor. (nine words)

3.   Personal tone: The active voice enables the writer to project his personality. This is especially important with large organizations that tend to become impersonal because of their size.

      Impersonal: All applicants are required to pay nonrefundable fee of ten dollars.

                     Transcripts are prepared upon written request and payment of a charge based on the number of copies requested.

In such sentences an air of mysterious authority is felt strongly by the reader. An unknown and depersonalized authority shields the writers of these statements from blame and complaints. This is because we don't know who required the fee or who prepared the transcripts. This is murky language adopted by people who choose to hide behind the facades of the organizations they work for. It is deliberately lifeless.

However, people are much more likely to co-operate with a person than with a faceless bureau-cracy. A good writer doesn't want to sound like a word processor or a faceless administrator.

Impersonal: The Bursar required all applicants to pay a nonrefundable fee of ten dollars to cover bookkeeping costs.

Personal: I will prepare transcripts upon your written request and a payment based on the number of copies you request.

Reason for the passive

      But all this is not to say that the passive should never be used. There are some specific occasions when the passive should or must be used:

a.   When you don't know who or what performed the action.

      Instruction had been given before I arrived.

      My house was burgled last night.

b.   When you want to emphasize the person or thing being acted upon. For example you might want to emphasize reports in this sentence that uses the active voice: "Office staff compile progress

reports regularly." To do this, you would make "progress report" the subject: "Progress reports are complied regularly by our staff."

13.2 Self Check

(A)   Decide whether the verbs are active or passive.

1.   Last week a tax increase was announced by the finance minister.

        ....

2.   In the meantime I am asking you to be considerate.

        ....

3.   The results on page 3 must be carefully studied.

        ....

4.   I have been working very hard on my project.

        ....

5.   All applicants will be asked about their finances.

        ....

6.   Twenty-six recommendations have been presented to the government.

        ....

(B)   Put the verbs in the active voice.

1.   A meeting has been arranged by the manager.

        ....

2.   Many objections to the plan have been raised by the staff.

        ....

3.   It is suggested by Mrs Singhania that you consider the recommendations of this report.

        ....

4.   The books will be audited by the auditors from Head Office.

        ....

5.   The omitted steps should be supplied by the reader.

        ....

6.   Readable insurance policies are advocated by the innovative commissioner.

        ....

(C)   Edit the following memo to make it direct, concise and personal. You can do this by getting rid of the passive and by using the techniques you have worked on.

        To: R.K.Gupta

From: C.M. Bowra

Date: August 18, 2011

Subject: Reviewing Bids: Policy Change

In reviewing bid comparisons for equipment, consideration should be given to the selection of equipment which is compatible with that already in service. It has been found that sometimes items are selected by Purchasing because they are slightly less expensive, without it being recognized that these items are compatible with present stock. From our point of view, it would be preferred if compatible items were selected by Purchasing in all cases where large savings will not result from doing otherwise.

A meeting has been arranged for us by my secretary at 10 a.m. Friday so that this policy can be discussed by us in greater detail.

Note: Your version might start this way: When you review bid comparisons, please try to......

....

....

....

....

....

....

....

....

13.3 Sentence Faults: Case and Agreement

A few common errors persist in business English. This is because there are several areas that require special alertness. Therefore, it is very helpful to be aware of the danger areas where sentence faults commonly appear.

1.Case

Pronouns, words that stand for or replace nouns, present writers with several problems. This is mainly because the from of pronouns changes to show whether they're subjects, objects or possession. Nouns, on the other hand, do not change forms except to show possession.

Accordingly, whenever you use a pronoun, you should be alert to several potential errors.

Personal pronouns mostly change form for different cases:

Singular	**Subjective**	**Objective**	**Possessive**
Ist Person	I	me	my
IInd Person	you	you	your
IIIrd Person	she/he/it	her/him/it	her/his/its

Plural

Ist Person	we	us	our
IInd Person	you	you	your
IIIrd Person	they	them	their

You should be aware of four situations where writers often get the case of pronouns wrong:

a)   Compound constructions

Aziz and I won the Election to council. (The first person pronoun is part of the subject and must therefore be in the subjective form.)

