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# **Vipul's™ BUSINESS COMMUNICATION - I**

**(BMS / BAF / BBI / BFM / BIM /  
BFinM / BTM Courses)  
(First Year : First Semester)**

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(4) **Language and Writing Skills:**  
**Commercial Terms used in Business Communication:**

(15 Lectures)

**Paragraph Writing:**  
 Developing an idea, using appropriate linking devices, etc.  
 Cohesion and Coherence, self-editing, etc. [Interpretation of technical data  
 Composition on a given situation, a short informal report etc.]

**Activities:**

- Listening Comprehension
- Remedial Teaching
- Speaking Skills: Presenting a News Item, Dialogue and Speeches
- Paragraph Writing: Preparation of the first draft, Revision and Self-Editing, Rules of spelling.
- Reading Comprehension: Analysis of texts from the fields of Commerce and Management

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# **UNIT - I**

## **THEORY OF COMMUNICATION**

### **CHAPTER 1**

# **THE CONCEPT OF COMMUNICATION**

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*In this Chapter:*

- ◆ **MEANING AND DEFINITIONS**
- ◆ **PROCESS**
- ◆ **FEEDBACK**
- ◆ **NEED**
- ◆ **EMERGENCE OF COMMUNICATION AS A KEY CONCEPT IN THE CORPORATE AND GLOBAL WORLD**
- ◆ **IMPACT OF TECHNOLOGICAL ADVANCEMENTS ON COMMUNICATION**
- ◆ **IMPORTANT TERMS**
- ◆ **QUESTIONS**



## MEANING AND DEFINITIONS

Communication happens all the time all around us. However, it is so much a part of our existence that we fail to notice it and release its relevance in our daily life.

All living creatures communicate. To exist we must be successful communicators. In fact, successful communication is the pre-requisite of survival. While animals and other creatures communicate to fulfil their basic needs human beings must communicate for both tangible and intangible reasons. Basic needs apart, music, art, philosophy and poetry are some of the different aspects of communication which make our lives more meaningful.

Communication is the basis of all socio-economic, political and cultural activities. There can be no society without communication. It is an integral part of human evolution. So interlinked is communication with progress that we can easily see that the more developed or successful a society, individual or organisation is, the better it is at communication. The fact that successful individuals or societies have developed effective communication networks and channels in their bid to master the art of communication is proof of the close linkage between progress and communication.

The English word 'communication' is derived from the Latin terms 'Communis' or 'Communicare' which means "common" or "to make common, to transmit, to impart."

When something is made common it implies sharing and interaction. To do so we have to use signs and symbols such as words and gestures that stand for the ideas we are trying to convey. These symbols have to be ones that other people recognise and accept. A long speech, a smile, an argument, a notice, a film, an advertisement and so on are all various forms of communication. They are all different, yet each one conveys a message to a specific audience.

Experts have defined communication in a number of ways. A few are given below:

*"Communication is a process of passing information and understanding from one person to another."*

– Keith Davis

*"Communication is an exchange of facts, ideas, opinions or emotions by two or more persons."*

– W. H. Newman and C. F. Yummer

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

– Louis Allen

*"Communication is any means by which thought is transferred from one person to another."*

– Chappel and Read

*"Communication is any behaviour that results in an exchange of meaning."*

– The American Management Association

*"Communication is the process by which information is transmitted between individuals and/or organisations so that an understanding response results."*

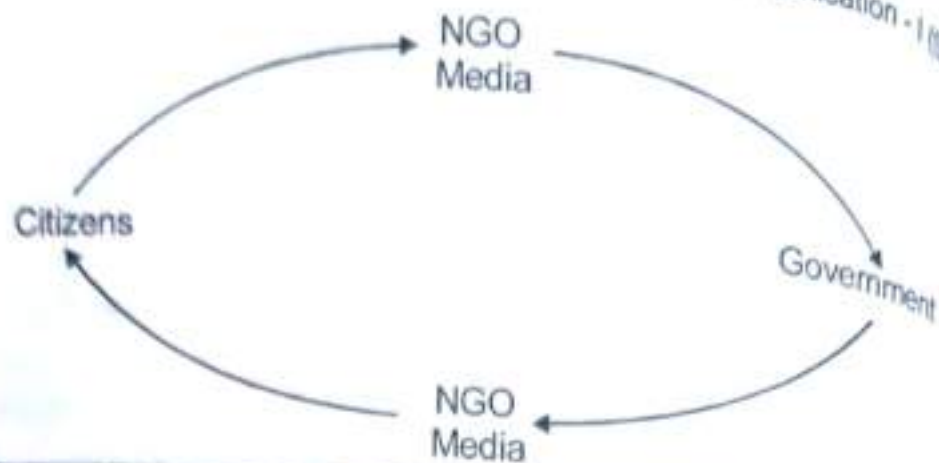
– Peter Little

All the above definitions point to the fact that communication is the ability to speak, read, write and express our ideas and opinions with others. It is a process that shares, transmits, transfers, is an exchange of ideas as well as a response to signs, signals, symbols and gestures after understanding the message.

## THE COMMUNICATION PROCESS

Communication is a two-way process which involves sending and receiving the message through a medium for a response. In communication theory this is termed as encoding, decoding and feedback.

As stated earlier, all communication is done symbolically. When a set of symbols is accepted and agreed upon by people it becomes a code. All languages are codes of one kind or another. When a message is sent out using a specific code it is called encoding. Deciphering and understanding it is called decoding.



## FEEDBACK

Feedback is the reaction or response of the receiver, which is communicated to the sender. It completes one cycle of communication thus becoming the final link in the chain.

Feedback may be verbal or nonverbal, oral, written or through body language. It may be immediate or delayed, face to face, direct or indirect, positive or negative. Like communication, feedback is continuous and obtained all the time.

Feedback may be verbal or non-verbal. When you meet a friend, you greet her with a 'Hello' or 'Hi'. She may respond with a 'Hello' or 'Hi' (verbal feedback) or just smile or wave her hand (non-verbal feedback). A query may be answered with a proper oral or written response (verbal) or with a smile, a nod or silence (non-verbal).

If the communication is through the written form, the feedback may be delayed. On the other hand, if it is face to face it may be immediate. When you apply for a job or send a letter enquiring about a product, the reply (letter) takes time. On the other hand, if the same is done face to face or using a mobile or telephone, the response is immediate. Sometimes responses to oral communication may also take time if the response requires thinking or analysis.

When the sender receives an expected response, it is a positive response and when it is not the expected response it is a negative response. When a performer is applauded, it is a positive response, because the audience appreciates the performances. On the other hand, if the audience is moving around, talking or is restless, it shows that her performance is not good enough for the



audience or has not been able to hold their attention. Either way it is negative feedback. Negative feedback helps improve communication. For example, on getting poor marks (negative feedback), a student realises that he has to do something in that subject to get better marks. Negative criticism about a film makes the film maker realise that he should analyse and find out his mistakes so that he can make a better film the next time.

Feedback provides us an opportunity to understand and be understood. It can be constructive and persuasive so that it brings about change or improvement. It not only increases the accuracy of the communicated message but reduces doubt and hostility as communicators can explain, argue, confirm or defend their points of view. It extends the communication cycle and ensures its continuity.

All components in a communication process are important. A barrier or interference at any one of these nodes can make the process ineffective. For example, if the sender has not paid much attention to presenting the message clearly, or if a suitable medium has not been chosen, or if the receiver is inattentive or ignorant, the message may not get the expected feedback. In short care must be taken to present the message in the best possible manner through the most suitable medium so that the receiver understands and the expected feedback is received. Barriers lead to poor communication.

The communication cycle has shown the importance of the receiver or the target audience. The audience is of utmost importance, as we have seen that the sender's encoding and feedback is based on who the receiver is. In a simple one to one communication the sender will plan his message so that the receiver can access, comprehend and respond to the message as the receiver expects him to. For the successful transmission of a message and its expected response or feedback, the sender and his audience are equally responsible.

At the organizational level the target audience could be employees; employers (management), customers, suppliers, financiers (or institutions) shareholders, social service associations, rival companies, the Government bodies (local and national) and the public. At some point of time the organisation

interacts with one or more of the above-mentioned groups. Identifying and defining each target audience is as important as planning of message. Remember each receiver is different from the other.

The receiver may be apathetic (indifferent to what you say), sophisticated (unwilling to learn from you), hostile (against you or your ideas), credent (ready to accept you and your message) or critical (needs sound reasoning). The sender needs to project his message differently to make an impact on the different types of receivers. The most important message may be delivered in the most impressive and creative manner but if it strikes the audience wrongly (gives the wrong impact) the sender has failed in his mission. It is important to draw the attention of the receiver and sustain his interest continuously, eliminate opposition from his mind and get acceptance through rational and logical presentation. Only effective communication will bring in the right feedback.

The importance of the audience in the communication process largely depends on the organisation, the communication situation and the organisational scenario. A direct and focused approach is required for the success of organizational communication.

To express clearly is more important than to impress the receiver. The most articulate orator with good command over the language may not be able to reach the receiver and get the expected response. He may be efficient but not effective. Knowing your audience helps to a great extent to be effective, as that knowledge helps you to cater to that specific audience than a general one. Use the apt language, right content words and the right register. This helps build a better rapport with the audience. Effective writing is read and comprehended just as an effective speaker is listened to and understood.

## NEED

What is the need to communicate? We have already seen that communication is a two-way continuous dynamic process. Communication can be situation specific or subject specific and is required to convey thoughts, feelings, ideas, suggestions and information.

Communication may be formal or informal, professional or personal, may take place at an inter-personal and mass level involving verbal and non-verbal methods of communication. Oral and written communication, body language, signs, symbols, charts, maps and diagrams along with the electronic media are just some of the methods used to reach out and connect with the world around us.

What is the connection we wish to make with others? What exactly are we trying to communicate? Isn't it nothing but a sharing and exchanging of ideas, information, emotions and feelings? Right from birth aren't we collecting or sharing information, giving or receiving orders and instructions? When we educate and impart training it is the communication of knowledge and expertise that takes place. And just how many times have our parents and teachers warned and reprimanded us communicating their displeasure at our behaviour and persuading us to mend our ways. Haven't we prayed hard that our difficult times may pass and been inspired and motivated by the lives of great men and women? In all these activities and endeavours communication has been the backbone of our very existence.

An organisation has many personnel at various levels. There are hierarchies, there are specialised people for specialised job areas. Specific goals require specialised communication. It is their combined effort that leads to the success of the organisation. Successful business management depends on communication of information, orders, instructions, goal orientation, evaluation of performance and assessment of results. Management is communication both inside and outside the organisation.

Effective communication establishes inter-personal relations within and beyond the organisation and sustains them.

### **EMERGENCE OF COMMUNICATION AS A KEY CONCEPT IN THE CORPORATE AND GLOBAL WORLD**

Business Communication is related to the business of living. It takes place everywhere and is the focal point of any transaction or

commercial activity. Any business depends on efficient and effective communication.

Business communication is the means of contact within an organisation as well as with customers, shareholders, government agencies, the media, the general public and so on. It is the lifeblood of every section in an organisation. It is responsible for the coordinated smooth running of the various hierarchies in organisations and within the different sections. For example, the working of the Finance department is different from that of the Marketing department; yet they need to communicate with each other. The cordial communication between the employees and employers or the management and an outside body will have an impact on the good of the organisation.

According to Harold Koontz, Business Communication is "the means by which organised activity is unified, behaviour is modified, change is effected, information is made productive and goals are achieved".

Business Communication, to W. G. Scott, is "a process which involves the transmission and accurate replication of ideas purporting to stimulate action to attain organizational goals."

Simply put, business communication plays a major role in the operation of a firm and links individuals within it to the business world outside. It is necessary for administration and the smooth functioning of any organisation.

Rapid globalisation has made us more acutely aware of the need and importance of effective communication for business. Business empires now transcend boundaries and need effective business communication for better management.

Bigger the business, larger is the workforce, necessitating the need for specialists and professionals. Naturally these professionals will have to not only concentrate on solving problems, fixing goals and objectives but in conveying their ideas and expertise to all levels of the organisation. The more successful the exchange of communication in an organisation, the better managed will that organisation be. This, in turn, will help it to emerge as a front runner in an extremely competitive business environment.

With the growing emphasis on cost effectiveness and time, money and resources being limited only effective business communication can ensure success. The organisational structure ensures that the flow of communication is vertical or horizontal, formal or informal, direct or indirect. Hierarchy and status influence the type and nature of messages communicated internally as well as externally. Since a number of persons are involved, messages get reproduced serially.

It is perforce democratic because it has to take cognizance of differences, reach out to people and encourage interaction between all levels of employees as well as the external public.

Since business communication is undertaken within the constraints of time, conflicting goals, difficult working conditions, complex and sometimes controversial subject matter as well as other problems, it is not surprising that it often leads to misunderstanding and grave consequences. However, it is always possible to achieve good business communication and organisations must show a commitment to creating a transparent system which is truly representative and two-way.

Goals and objectives must be clearly stated. Receivers, i.e. the target audience should be identified and well defined. Thereafter ideas and policies should be outlined simply and lucidly for maximum impact by using appropriate devices and techniques. This will be possible if our communication is credible, concise, clear and complete in itself. Revision may be necessary from time to time. Finally, we must evaluate the final communication.

An organisation must constantly review and assess its communication policy. Practice, improvement and up gradation will give it an edge over others.

### **IMPACT OF TECHNOLOGICAL ADVANCEMENTS ON COMMUNICATION**

With globalization and the rapid strides of technology, business and personal communication have become more efficient, faster and easier. In business houses the intercoms, telephones, photocopy machines and facsimile (fax) machines are being replaced by computers and mobile phones. Although the written documents are more valid, e-mails are used for faster

communication. Documents and pictures can be scanned and sent. Information, both personal and those meant for the public, can be shared through social media. Government officials use social media to caution, warn and also appeal to the public on various occasions.

Technology enabled communication is becoming more popular these days. Such communication helps a person in an organisation to establish contacts and develop long lasting relationships that will help him personally and professionally. He can thus widen and maintain his network. In addition to this, the way you use technology to connect with people has an impact on the way people see you. There are many choices before you to choose from when it comes to technology enabled communication for personal as well as professional purposes. You could choose to text, e-mail or use the several social media options available.

- (1) **Internet:** In addition to the traditional oral and written methods of communications, organizations today rely much on the use of modern methods of communication. One of the most used technologies in organizations today is the internet. The internet offers on-line communication through e-mail, skype, videoconferencing, teleconferencing, websites, intranet, extranet and so on to connect people across far flung distances in no time. Technologies keep changing almost every day and in turn methods to communicate improve.
- (2) **Computer:** The versatile electronic gadget, the computer entered the Indian business scenario quite late but ever since there has been no looking back. Its ability to combine various media functions, speed and efficiency has helped it take over jobs both in offices and homes. Organisations use computers to store and retrieve information and data, calculate at high speed, carry out programme instruction, exercise internal control and checks, employ LAN for intra-organizational communication and the e-mail and internet for external communication. (3)

Organizations use the internet for many purposes - to locate and buy materials from national and international suppliers, to collaborate with local, national and international partners, to attract new customers, to promote and sell goods.

and services to customers in any location and so on. The internet is accessible to all, easy to navigate and so much more the reason for it to become an indispensable part of an organization.

Like e-mails have replaced letters in organizations to a certain extent, most of the paper work produced within an organization is being moved to intranets and the web. Brochures and flyers with information about new products and catalogues may still be distributed through traditional methods, but today people do expect these details on-line too. The organization will require resorting to modern techniques.

Most organizations follow the simple method of transferring the documents from one medium to another, from the page to the screen. However, there are big differences between the two. The readers and web users employ different methods of reading and they have different expectations and objectives too. This requires another strategy - reworking the material to suit the new medium. Writing for the web is quite different from other kinds of writing.

We need to always remember that writing for the web will follow all the rules of effective writing and in addition should cater to the needs of the web audience. There are many areas to focus on: what makes a reader different from a web browser, the difficulties of reading online, the interactive nature of the web and its three-dimensional format. All this requires modifying the writing style to suit the web browser.

- (3) **E-mails:** E-mails have become the mode of communication between and among professionals within and outside organisations. General and immediate information is mostly sent through e-mails, as they are faster and easier to use. However professional effectiveness comes only by following the 7 Cs of verbal communication.

While sending an e-mail ensure that the subject line is mentioned, so that the reader knows what it is about. If there is no subject mentioned, or if it is only a greeting like "Hi" or "Hello", it may be overlooked by the reader. The convenience of replying immediately helps the sender and the receiver. Most mails come with many details, which may be relevant

have developed. They are posts written by many and are professionally edited. There are blogs focusing only on specific subjects; there are art blogs, photoblogs, videoblogs or vlogs, MP3blogs and so on. Edublogs are used to provide educational material.

- (2) **Social Media:** Social media has been around for only a very short time, but has become globally important and is constantly changing. It started out as a technique to market and advertise products, to reach out to customers, to make announcements and campaigns. Within this short span of time social media is used in every possible aspect of business, as business houses have found the endless opportunities provided by social media. For example, the sales department could use social media to generate leads, the production team could use it to do their market survey, customer needs and work on the required changes and innovations and the Human Resource department could use it to acquire talented and skilful people to suit the jobs. The appearance of many more versions of social media is directly a result of the ever ready potential users who have understood its convenience and relevance in today's global networking.

On-line social networking services have given rise to global societies where people from varied professions and backgrounds express themselves on websites like Facebook, Twitter and LinkedIn. They use such sites to connect to known and unknown people and to upload personal and professional information and information regarding businesses. They may have different opinions, yet are able to gradually connect and bond with each other. Such sites allow the users to share not only information, but also photographs, audios and videos. (4)

- (3) **Facebook:** Facebook is a social network where members share messages and status updates with online friends. This social networking service was founded by Mark Zuckerberg with his friends at Harvard. From being a social networking service for a limited group of Harvard students, it soon moved its membership to colleges in Boston, then to universities in the US and Canada and soon to anyone above 13 years with a valid e-mail address.