Shiela invited Tina and me to dinner. (The first Person pronoun is part of the object here and must therefore be in the objective form.)

b)   With than and as

When we compare using "than" or "as" we often imply words that we do not state.

Somya is much fitter than I (am)

Here the last word is not normally written or spoken. Because of this, people often make the mistake of using the pronoun "me" instead or "I".

Tia is an qualified as she (is).

In order to get the correct case of a pronoun with "than" and "as", you need to add the implied word or words. However, note that sometimes both the subject and object form of the pronoun are correct- but give different meanings.

The manager encourage her more than me. (more than he encourages me)

The manager encourages her more than I. (more than I encourage her)

c)   With prepositions

Pronouns governed by prepositions are put in the objestive case.

I went with him to the office yesterday.

Between him and me there is a ten-year gap.

He dived into the pool and swam right under us.

d)   Who and whom

Make sure that "who" is in the right case. This will depend on its role within its own clause.

Subjective: who

Objective: whom

Possessive: whose

I don't know who told you about that. (Within its clause [who told you about that] "who" is the subject of the verb "told".)

I was confronted by the man whom I had seen in the store. (Within its clause "whom" is the object of the verb "had seen" and must be in the objective case.)

Here is the writer whose book I was telling you about. ("Whose" is used here because the pronoun "who" [referring to the writer] is possessing the book.)

2. Agreement

Be careful when you use a pronoun or a verb that it agrees in number with the noun it refers back to. There are several situations where writers often make agreement errors.

a. Compound antecedent

When two singular nouns are joined by "and" they become plural.

Example: Manav and the girl in blue are coming to dinner.

Note: Connectives (as well as, along with, plus, including, in addition to) do not make plurals.

Example: Manav, in addition to the girl in blue, is coming to dinner.

b. Collective nouns

Collective nouns (singular nouns that refer to a plural collection) are singular unless members of a group are thought of individually.

Examples:

The team is sure to win the game tonight. (The eleven members of the soccer team are thought of as a unit.)

The team are getting into their uniforms. (The eleven members are thought of as being at different stages of changing.)

c. Indefinite pronouns

Indefinite pronouns are singular and must agree in number with their verb and pronouns. Indefinite pronouns are as follows: each, either, neither, and words with suffixes-one, -body,-thing (anyone, everybody, something).

Example: Either receipt is satisfactory.

Either Johny or Ronny is responsible for that.

Everyone can buy his/her food here.

d. Here is /are and there is/are

When using "here" and "there" with a verb and a subject, be careful to make sure that there is subject-verb agreement.

Example: There is a mistake in this report. (Mistake is the subject here and the verb [is] must agree.)

There are five mistake in this report. (mistake is the subject and the verb [are] must agree.)

e. Hazard nouns

Some words confuse writers. Criterion, medium, economics, news and politics are singular. Criteria and media are plural.

Examples:

The latest news is available at our bureau.

The media are requesting a statement.

f.   Units

of money, time, mass, length and distance are singular.

Examples:

Two thousand rupees is too much for a hotel room.

Seventy kilograms is his ideal weight.

13.4   Sentence Faults: Modifiers

A modifier is a word or group of words adding information to another word or word group. There are two ways that writers tend to misuse modifiers.

1.   Misplaced modifiers

Modifiers must be placed as close to the word or word group they modify. The position of a modifier can drastically change the meaning of a sentence.

They informed only the manager what she had written. (they informed no one else.)

Only they informed the manager what she had written. (No one else informed the manager.)

They informed the manager only what he had written. (They informed her of nothing else.)

Modifiers can be misplaced so that they make nonsense out of a sentence.

Example (wrong):

A house was advertised in the magazine, which was being built in Noida. (The "which" clause should immediately follow the word it modifies [house].)

Examples (correct):

The house, which was being built in Noida, was advertised in the magazine.

Note: Be especially careful with the following words. Put them immediately before the words they modify.

Almost, nearly, just, only, even, scarcely, hardly, merely

Example (wrong):

He almost knew everybody there. (There means he didn't know anyone because almost is modifying the verb.)

Example (correct):

He knew almost everybody there.