The member or user creates his profile, posts photographs, his personal likes and other details. It was assumed that a person may take time to share personal details on social media till he is comfortable about going 'public'. On the contrary a person creates and projects his identity online by posting comments, reviews, photographs and other personal details. Personal thoughts, interests, experiences and talents add to the creation of the identity. The user ensures that whatever is posted projects an identity that will appeal to others.

Its many advantages make Facebook one of the most popular social medias. It helps one to connect with one's family, friends, work colleagues and to meet new people. One can meet people with similar interests and make new friends. As many people are on Facebook one may find long lost acquaintances and friends through this social media. By posting one's business portfolio, one can draw attention to one's business and find new clients. Through its recent partnership with Skype, Facebook has introduced the Facebook inbuilt video chat app that enables one to make calls as well.

At the same time there has been several cases of privacy violation on Facebook. Users should be alert about fake Facebook profiles, spammers and stalkers. However, if used with precaution Facebook can be an ideal networking and marketing tool.

- (4) **Twitter:** Twitter is another free social network for likeminded people to communicate on topics of their choice and has great audience appeal. It came into existence a couple of years after Facebook. It allows users to send and read 'tweets' which are 280-character messages. Only registered users can post and read tweet, while others can only read them. Twitter is very popular as it is fast, free, easy to use and are comments or responses to events around us. The tweets may be on a varied range of topics. Many well-known personalities have twitter accounts and anyone can connect to them by following them on Twitter. For example, Prime minister Narendra Modi has a twitter account and his handle is @narendramodi and

Amitabh Bachchan's twitter handle is @SrBachchan and so on.

Twitter revolves around the principle of followers. When a user subscribes to other users' tweets, it is called 'following' and the subscribers are called 'followers'. When individual tweets are forwarded by other users to their own feed, it is referred to as a "retweet". Tweets can be viewed by all, but if a sender feels the need, he can restrict the visibility to his followers only. A 'trending topic' is a word, phrase or topic that has appeared at a faster rate than others. Trending topics may be consciously created by users because they feel the need to express their views on a particular topic for various reasons.

There are millions of registered users on Twitter who are active every day because there are many advantages. It is easy to use, almost free, fast and far reaching. This helps to target your audience for one's business, no matter how big or small one's business is. Anyone can follow anyone on twitter. It is the easiest way to be connected to celebrities. Twitter provides very high-level security about users' account.

Twitter's major disadvantage is that it allows for public venting of anger and opinions. If a user has made a tactless remark, he is open to public humiliation. Strong negative opinions on a poor product or service can cause great harm to it. The limited 280 characters is a restriction for those who cannot be concise. As it is more verbal in nature it is not suitable for visual content.

LinkedIn, Instagram, YouTube, Instagram, Snapchat, Tumblr and so on are some more popular social networking services. Teleconferencing and video conferencing are becoming common practices in the all sectors of public functioning. The advantages and the quick benefits of such methods of communication are making them more popular. Though technological advancements have certain disadvantages, their merits far outweigh their demerits and so are becoming art of communication at all levels.

#### **CONCLUSION:**

Communication, particularly, business communication leads to better decision-making, implementation of policies, achievement

of goals and objectives with improved industrial and public relations. In other words, it is clear that communication solves most of our problems and more communication, not less is the key to success.

### IMPORTANT TERMS

- (1) **Communication** is a two-way, dynamic and continuous process that operates at an inter-personal level or mass level. It may be verbal or non-verbal. The communication cycle/process is a two-way process involving a sender, a medium, receiver, and feedback. To ensure effective communication the sender chooses the most suitable medium. The understanding of the message by the receiver brings out the expected feedback.
- (2) **Sender/Encoder:** The sender initiates the communication cycle as he needs to share an idea/thought/information/opinion to the receiver. To ensure its effectiveness he chooses the most suitable medium to transmit the message.
- (3) **Encoding:** The process of transmitting ideas or thoughts by a sender to a receiver using a suitable medium is called Encoding. As the sender encodes, he is called the encoder as well.
- (4) **Medium:** The channel or method used by the sender to send the message to the receiver is the Medium. Bearing in mind the situation, need and the receiver, the sender chooses the apt medium.
- (5) **Receiver/Decoder:** The message from the sender is received by the receiver. He then decodes it based on his prior knowledge of the message. The feedback depends on the decoder's understanding of the message.
- (6) **Decoding:** The process of receiving the message by the receiver, understanding it based on his previous knowledge is called decoding. The feedback is based on decoding. As the receiver decodes the message, he is called the decoder as well.
- (7) **Feedback:** The response or reaction of the receiver, based on his understanding of the message from the sender is the Feedback. It may be verbal or non-verbal, delayed or immediate or positive or negative. It is the final link in the communication process.

## QUESTIONS

**(1) Fill in the Blanks:**

- (a) \_\_\_\_\_ is a process of passing information and understanding from one person to another.
- (b) Communication is an \_\_\_\_\_ of facts, ideas, opinions or emotions by two or more persons.
- (c) To communication we use signs, \_\_\_\_\_, symbols and gestures.
- (d) The Latin word \_\_\_\_\_ is the source for the word communication.
- (e) The sender is the \_\_\_\_\_ participant in the process of communication.
- (f) Feedback could be \_\_\_\_\_ or \_\_\_\_\_.
- (g) \_\_\_\_\_ is the final component in the communication cycle.
- (h) The encoded message is sent to the receiver through a \_\_\_\_\_.
- (i) The \_\_\_\_\_ is also known as the encoder.
- (j) An idea in the mind of the \_\_\_\_\_ is the beginning of the communication cycle.
- (k) The medium of communication is decided by the \_\_\_\_\_ during communication.
- (l) \_\_\_\_\_ extends the communication cycle and ensures its continuity.
- (m) \_\_\_\_\_ is a dynamic, continuous and a two-way process.
- (n) Verbal and \_\_\_\_\_ are the two methods of communication.
- (o) We are physically, mentally and \_\_\_\_\_ involved in the communication process.
- (p) All \_\_\_\_\_ are codes of one kind or the other.

**(2) State giving reasons whether the following are TRUE or FALSE:**

- (a) Deciphering and understanding a message is called encoding.
- (b) The sender and receiver are equally responsible for successful communications.
- (c) Any business depends on communication.
- (d) Hierarchy and status do not impact communication.
- (e) When a set of symbols or signs is translated and understood it is called decoding.
- (f) Feedback is the first link in the communication chain.
- (g) Human communication is constantly in a state of flux or change.
- (h) Human communication is a composite of verbal and non-verbal signs and symbols.
- (i) The process of converting an abstract idea into a concrete message is called decoding.
- (j) Feedback need not necessarily be verbal.
- (k) Communication is a form of interaction which takes place through symbols.
- (l) Negative feedback specifies the need for change.
- (m) The encoder is responsible for the feedback.
- (n) Knowing the target audience is not of any importance.

- (o) The sender is also known as the decoder.
  - (p) Corporate communication is the means of contact and interaction within the organisation.
  - (q) Feedback is always immediate.
  - (r) An efficient speaker will be able to communicate very well.
  - (s) The communicators are wholly involved when they communicate.
  - (t) Feedback is the reaction of the receiver.
- (3) Explain and illustrate the Process of Communication. *(Nov. 16; March 18)*
- (4) Discuss the significance of Feedback. *(March 17)*
- (5) Elaborate on the importance of Feedback in communication. *(Nov. 17)*
- (6) Define Communication and explain its process with a labelled diagram. *(Nov. 18)*
- (7) List and explain the Factors of Communication. *(March 19)*
- (8) **Write short notes on:**
- (a) The Communication Cycle.
  - (b) Feedback. *(Nov. 18)*
  - (c) Encoding and Decoding.
  - (d) Characteristics of Human Communication.
  - (e) Organisational Communication.
  - (f) The Need of Business Communication.
  - (g) The Need and Importance of Business Communication. *(March 18)*
  - (h) The Process of Communication. *(March 17)*
  - (i) Importance of Feedback in Communication. *(March 19)*
- (9) **Activity:**
- (1) **Identify the components of the communication process in the following:**

**e.g.:** A candidate's election campaign.

The candidate (or party worker) is the sender, the public is the receiver, speeches, house to house vote seeking, pamphlets or hoardings are the possible medium used and the victory or loss after election is the feedback.

- Advertisement for a new cosmetic
- Job application
- A musical programme
- Submitting an assignment
- Launch of a new movie
- Declaration of election results
- Promoting a college festival

Students may be asked to identify as many possible types of components. Like in the example, the sender could be the candidate or a party worker, the medium could be any one of the four suggested. There could be more options. Ask them to think of both positive and negative feedback.