2.   Dangling modifiers

A modifiers is dangling when there is no appropriate word in the sentence for it to modify.

Example (wrong):

Walking down the street the bank came into view.

(There is no one in the sentence who can logically be modified by the modifier "walking down the street.")

Correction: As I was walking down the street, the bank came into view.

13.5 Compound and Complex Sentences

There are two important terms that you should know:

Co-ordination: The joining of two ideas in an equal relationship.

Subordination: The joining of two ideas where one idea is inferior to, or dependent on, the other.

Clauses

Definition: A clause is a group of related words that contains a subject and a verb. A clause functions grammatically as part of a sentence and is a vehicle for an idea.

Example: After a long discussion, the committee accepted the report. (The second part of the sentence is a clause. It is a group of related words that contains a subject (committee) and a verb (accepted). The first part of the sentence is not a clause as it does not contain a subject or a verb; it is therefore a phrase- a group of related words that does <u>not</u> contain or a verb.)

There are two types of clauses:

1.   Main Clause (MC)

2.   Subordinate Clause (SC)

Definitions: A main clause is a clause that can stand on its own as a sentence, whereas a subordinate clause cannot.

1.   Co-ordination

Simple Sentence = MC (one pair of a subject + verb)

When you join two main clauses together in a sentence (MC + MC), you are practising co-ordination. Syntax has a tool for co-ordination- coordinating conjunctions. There are seven of them: and, but, for, nor, or, so, yet.

When you co-ordinate two clause together you are creating a compound sentence. A compound sentence is thus defined as a sentence with two main clauses. By co-ordinating two clauses in a compound sentence, you are implying to the reader that these two clauses (ideas) are of equal importance:

S   V   S   V

Golu   sells eggs, and Molu   keeps the books.

Note: A comma precedes a co-ordinating conjunction when it joins main clauses.

Apart from the seven co-ordinating conjunctions (ABF NOSY), there are two other tools for joining main clauses in a compound sentence:

a) **Semicolon**

With the semicolon, the relationship between the two ideas is so obvious that the reader will not need a conjunction to explain that relationship.

Example:

We should not make a sales pitch to this company; it has no use for our products.

b) **Conjunctions adverb:**

Conjunctive adverbs are extremely useful for guiding the reader through your ideas. Here is a list of the common ones: accordingly, also, besides, consequently, furthermore, hense (forth), however, indeed, instead, likewise meaniwhile, morever, nevertheless, otherwise, still, then, therefore, thus.

2) **Subordination**

Whereas Co-ordination joins equal elements, subordinition involves joining two clauses together in an unequal relationship within a sentence. You join one main idea with another of lesser importance.

Subordinating words are of two types:

a)   Subordinating conjunctions (after, although, as, because, before, if, once, since, that, unless, until)

b)   Relative pronouns (who, that, which, where)

example:

Simple sentences: Sudha sent me a box of chocolates, Sudha is my cousin.

Complex sentence: Sudha, who is my cousin, sent me a box of chocolates.

Note again that the subordinating conjunctions do two things to help coherence:

a)   Subordinate one idea to another.

b)   Define the precise relationship between the two ideas (after- time relationshipify = condition relationship, etc.)

We thus have three basic sentence types

    a.   Simple

        Example: He wrote a long letter.

    b.   Compound

        Example: He wrote a long letter, but the client did not read it.

    c.   Complex

        Example: Although he wrote a long letter, the client did not read it.

13.6 Self Check

(A)   Co-ordinate the following pairs of simple sentences using a) a co-ordinating conjunction and b) a

conjuctive adverb.

1. Your price is very competitive.

 We have found a better product for the same price.

 ....

2. Your delivery has been late six times.

 We shall have to employ another delivery service.

 ....

3. For my training, I have taken six courses.

 I have completed three assignments.

 ....

4. I must finish my proposal by Monday.

 I will have to work the whole weekend.

 ....

(B) Choose the less important idea in these pairs of ideas and subordinate it in a complex sentence. Avoid using the same subordinating word twice. The common subordinating conjunctions are as follows.

 after, although, as, because, before, if, once, unless, until, when, whereas, while

1. The sales staff were working 12-hour work days.

 The sales figures of the new product have been rising.