## CHAPTER 2

# CHANNELS AND OBJECTIVES OF COMMUNICATION

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*In this Chapter:*

- ◆ INTRODUCTION
- ◆ FORMAL CHANNELS  
(Vertical, Horizontal and Diagonal)
- ◆ INFORMAL CHANNEL  
(Grapevine)
- ◆ OBJECTIVES OF COMMUNICATION  
(Information, Advice, Orders, Instructions, Persuasion, Motivation, Education, Warning and Boosting the Morale of Employees)
- ◆ IMPORTANT TERMS
- ◆ QUESTIONS

## INTRODUCTION

Technology has strengthened communication channels around the world, disintegrating national borders to create a well-knit world thriving on 'shared knowledge'. Obviously this free flow of trans-border communication has had tremendous impact on organisations, big and small, across the world. Each organisation is an entity whose success depends not only on its products, services and performance but also on the smooth communication channels, both within it and beyond it, that it nurtures.

Earlier, discussions of organisational management gave very little importance to communication in an organisation. But later studies discovered and emphasized the importance of organisational communication as, it was communication that bound the personnel in an organisation and linked them to their goals. Organisational communication networks consist of the normal communication patterns developed between and among the people in an organisation as they interact with one another, speaking, writing or using any other means to communicate. In a large organisation there could be several channels of communication that are interconnected and form a vast network. This network is used to share knowledge, skills and experience. It is also used to activate and motivate personnel, provide guidance, restore confidence and help them achieve their goals.

An organisation has to deal with internal communication (with its employees) and external communication (with the government bodies, other organisations, customers, the media, the public etc.). Our focus here is on internal communication which may be formal or informal. All employees of an organisation are part of an established hierarchy in which the lines of authority are well defined. Communication that flows along these lines of authority is referred to as formal communication, which may be vertical or horizontal. Vertical communication may flow downwards, from superior to subordinate or upwards, from subordinate to superior. Horizontal communication is communication among people of equal status in an organisation or peers. Each is essential for effective organisational function as downward communication informs, commands or guides, upward communication informs

and provides feedback and horizontal communication coordinates. Formal communication is supplemented by informal communication or grapevine, which does not follow the lines of authority. It deals with both organisational and personal matters.

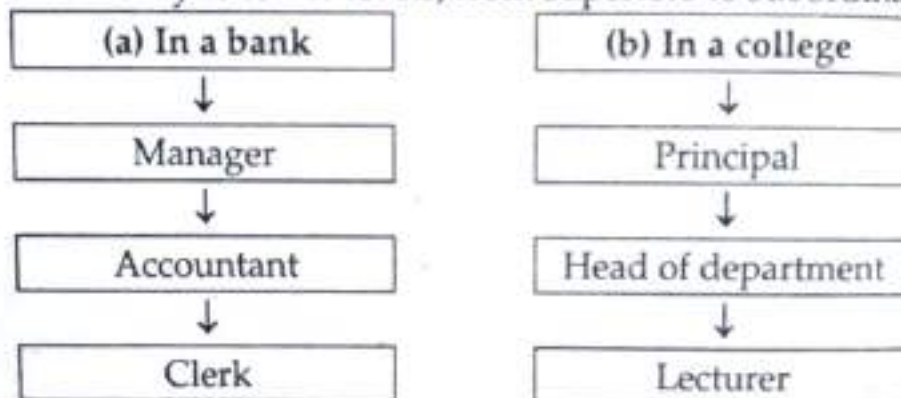
## FORMAL CHANNELS

### VERTICAL COMMUNICATION

#### DOWNWARD COMMUNICATION:

Traditionally organisational communication meant only downward communication for the belief was that the management commanded and the employees worked. Today, organisations have realised that they have to facilitate and encourage their personnel to willingly contribute and to learn, to be participative, responsible and accountable in their activities. For the success of an organisation all the people in it should change the way they think and operate.

Downward communication is the flow of communication from higher authority to lower levels, from superiors to subordinates.



#### Objectives of Downward Communication:

Communication from a superior to a subordinate may be about information, orders or instructions, guidance, advice or solving problems. The following are the objectives of downward communication:

- To apprise employees of organisational rules and regulations.
- To delegate and give specific job instructions and directives.



- To regularly appraise employees' performance.
- To highlight the link between the job, the employee's performance and the organisation's success.
- To be supportive in their organisational and personal problems.

Most organisations focus only on the first two objectives as they are directly related to the job, but the scenario is changing today. Superiors have to inform their subordinates about how they have performed, what their strengths are and how they could overcome their weaknesses. Each employee should realise the "worth" of his job and how his performance at his job can affect the organisation and its success. This knowledge will ensure his carrying out the job more effectively while identifying with the organisational goals. Remarks like, "The Company will collapse if you do not enter the data correctly and quickly", will only have an adverse effect for it is obvious to the employee that his superior is only trying 'to get the job done'. It is for the superiors to educate subordinates on the link between their jobs and the goals of the organisation.

The superior should be aware of the subordinate's problems, professional or personal. An employee weighed down by personal problems will not be efficient or effective at work. Professional help or counselling should be provided if the superior cannot help with advice. Problems at work should be identified, analysed together and solutions found.

Downward communication may be conveyed by writing or speaking. Writing could be in the form of letters, notices, memos, circulars, house organs, bulletins, posters and even annual reports. Oral downward communication could be by issuing orders and instructions, informing, educating or training through meetings. Some cases require both. For e.g. A section of workers is orally informed about a meeting at 11 a.m. and to ensure that this official information reaches all, a notice(s) about the same may also be displayed. Technology is frequently used for downward communication today. It is easy to telephone a subordinate and easier still to e-mail information to several subordinates at the

same time. Nowadays many organisations share information through WhatsApp too.

Though downward communication flows from a higher authority to a lower one and is the earliest channel of organisational communication it has its drawbacks and limitations which could be overcome with some effort. Some of the limitations are:

- (1) **One-way communication:** In several cases a superior still behaves in an authoritative manner and does not encourage feedback (upward communication). He may instruct but will not entertain clarifications. To avoid face-to-face interaction most of his communication may be in writing or through e-mails. The reasons could be that the superior is not sure of the information he is passing on or that he is diffident of facing subordinates. He may not want to be physically present because the information he is conveying is unpleasant or that he would like to be 'only heard not seen'.
- (2) **Differences in values and perceptions:** It is usual for the superior to be committed to the total organisation, while the subordinate relates to his department or sub-group. The superiors visualise their performance in terms of long-term goals while subordinates see theirs in terms of immediate outcomes. Superiors typically view their contributions in terms of achievement while subordinates are more likely to see themselves as only contributing long hours and hard work. Such disparate viewpoints can be barriers to downward communication because subordinates may filter out parts of the downward messages conveyed to them.
- (3) **Mistrust:** The feeling of mistrust appears when there is lack of frequent superior-subordinate contact. The subordinate knows that the superior controls his rewards and each downward message is viewed with mistrust and some ulterior motive. For e.g. When an employee receives a transfer order, he views it as a punishment. He feels that the superior needs to promote somebody else so he is being moved out to pave way for that 'somebody'. Unfortunately, they tend to trust the organisation's grapevine or their

immediate co-workers rather than their superiors with whom they have very little contact.

- (4) **Inner conflicts of Leadership:** The pressures of their 'position' can cause inner conflicts or status anxiety in a superior. He is torn between the responsibility of his 'status' and the desire to be popular among subordinates. In his attempt to be a 'responsible' superior, he may end up being under communicative. Decisions made without consulting departmental heads, information passed down withholding relevant background details and actions ordered before discussions with employees concerned could cause confusion in the subordinate's mind. On the other hand to be popular among subordinates, some superiors may tend to be over communicative. Discussing all matters with subordinates and sharing confidential organisational information with them may not make them popular, but maybe seen as their weakness.

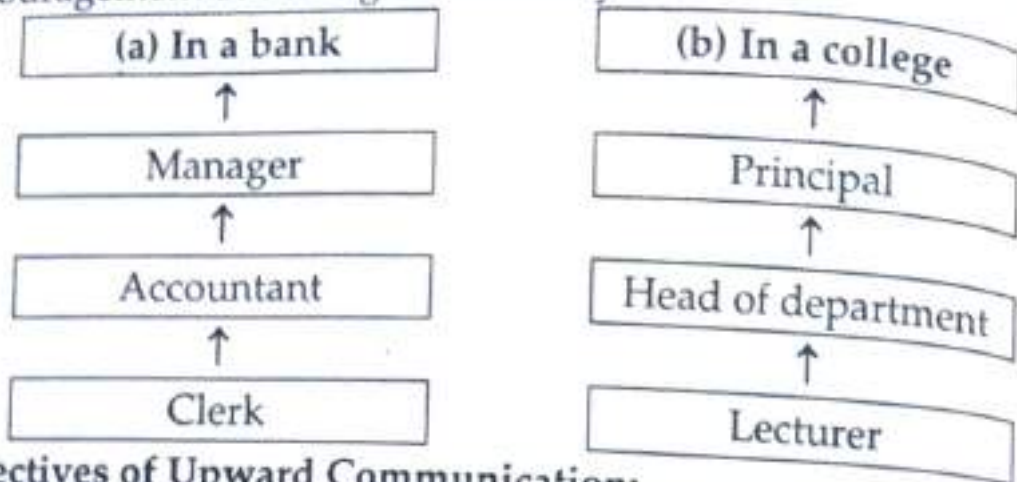
- (5) **Resistance to authority:** It is a typical employee belief that all communication from a higher authority will be anti-employee and if at all there is a positive one, there would be an unpleasant motive for it. So, any downward communication is viewed with hostility. They accept or acknowledge only parts of the message that they are comfortable with, ignoring the other parts.

Downward communication could be much smoother if subordinates are vested with more responsibilities and accountability, they are stimulated to take up more challenges, which could be systematically monitored and their role in the running of the organisation is made more participative.

### **UPWARD COMMUNICATION:**

Upward communication is the interpersonal process, which is a response to the downward flow of communication. Although it is the channel for communication from the subordinate to the superior for several other matters as well, it is predominantly considered to be only a feedback channel. One study has shown that employees felt that communication with superiors to be the most important and satisfying type of communication, yet the

same study showed this communication to be the most difficult to perform. Upward communication can be effective only with the encouragement of the higher authority.



### Objectives of Upward Communication:

Just as downward communication has certain objectives to fulfil so does the upward communication. Subordinates need to inform superiors on various aspects of organisational development besides responding to downward communication. The objectives of upward communication are:

- To respond to downward communication like orders, directives and instructions.
- To inform about commencement and progress of departmental activities.
- To suggest and submit ideas for organisational development.
- To encourage active participation of subordinates in the decision-making process.
- To improve inter personal relationships.

Upward communication will depend on downward communication. The response to orders and instructions will be positive only if they have been conveyed clearly. Subordinates can improve their performance if they are guided and helped to overcome their weaknesses periodically. Inculcating in them a sense of belonging to the organisation makes them more responsible. They must be encouraged to give suggestions especially on matters related to their work. It is the attitude of the superior towards his subordinate that will decide on the quality of upward communication in an organisation.

Much of upward communication may be communicated in the written form or using e-mails. There could be oral responses to queries or passing on of information. Written upward communication could be letters, reports and proposals. Suggestions could be through suggestion schemes. The superiors could also use informal techniques like questionnaires (survey) to gauge the response of employees on a particular issue.

It has been found that the flow of upward communication has several barriers. These limitations could be overcome if the management provides employees the right environment for communication. Some of the limitations that need to be checked are:

- (1) **Attitudes of the Subordinate:** There is always a tendency on the part of subordinates to transmit upwards, messages they feel will improve their standing with their bosses and to withhold information that will damage their image. Thus, there is deliberate distortion of information. The stronger the interest in advancement or promotion, the greater the chance for distortion. Subordinates are also reluctant to be bearers of unfavourable information, as they fear it will reflect negatively on them and their performance.

If interactions between the superior and the subordinate are frequent and their relationship cordial, the necessity to distort will not arise. Superiors have to encourage the open-door policy, which suggests that superiors are approachable and ready to listen to the grievances of employees. The employee should find the environment conducive to present the information as it is.

- (2) **Attitudes of the Superior:** Superiors are also responsible for this distortion of upward communication. They maintain intimidating, mistrustful and distant relationships with their subordinates. They do not encourage subordinates who are willing to face them with challenging or unpleasant information. They perceive such subordinates as 'trouble-makers'.

Not facing challenges and discouraging employees who are ready to face them are not solutions, they are barriers. The

superior has to develop skills in sensitive and objective listening, to reduce the subordinate's tendency to distort information and keep away from the superior. Together they should arrive at solutions to problems. Superiors should also ensure that aggressive representatives from some departments do not monopolize attention while others get none. The superior can increase the informal contact with subordinates through social events, ceremonial occasions and frequent tours of factory, plants and field areas.

- (3) **Organisational structure:** Some organisations follow rigid structures and procedures. They could block upward communication. The physical distance between superiors and subordinates also restricts upward communication. In some larger organisations the senior executives could be functioning at the corporate/divisional headquarters while subordinates are in field offices or retail outlets. On the other hand, within the same office superiors remain inaccessible to subordinates. There may be some subordinates who decide what information should reach these superiors. They ensure that only pleasant messages reach the superiors.

The management should provide an environment that enables subordinates to reach/approach superiors whenever required. Superiors can visit far off locations or the various departments within the same office and move among the subordinates. They should display their willingness to communicate with them. This will discourage those subordinates who withhold or block, information from reaching the superior.

- (4) **Skipping ranks:** Subordinates find it convenient to relate to superiors who are amicable. They ignore their superior and approach the more senior person who may be friendly but is not their direct superior. For e.g. A junior executive who is not friendly with the officer above him approaches the senior manager with a request. If the senior manager accedes to the request there are bound to be breaks in the communication channels – between the officer and the junior executive and between the officer and the senior manager.

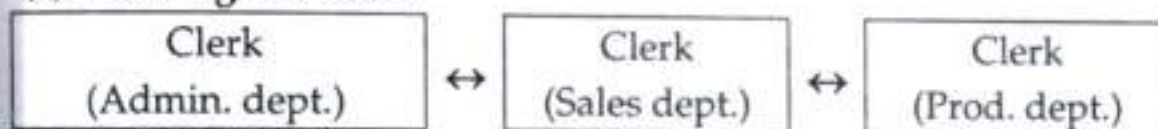
Superiors have to be sensitive to their subordinates. In this case the senior manager should guide the junior executive to his immediate boss, rather than encourage him to skip ranks. The superior must take the initiative to keep the communication flow along the lines of authority.

The senior personnel in an organisation have to be attentive to the needs, complaints and grievances of their subordinates. Listening to them, analysing the situation or problem and helping them take action are the duties of a responsible superior. Smooth upward communication is possible only if both the subordinate and the superior are willing.

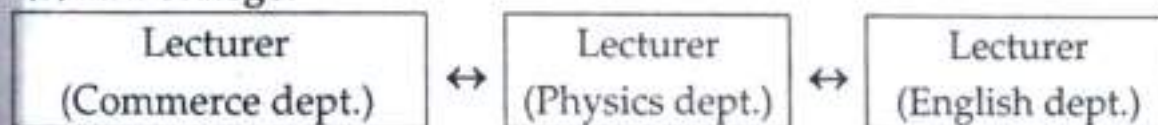
## HORIZONTAL COMMUNICATION

Communication with persons of relatively equal status in an organisation is termed as horizontal or lateral communication. Horizontal communication ensures coordinated cross-functional efforts in achieving organisational goals. Communication with peers provides the much-required social support for a person. They tend to turn towards their peers for support than to those above and below them. This may work well or adversely for an organisation.

**(a) In an organisation:**



**(b) In a college:**



**Objectives of Horizontal Communication:**

Studies have shown, that in organisations horizontal communication takes up more time than vertical communication. Personnel who occupy almost equal status and handle similar responsibilities will have much to share and learn. Some of the objectives of horizontal communication are:

- To coordinate functions in the organisation.
- To share information.
- To solve internal problems.

- To resolve organisational conflicts.

As these are activities involving the various branches or departments of an organisation most of these objectives are achieved by organising meetings periodically. Coordination of activities of departments are important for, without it, an organisation will not make progress. The administration department will have to know the plans of the production department if it has to help organise and conduct a programme.

For coordination of activities, information has to be shared. Data collected by one department could be useful for the functioning of another department. Problems affecting the departments could be solved by employing brainstorming sessions. Such interactive sessions could bring out valuable ideas. Conflicts between individuals or departments could be resolved if the two parties concerned or their departmental representatives meet, discuss and find amicable solutions. Sometimes horizontal communication serves as a substitute for vertical communication when it encourages subordinates to resolve conflicts and to take decisions without the aid of their superiors.

Though written communication in the form of reports, letters or memos are used for horizontal communication, oral communication is more common. Face-to-face interactions and meetings being the most frequently used. Although horizontal communication is quite active it is not without drawbacks. Some of these are:

- (1) **Increased Specialization:** We live in a world of specialization. For e.g. Even within a department, two people occupying similar status may be in-charge of two different projects or areas, so their common interests may be few. This affects communication between them. Then the lack of communication between personnel of two departments can be easily visualised. The larger the organisation the more the variety of jobs to be handled and so more the specialization. This could be solved if there is rotation of handling of specialized areas by personnel. Training programmes and social events could stress on overall organisational goals and



problems faced by other departments. This awareness would encourage effective lateral communication.

- (2) **Lack of recognition and reward:** Though horizontal communication is a vibrant channel of communication there is not much encouragement from the organisation. It is important that their role in task coordination or solving of problems is recognized and applauded. The organisation should ignore the myth of equality and reward people according to the value of their contribution. The message is clear, those who perform will be rewarded.
- (3) **Suppression of Differences:** Some people are too diplomatic and will not express disagreement. They would prefer to go with the group rather than speak up or question. Such an attitude should be discouraged for every employee has a responsibility towards the organisation. Their silence could affect the organisation adversely.
- (4) **Ego clashes:** As horizontal communication is between peers, ego clashes are very common. Unhealthy competition, projecting oneself better than one's peers, withholding information, so that it hampers the work of another are some of the petty tactics pursued by people of same status. Only mature behaviour and giving importance to organisational goals can overcome this barrier.