 ....
 ....

2. Zakir had finished the dishes.

 He was able to complete his marketing proposal.

 ....
 ....

3. Your qualifications are good.

 We are not able to hire you at this time.

 ....
 ....

4. He used the typewriter.

 The computer had broken down.

 ....
 ....

5. Mrs Sharma was 60 this month.

    She got a full pension.

    ....

    ....

13.7 Answers to Self Check

Self Check-1

1. passive

2. active

3. passive

4. active

5. passive

6. passive

Self Check-2

1. The manager has arranged a meeting.

2. The staff

3. Mrs Singhania suggests that you consider the recommendations of this report.

4. The auditors from Head Office will audit the books.

5. The reader should supply the omitted steps.

6. The innovative commissioner advocates readable insurance policies.

Self Check-3

This is one possible solution.

When you review equipment bids, you should consider compatibility with existing stock. I have found that Purchasing sometimes selects marginally cheaper equipment without considering its compatibility with our current stock. We would prefer Purchasing to select comptible equipment unless we can make large savings.

My secretary has arranged a meeting on Friday at 10.00 a.m. so that we can discuss this policy in greater detail.

Self Check-4

1. These two sentences need to be contrasted.

a) but

b) however, nevertheless

2. These two sentences have a cause-effect relationship.

a)   so

b)   accordingly, consequently, therefore, thus

3.   These two sentences add together two types or training.

a)   and

b)   also

4.   These two sentences have a cause-effect relationship.

a)   so

b)   therefore, consequently, thus, accordingly

Punctuation for a) answers will be a comma before the co-ordinating conjunction; punctuation for b) answers will be a semicolon before the conjuctive adverb and a comma after it.

Self Check-5

1.   As/since the sales staff were working 12-hour days, the sales figures of the new product have been rising.

2.   After/when Zakir had finished the dishes, he was able to complete his marketing proposal. (You could also use as/since).

3.   Although your qualifications are good, we are not able to hire you at this time.

4.   Because/as the computer had broken down, he used the typewriter.

5.   Once Mrs Sharma was 6 this month, she got a full pension. (You could also use when/as/since).

———————

CHAPTER-14

WRITING SKILL

Structure

14.0 Objectives

On completion of this unit, you will be able to:

- Punctuate correctly with commas, semicolons, and apostrophes

- Write with parallel structure

- Employ transitions effectively

- Use proper paragraphing

- Develop strategies for structuring documents

14.1 Introduction

We shall study in this unit punctuation, which is based on sentence structure. Besides, you will be looking at larger units of writing beyond the sentence and at how they are organized.

14.2 Punctuation

Punctation rules are based on sentence structure or Syntax.

1.   Comma

The comma is by far the hardest punctuation mark to use correctly. The best approach is: Don't insert a comma out of insecurity because the sentence is quite long and you feel there ought to be a comma somewhere, learn where a comma is required, and only use one when you know it is needed.

a) Compound Sentences

When a co-ordnating conjuction (and, but, for, nor, or, so yet) joins two main clauses in a compound sentence, it must be preceded by a comma.

Example: Avdhesh wrote the novel, and Indira edited it.

b)   Introduction

The end of an introductory clause or phrase should be indicated by a comma, However, phrases

of less than five words usually don't need a comma unless you think the reader needs one to see the end of the introduction.

Example:

When you have completed the progress report, we will discuss the project in Gurgaon.
After a very long headed discussion, the board voted in favour of the development.

In the meantime I will order the spare parts. (Here the reader can see the introduction without the help of a comma because it is so short.)

c) Series

Elements in a series are divided by commas. A series is a list of three or more parallel words, phrases or clauses.

Example:

The report was clear, concise, complete and correct.

He agreed to follow instructions, to train the student, to write regular progress reports and to live on site.

She brought up three children, she ran a convenience store, she attended fitness class three times a week and she took regular correspondence courses. (Note: Two parallel clauses do not constitute a series; they would have to be separated by a semicolon.)

d) Transitions

Use commas to separate transitional words or expressions from the rest of the sentence. These words are separated because they do not grammatically belong to the sentence.

Example:

Additionally, you can use it all the year round.