People in different departments have different goals and perceptions and so disagreements and conflicts are bound to exist. The challenge of an organisation is to provide a favourable environment throughout the organisation which encourages teamwork and openness. Employees should be motivated to develop themselves by offering them new responsibilities, enrolling for programmes to enhance their knowledge and skills, introducing or redesigning tasks that require them to be more alert on their jobs and providing for self-appraisal.

## **DIAGONAL COMMUNICATION**

Diagonal communication happens when there is communication between or among the different hierarchical levels in an organisation. Simply put a combination of vertical and

horizontal channels of communication. It is also referred to as cross functional communication. It happens within departments and between departments. At an organisational meeting regarding organising a conference, there would be discussion among or between people from different hierarchical levels in the organisation. Their objective is the same and so, good and effective communication among them ensures the success of the common objective. Diagonal communication is also common during a crisis in an organisation as it calls for a combined effort of all levels to overcome.

It helps develop good team spirit and bonding spirit among different levels within an organisation. There is less formality between levels and communication becomes smooth. The only disadvantage is over communication which could lead to lack of confidentiality where required, disrespect to authority or too much expectation from higher authority.

## INFORMAL CHANNEL

### **GRAPEVINE:**

This informal communication does not follow the lines of authority and is multidirectional in nature. Most of the time its origin and destination remain untraceable. It deals with official and unofficial matters and is much faster than formal communication. Although grapevine is used as a synonym for rumour, or gossip, studies have shown that to a large extent this network carries relevant and correct information. It does not qualify as a dependable channel because it is an informal one. Employees see it as a source of information and the management sees it as a source of feedback.

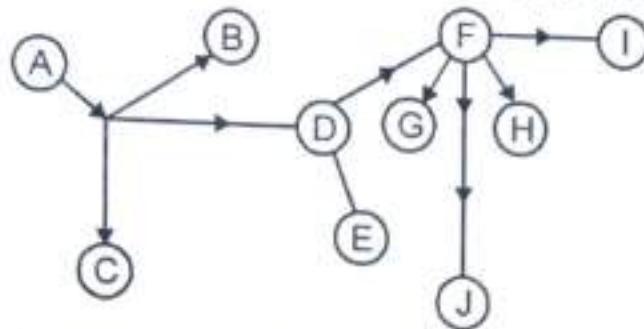
Grapevine is active when a group of people of similar status and with similar interests are together outside the organisational setup like for e.g., in the canteen or in the corridor. The matters discussed could vary from the new venture the organisation is planning, to salary increase, to domestic affairs of superiors or colleagues. Grapevine fills in information gaps with real or imagined details, helps vent stifled feelings and sometimes signifies status and power. This informal communication could

influence decisions and divide and create loyalties. Usually, the grapevine thrives during periods of change and anxiety. The employees are in a state of ignorance and insecurity and are willing to believe anything remotely connected with the issue.

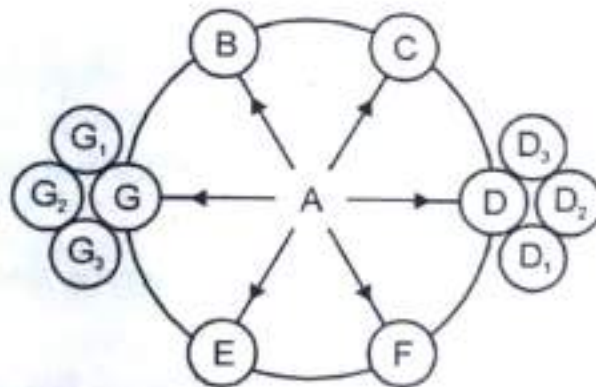
Researchers have been able to trace some patterns that give rise to different types of grapevine. The simplest is the **chain** which involves a series of people linked one to one and communication also passes in the same way.



The **random pattern** spreads in a haphazard manner between people who know and who do not know the 'news'.



In a **wheel pattern** one person transmits the message to different people or groups of people. He is at the centre of the wheel.



The grapevine is both useful and harmful to the organisation. If the messages do not come in the way of the functioning of employees, grapevine provides a way to release pent-up emotions, ideas and opinions. There are free discussions of topics, as the people involved do not feel inhibited to speak out. It is only when the people who 'release' these messages have ulterior motives to sabotage an organisational activity or venture that it becomes dangerous. They could spread wrong information

among employees about jobs being insecure because of a merger or the closing down of a unit. These messages urge employees to look for jobs elsewhere thus beginning an exodus from the organisation. No management should ignore the power of the grapevine. Instead, they could use it to their benefit and at the same time have control over this network in the following way:

- Accept the presence of the grapevine as a source of feedback. It keeps you aware of potential problems in the organisation.
- Keep the employees well informed about prospective changes in procedures, work methods or personnel so that they can address complaints, answer questions and correct misconceptions coming from junior employees.
- Use as many communication vehicles or channels as possible (regular staff meetings, briefings, newsletters, notices, other publications etc.) to inform workers about organisational matters. Make sure they communicate the message you want to give and what you want the employees to hear. All media should carry consistent messages.
- Encourage employees' opinions and questions about a proposed action to build trust and promote cooperation. Explain the need for changes and innovations whenever they are to be implemented.
- Concentrate on identifying and stopping malicious information from spreading. Track down misinformation immediately and convey the correct information as quickly as possible.
- Be sensitive to workers' emotional concerns and to their need for 'hard' information.
- Try to identify the influential leaders of the grapevine and then feed the grapevine through these individuals with the correct and current information related to the organisation. Invite these individuals to participate in formal ventures to ensure good communication channels in the workplace.

An organisation that gives importance to coordinated corporate communication will be able to stay one step ahead of others in this fast, complex and competitive world.

**CASE STUDY:**

*Vikas, a smart young man from a small town was promoted and transferred to a city and had to work directly under Manisha, a strict but friendly manager with years of service. She was well known in the organisation for her organised functioning. His friends warned him that he would have a tough time under her and teased him that he would have to take orders from a woman.*

*He was very uncomfortable from day one as he was new to the city. Whenever he was called to Ms. Ray's cabin he would panic and wonder what mistake he had committed. As he was so worried he would not pay attention to what was being said. His assignments would have many mistakes and had to be re-done. Vikas felt he was being punished (a) because he was from a smaller town and (b) because he was a male subordinate (c) because Ms. Ray did not like him. He also felt that she called him only to insult him. He shared his views with his colleagues. Some agreed with him, some did not, but nothing changed his attitude. To be on the safe side he would avoid Ms. Ray as much as he could. He resorted to communicating through e-mails to avoid any confrontation. Things were going from bad to worse. Soon things changed.*

*Manisha began to drop by and chat with Vikas and other junior personnel. She had small informal discussions with small groups that included Vikas. Gradually Vikas began to see Manisha as a strict but responsible superior who was helpful and open to ideas from her subordinates.*

*We find that Vikas was averse to communicating with his superior as he had already had a frightening picture of her. During the few opportunities he was face to face with her, he was evaluating her, and therefore not paying attention. When his mistakes were pointed out he was not open to accept them. Communicating only through emails was an example of under communication which does not work well. The situation could have ended with Vikas getting a warning or a reprimand. Manisha an experienced manager, was not ready to give up the smart youngster who had come on promotion. By paying attention to grapevine, she found out his apprehensions. Instead of calling him and talking to him, she felt it would be better if she went to him. She never isolated him, he was always part of groups and so never realised the whole exercise was to make him*

feel comfortable in her presence. Manisha's downward communication helped Vikas to be comfortable in communicating with her.

## OBJECTIVES OF COMMUNICATION

### INTRODUCTION:

The aim of communication in any field is to obtain an understanding response. You have already seen that effective communication is an essential requirement for any organisation and in turn contributes to its success. At every stage communication plays an important role in leading the organisation towards its goals. The planning stage requires information about finances, raw material, market conditions etc. When the plans are being executed orders are issued, employees are given instructions and given directions to do their jobs. Motivating and raising the morale of the employees will encourage them to do their best in whatever they do. At the same time, providing advice and counselling when they face problems and obstacles will go a long way in instilling in them a sense of belonging. The organisation has to ensure that the employees at all levels are educated and trained to keep abreast of the progress in the respective fields. At the assessment stage, the employer requires information about the progress of the organisation, performance of employees, completion of tasks undertaken and so on. All this requires constant two-way communication between the organisation and its employees and the organisation and the world outside. In view of this complex and elaborate organisational structure, communication may be used for the following objectives.

### INFORMATION:

The importance of information was never greater than it is at present. In the world of business information about production, audit data, sales projection, market, stock quotations and competition are of critical importance. It is required for framing policies and making decisions, recruiting personnel and boosting sales, knowing customers and assessing rivals. The amount of information that large organisations have to deal with may cause

information overload, but the value of information can hardly be overstated.

Information involves the transferring or receiving of information about a particular fact or situation. It may be oral, written or conveyed by using the system of signs and signals. Senior personnel require complete, accurate and precise information to plan and organise. Personnel at lower levels who are well informed about the various aspects of the organisation, perform efficiently and with responsibility.

The role of information varies depending on the purpose of the document or the talk. It may be passive if the goal is only to inform, to record or to make accessible. The following examples will illustrate this.

E.g.:

- (1) **Presenting a report to a committee:** You are passing on recorded information and letting it do its job.
- (2) **Provision of library in an organisation:** You are making information available for employees. It is within their reach.

On the other hand, it could be active, if your goal is to persuade.

E.g.:

- (1) A bank employee who is well informed about the various deposit schemes can persuade prospective customers to deposit with the bank.
- (2) At an interview, the interviewer has acquired information about the candidate through the bio-data. This should help him elicit related and relevant information from the candidate.

So, information is a powerful tool and through communication we provide and gather information. The effectiveness of information will depend on its "quality". Information acquired must be:

- (a) **Accurate or correct:** The source of information must be checked, the information itself should be verified.
- (b) **Timely:** The information (facts, statistics etc.) must be the latest or if not should be up-dated.

- (c) **Relevant:** Make sure that the information relates to issues you are dealing with.
- (d) **Reliable:** Use recognised or standard sources of information that will be honest and can be depended upon. This will ensure accuracy.
- (e) **Sensible:** Illogical and trivial information will not be useful.

Business houses require information about the organisation and personnel and also about the world outside the organisation. Both external and internal information are vital to the organisation.

#### **External Information:**

To exist and thrive an organisation needs to know.

- **About its products:** How the product(s) are accepted by the customers and their response regarding quality, price etc.
- **About availability of credit:** The financial institutions that provide credit with their terms and conditions.
- **About raw material:** The availability of better-quality raw material on easier terms, availability of cheaper substitutes, their transportation etc.
- **About rules and regulations:** Change in government or policies may affect the organisation.
- **About the advertising media:** The effectiveness of advertisements, their suitability, relative merits and expenses involved.
- **About the latest technological developments:** To be updated with latest developments so that the organisation is on the move.
- **About rival organisation:** Learn from their achievements as well as their mistakes, their past and present performances etc.

#### **Internal Information:**

Employees must be provided with information about their organisation, their job status, security etc.



They need to know:

- **About job assignments and procedures governing them:** Nature of the job, the salary, the benefits and the scope of the job.
- **About the status and decision-making powers:** Powers are to be clearly defined and explained.
- **About the policies and activities of the organisation:** Such information will inculcate in the employee a sense of belonging, job satisfaction and a feeling of security.

Besides these, the organisation needs some information constantly for better planning such as information about social, political and economic conditions, cultural, geographical and climatic conditions as well as the capacity of the organisation, the capability of the staff and its own strengths and weaknesses.

For effective and efficient planning, the above sets of information must be properly classified, brought up to date and readily available.

Information can be acquired from:

- (1) Old files (past performances of the organisation and employees).
- (2) Mass media.
- (3) Library research.
- (4) Chambers of Commerce (latest information).
- (5) Meetings, seminars, conferences (exchange of ideas).
- (6) Personal interviews.
- (7) Questionnaires (customers, retailers and employees).
- (8) Trade-fairs and exhibitions (variety of information at one place).
- (9) Personal observations about the progress of an organisation efficiency and reliability of employees etc.

As business communication is the purposeful transfer of information, it is not surprising that information itself is called the raw material of communication.

#### **ADVICE:**

Advice is given by experienced people or superiors to subordinates to overcome personal problems or to tackle difficult

situations at work. Experience, knowledge of working conditions and policies give the superior the capacity to advise subordinates. He may also advise a troubled or an inefficient employee and help him cope with his personal problems. So, advice could be professional or personal.

Professional advice is sought from experts in their fields of specialisation like finance, information technology, engineering, public relations and so on. They may be part of the organisation or invited by the organisation to advise them. For example:

- (1) An organisation that has been in the garment business has decided to venture into real estate. They would need expert advice on many matters as their previous business is very different from the new one with their senior employees being experts only in the field of garment production.
- (2) There is a technical snag, which an employee is not able to correct. He may seek the help of a colleague or a superior who helps him out.
- (3) If an employee is found to be indifferent in his work he may be advised to improve or change his behaviour.

Personal advice or counselling is given to an employee by superiors, colleagues or experts (counsellors). Counselling helps an employee to sort out his personal problems (family, financial, physical etc.) which would have indirectly affected his professional performances. Today, most employees work in a world of stress, deadlines and tough competition. There is so much to do, so much to achieve but so little time. Employees under duress do not perform well. They have to be advised to slow down, manage time and live their lives. Good counselling can help solve personal as well as professional problems. It helps the employee see things from another perspective, think clearly, set practical and attainable goals, reduce tension and frustration and gradually develop self-confidence.

Most of the time, advice is conveyed orally and it is person to person. It may also be through talks by experts, articles in magazines and journals which provide the readers with tips on better performances and solving of real-life situations at work.

The one drawback that advice has is that, as it comes from a higher authority it is seen as criticism, something imposed upon the subordinate. So, his immediate reaction is to be defensive. It is for the superior to choose the right situation, the right words and the right method to advise which will ensure the required change.

In some cases, the superiors give suggestions to help subordinates overcome personal or professional problems. Suggestions are also encouraged from subordinates on topics concerning their area of functioning, to overcome obstacles specific to their work or even when there are general ideas on designing a new logo, uniform or things that involve creativity and innovation. Including subordinates' participation in certain mainstream activities like these can be encouraging.

### **ORDERS AND INSTRUCTIONS:**

An authoritative communication from a superior to a subordinate is referred to as an order. An order is given to do something or to modify what is already done or to change the course of something that is being done or not to do something. Earlier it was taken for granted that an order once given was to be executed without question. Times have changed. Today there may be discussions held, explanations given and the tone is always polite.

The different types of orders are:

- (1) **Written and Oral Orders:** In an organisation, if a task is to be done urgently and the superior and subordinate are close-by the order is given orally. A written order is sent when the receiver is far away. Depending on the nature, importance and duration of the order, oral orders are supplemented by written ones. The organisation maintains a record of all orders.
- (2) **General and Specific Orders:** As the terms suggest the order that is related to a specific activity is termed as specific order and those that are of general nature are termed so.
- (3) **Procedural and Operational Orders:** These are more like instructions – they specify procedures to be adopted or how a particular job is to be done.

- (4) **Mandatory and Discretionary Orders:** Mandatory orders are to be obeyed. They are normally in the nature of recommendations and suggest what is desirable. It is up to the receiver to decide whether it is feasible to do it or not.

An effective order must be:

- (1) **Clear and complete:** It should tell the receiver what exactly is to be done, how it is to be done and when it has to be completed as all orders need to be time bound. These details will help in implementing it correctly.
- (2) **Workable:** One that can be implemented. The receiver should have the material, ability and time to execute it. If any hurdles are likely to be experienced, the order should specify how to overcome them. Regular follow-up will ensure that the order is being carried out as required and if problems arise modifications are to be made in the original order.
- (3) **Reviewed:** The completed order must be reviewed by both the superior and the subordinate and its success measured in the context of its achievements.
- (4) **Friendly:** Should be given in a friendly manner so that it is carried out with enthusiasm rather than with reluctance.

**Steps in the order giving operation:** Planning - Preparing the order - Presenting the order - Verification of reception - Action - Follow-up - Appraisal.

### **INSTRUCTION:**

Instructions go along with orders. Assigned tasks have to be performed so that the goals of the organisation are achieved. For this purpose, subordinates are given instructions and guidelines about the tasks to be carried out, circulars and letters with instructions about procedures, practices and policies for conduct of business are sent to employees. Instructions may be given orally too. While instructions are also meant to be followed orders have to be complied with. All instructions are implied orders, but all orders can't be instructions.

### **PERSUASION:**

Persuasion is the process of influencing or changing attitudes, beliefs, values or behaviour. It is a key element in sales letters, collection letters, complaint letters and appeals for action. It could

also be used by a political candidate canvassing for votes, a non-profit organisation requesting for donation or even a job application.

Every persuasive message has one of the following goals:

- (1) **Message of adoption:** A message that tries to persuade the reader to initiate action.
- (2) **Message of continuance:** Urges that a specific behaviour be continued.
- (3) **Message of discontinuance:** Urges that a specific behaviour be discontinued.
- (4) **Message of deterrence:** Attempts to prevent an action from taking place.