Frogs, for example, are eaten in France.

He will, however, be expected to attend committees.

e) Non-restrictive Modifiers

Separate non-restrictive modifiers (clauses or phrases) from the rest of the sentence with commas. Non-restrictive modifiers and modifiers that are not essential to the meaning of a sentence. (Restrictive modifiers are essential to the meaning of a sentence.)

Restrictive: My sister who lives in Mumbai is older than my sister who lives in Mysore. (Take away the essential "who" clauses, and the sentence says my sister is older than my sister!)

Non-restrictive: The manager, who always wore a blue suit, was asked to represent the bank.

The report written in three languages, was distributed to all the delegates.

2.   Semicolon

a.   Use a semicolon to separate main clause not joined by co-ordinating conjunctions (and,

but, nor, or, so and yet)

Examples:

A manager must be decisive; he cannot hesitate.

b. Use a semicolon before a conjuctive adverb that joins two main clauses.

Examples:

She made a great effort to persuade them to join; nevertheless, they declined.

c. Use semicolons to separate a series of elements that already contain commas.

Examples:

The speeches were made by Ms Tia, the director; Mr Sadu, the manager and Mr Ashish the assistant.

3. **Colon**

A colon is used to introduce a list or a quotation. If often comes after "as follows" or "the following."

Examples:

The report makes the following recommendation: Contracts with Indana Corp. should be thoroughly checked for accounting errors.

Note: A colon must always be preceded by a complete statement. For example, a colon cannot follow "They are" because it is not a complete statement.

Examples (wrong):

They are: intelligent, clever, resourceful and brave.

4. **Apostrophe**

a. Use the apostrophe to show omission of letters in a contraction.

do not = don't	does not = doesn't
I would = I'd	they have = they've
It is = it's	there is = there's

b. Use the apostrophe with -s to show possession.

(i) Add an apostrophe and -s to singular nouns.

of Kirori = Kirori's

Note: If the singular word already ends in -s, there are two options. Either add an apostrophe with -s, or just add an apostrophe after the already existing -s.

of James = James' or James's

(ii) Add only an apostrophe to plural nouns ending in -s.

of the boys = the boys'

(iii) Add an apostrophe and -s to plural nouns not ending in -s.

of men = men's

(iv) To indicate joint possession, add an apostrophe (and -s if necessary) to the second noun

Wren and Martin = Wren and Martin's

(v) With compound words or word groups, add an apostrophe (and -s if necessary) to the last unit.

of mother-in-law = mother-in-law's

c. Do not use an apostrophe with possessive pronouns.

whose	ours	yours
hers	theirs	its

d. Avoid using the possessive apostrophe with inanimate things.

The front door of the house - not the house's front door.

e. Use the apostrophe to help from plural of numerals, letters of the alphabet, acronyms, and words names as words.

six 3's	the 1960's	three IOU's
three f's	five and's	

14.3 Coherence

Coherence is a useful word to describe the quality of writing that enables the reader to follow the development of your ideas easily. Putting our ideas into conventional grammatical sentences makes them easier to follow. Punctuation makes writing more coherent.

The other aids to coherence are-

1. Parallelism
2. Transitions
3. Paragraphing
4. Overall structure

1. Parallelism

A good writer, who obviously wants to communicate effectively, makes the pattern of words as simple as possible. The way to do this is to use similarity whenever possible.

This technique is called parallelism. In any list, series or compound structure, you should put the equal items in the same grammatical form. In this way the reader will immediately pick up on the pattern of similarity and absorb you message more easily.

Examples:

I came, I saw, I conquered. (Three similar subjects and verbs)

He searched for the answer in the library, in the data file and in his own notes.

He confessed that he had ignored her complaint, that he had destroyed all the documentation and that he had avoided telling his manager.

Correlatives:

Correlatives are conjuctions used in pairs: both...... and; either.....neither; not only.....but also; whether.....or.

Example (wrong)

Not only is oil in fuels, but also in plastics.

Example (correct):

Oil is used not only in fuels but also in plastics.

2.   Transitional words

We usually need to resort to transitional words to help our readers see direction. It's important for you to be very sensitive to all different ways you can join sentences. Think of the following transitional words as signposts that tell the reader which direction you are taking. Transitional phrases are in parentheses.

Time:

meanwhile, then, subsequently, afterward, earlier, later

Causality:

for, so, accordingly, consequently, hence, therefore. (as a result, for this reason)

Contrast:

but, yet, however, nevertheless, nonetheless, conversely, otherwise, instead, still (in contrast, on the other hand)

Addition:

and, also, besides, furthermore, moreover, too

Likeness:

likewise, similarly (in the same way)

Means-end:

thus, thereby (by this means, in this manner)

Reinforcement:

Indeed, moreover (for example, in fact, in particular)

Summary:

(in brief, in conclusion, in short, to sum up, in summary)

Illustration:

(for example, for instance, in other words, to illustrate)

3.   **Paragraphing**

Paragraphing is a valuable tool for breaking up your text into units. Paragraphs are ultimately a layout technique: a visual demonstration of your organization.

Paragraph: A coherent sequence of sentences organized around one idea.

Example:

This might be the paragraph organization of a document arguing against the purchase of a certain product:

Para 1   Introduction/Background

Para 2   Arguments for the product

Para 3   First argument against

Para 4   Second argument against

Para 5   Third argument against

Para 6   Conclusions

Para 7   Recommendations

Paragraph is a way of visually segmenting or sectioning your written communication.

Requirements of an effective paragraph-

1.   Unity

2.   Coherence

Unity: As well as being coherent, a paragraph must be organized around one idea (check the definition of a paragraph above). That idea should be stated in the first sentence of the paragraph in a topic sentence.

Topic Sentence: A short sentence that summarized the content of its paragraph. Usually placed first in the paragraph.

Think of the topic sentence as a signpost: It orientates the reader and indicates the direction of the paragraph. And because it is like a signpost, it will need to be short and clear- usually a simple sentence.

Remember that there is a clear distinction between the topic sentence and the other sentences in the paragraph. The sentence will be general whereas the other sentences will be detailed or particular.

14.4 Self Check

Make the following sentences parallel.

1.   There were paint spots on the table, on the chairs, and the floor was spotted with them

....

....

2.   One must have stamina, purpose, and be intelligent to carry out such an enterprise.

....

....

3.   She told me that she had developed a thesis for her report and she had worked out a schedule for her research.

....

....

4.   We have been friends for a long time; I have come to know her, like her and I respect her.

....

....

5.   The union hoped that the firm would allow a new work schedule and would be planning increased employee benefits.

....

....

14.5 Review Questions

1.   Join the sentences given below using the connectors given in the box.

yet   however   though   even though   although   still   despite

inspite of   whereas   while   but

Smota had very high tempreture last night (1)..................... she respoded to medicines and recovered enough to sit for her examination this morning. (2)..................... it is doubtful if she will be able to attend the marriage of her friend anit. (3)............... all her friends will be expecting her. (4) .... her doctor advised her to rest, smita decided to spend a little while with anita (5) .... her exhaustion, (6)....................... Sunita did not bother to even drop a card. (7)........... Sunita's careless attitude, Anita's mother had bought a sari for her, like she had for all her other friends. (8)......................... Anita's friends were surprised, they were excited at receiving the sarees. (9)................ Sunita had missed out on all the fun, she would (10)................. be excited at receving her sari.

2.   Underline the main verb in the following sentences and cobine the sentences by changing the verb into a noun. One is done for you.

(a)   The encroachiments were removed. This caused a lost of dissatisfaction and stone pelting.

       The removal of the encroachments led to a a lot of dissatisfaction and stone pelting.

(b)   The students arrived late. They were punished.

....

(c)   The garbage was removed. This was welcomed by the residents.

....

(d)   He depended on his faulty alarm clock. He was late.

....

(e)   The bulb exploded in his face. This caused his blindness.

....

(f)   Her parents must agree. She cannot go unless they do.

....

(g)   His results disappointed him. He committed suicide.

....

(h)   The teacher repeated the instructions. This helped the students to do as directed.

....

(i)   The leaves fell. This showed that autumn was here.

....

(j)   The prices rose. This was the cause of the agitation.

_____