Persuasive messages work on three levels at once – they appeal to the reader's sense of reasoning, establish the credibility of the document and evoke an emotional response from the reader. When a persuasive message (a business document) appeals to reason, it tries to guide the reader to a conclusion by presenting its message in a logical way. The way in which the material is organised also helps build the sender's case. Persuasive appeals also involve issues of credibility – how readers perceive the organisation, the writer and the message. Document credibility is influenced by the choice of language, a focus on benefits rather than features and the use of testimonials praising the organisation, the product or the idea. Often the most powerful persuasive appeal is the appeal to emotion. This appeal can focus on such positive emotions as hope, pleasure, pride or on negative emotions of fear and anxiety.

Persuasive messages would follow AIDA – the Attention, Interest, Desire and Action steps followed in sales letters. The presentation of the message attracts the reader. The product, its advantages and plus points are highlighted with supportive documents and when the interest and desire to own it has been created, persuade the reader to buy (act) soon by emphasizing the benefits of buying immediately. Persuasion is best done indirectly by suggestion rather than compulsion.

**MOTIVATION:**

Motivation is creating a favourable disposition in a person towards doing an activity. It is providing people with a motive, an incentive and an inner urge to make efforts and to do their best. It may be defined as "that inner state that energises, activates or moves and which directs or channels behaviour towards certain goals". Communication when properly used can have a powerful influence on people. A motivated employee is one with a high morale. Employee performance and level of motivation are interlinked.

Motivated employees work more efficiently and productively. An organisation with motivated employees will display much more progress than one with aggrieved employees.

Offering monetary incentives is perhaps the most effective form of motivation. They are good motivators for good performances, but not the ONLY one. There are many instances of highly paid yet indifferent employees. In some cases, monetary incentives become deterrents as employees may refuse to work whenever these incentives are absent.

Other factors that motivate employees are:

- (1) **Job satisfaction:** The job, the responsibility that comes with the job, peers at work and the sense of belonging to a great organisation.
- (2) **Success at work:** The achievement of targets set, the completion of projects and accomplishing goals.
- (3) **Growth:** With achievement comes recognition, promotion, growth in terms of expertise, more knowledge, benefits, rewards etc.

Motivation as a form of communication deals with these factors.

The organisation could motivate their personnel if they focussed on the following areas:

- **Emotional Environment:** An employee is always motivated to perform well in a congenial atmosphere that provides for healthy competition and recognition. Involving employees in decision making activities, encouraging them to give suggestions to improve the organisational functions and

making them feel an important part of the organisation will go a long way in creating motivated employees.

- **Clear Objectives:** When objectives or goals are clear and definite the employee is able to perform better and is satisfied when the goals are achieved. They should realise the importance of the objectives to the organisation.
- **Organisational Information:** Security, healthy social human relationships and a dignified and respectable existence are the needs of any human being. An employee should know what the organisation provides for him and does for society. The employee not only feels secure but also takes pride in working for such an organisation.
- **Role Model:** When the personnel at the higher level are sincere and competent, they command and receive the respect and confidence of the employees. They are motivated to emulate their seniors and impress them.
- **Human Relations:** Trust and respect cannot be demanded but has to be earned. An employee respects a superior who treats him with respect and trust. Superiors should know how to tactfully give orders, advise and reprimand subordinates when required. Subordinates should be encouraged to initiate programmes, take decisions in minor matters and solve problems which in turn will instil in them a sense of responsibility. Just as superiors focus on correcting, guiding, instructing and reprimanding subordinates, they must also remember to appreciate subordinates on their achievements.

The Human Resource Department of organisations are concerned with employee-related aspects like job-satisfaction, job enrichment, career growth, skill development, motivation levels and so on. The employees are kept informed about organisational aims, policies, plans, prospects and service conditions, challenges and achievements through house magazines, bulletins, pamphlets and notice boards. Information about employees and their family members (achievements, wedding, bereavements etc.) is also carried in the in-house magazines and house journals to create a climate of involvement and friendliness.

## EDUCATION:

Education is an on-going process and is required for persons at all levels. While education helps nurture the general abilities of the mind, training is supervised or guided practical education in a particular area. Communication can achieve the objective of education at all levels – within the organisation at the senior and junior levels and beyond the organisation at the level of the public.

**At the senior level:** With rapid changes happening in every field, it is very necessary to update one's knowledge in one's specialised field frequently. Seminars, conferences and workshops help senior personnel keep in touch with changes in their fields. Besides keeping abreast of the latest advancements in their fields, they also get opportunities, at such meetings, to interact with people of other organisations from similar fields. Here there is much sharing and discussion of new ideas, innovations at the work place, improved techniques, solutions to problems etc. Training at this level focuses on preparing successors for the future. Junior colleagues are groomed to handle important and responsible assignments by making them participate in problem-solving sessions, interviews, policy-making decisions and so on. They are also given the opportunity to work in different departments under the supervision of senior personnel. This is a gradual process which involves their constant observation and gradual participation in the various activities which will instil confidence to take charge when required. Reading of professional magazines and journals and using the internet helps personnel interact with people in similar fields.

**At the Junior Levels:** There is need for different kinds of education and training at the junior levels too. When an employee is recruited, he has to undergo an induction programme where he is informed about the general policies, code of discipline, the goals of the organisation, the methods of manufacture and so on. This is done to create a sense of belonging. Most of this information is imparted orally but employee manuals, policy statements and instruction booklets may also be supplied. House organs also provide information regarding the goals, achievements, new products, mergers or new ventures of the organisation. When



innovations are introduced, the junior personnel should be made familiar with these methods so that they can be put into practice. Orientation and refresher programmes provide information about new techniques in their fields and training programmes provide the practical aspect of the same. Training helps to improve and hone the various skills of the personnel. Besides providing job-related skills, some organisations also provide education on hygiene, wealth, safety, civic behaviour etc. This training is given primarily for changing attitudes and developing a committed work force. A committed employee will work enthusiastically and efficiently.

**At the level of the public:** The world beyond the organisation comprises of customers, clients, financial and other institutions, government bodies and society at large. They have to be educated about how the organisation is progressing and its contribution towards society. Advertising is the best media used for this purpose and is supported by press releases and articles in magazines. Organisations also gather public support by doing charity work, being sponsors of mega-events (art, culture, sports) and also providing platforms to encourage young talent in various fields. Organising free medical camps is also another activity that contributes to social welfare. The organisation requires the goodwill and support of society for its survival.

### **WARNING:**

Warning is given when employees do not abide by the norms of the organisation or violate rules and regulations. In an organisation lack of regularity, punctuality, pilfering, tardiness, negligence, defiance, tampering, mishandling and equipment and indifference call for a reprimand or a warning. It is a forceful means of communication. Warning carries with it a sense of urgency and so demands immediate action. The aim of warning is an improvement in the existing situation and for effectiveness it must be used sparingly and discretely.

Warning could be general or particular. When it is general it is aimed at anyone who reads it. For e.g., on medicine bottles 'POISON - KEEP AWAY FROM CHILDREN'. In factories, Safety manuals highlight precautions to be taken, warning of

consequences if not followed. It is particular when it is given to an individual. It could be a reprimand for a wrong doing or asking the individual to give reason for a particular behaviour. Warning may either be oral or written in the form of memos. 'Memo' is an abridged form of 'memorandum' which is an inter-departmental communication system.

This word is misunderstood in business and government circles as a threat or bad news bearing missive. It is actually only an official note asking for an explanation for some action or to show cause why the receiver's services should not be terminated. It is true that memos do carry bad news but most memos carry only instructions or routine information. Warnings may also be given through signs and symbols. For e.g. Ⓜ.Mobiles not to be used in petrol pumps.

### **BOOSTING THE MORALE OF EMPLOYEES:**

Morale is 'the capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose'. When the morale of the employee is high, his performance is better. A team with high morale has vigour and confidence to work together for a common cause.

If the morale of employees is low, the following could be some of the reasons:

- **At the intra-personal level:** Strained inter-personal relations (jealousy, rivalry etc.), personal pressure, repeated instances of failure and lack of interest in the job.
- **At the inter-personal level:** Strict and critical superiors, lack of appreciation for work done, absence of smooth channels of communication, constant comparison with others.
- **At the infrastructural level:** Absence of healthy working environment, poor compensatory package, unchecked circulation of rumours, lack of disciplined staff.

A vigilant management can raise the morale of employees by tackling the above issues. All communication channels between the various levels in an organisation must be open. Encouraging open discussions of problems, listening to grievances and redressing them and keeping a check on false rumours will

strengthen the employees' faith in their organisation. Changes must be introduced gradually. Communication devices like notice boards, house journals, audio-visual aids should be employed to reach out to the employees. Questionnaires could be circulated to get feedback from employees regarding new policies, working conditions and improvement of organisational structure and functions. There can be instances when the low morale of the management or higher authorities during a crisis, may be boosted with the combined efforts of long time or loyal subordinates who refuse to give up.

An organisation with dedicated and contented staff with good inter-personal communication will be ever ready to take up new challenges that will take the organisation ahead.

### IMPORTANT TERMS

- (1) **Channels of Communication:** All organisations have different functional levels. The normal and formal communication networks that connect these levels are the channels of communication. They are used to share knowledge and skills, to guide, to encourage and lead the organisation to achieve its goals.
- (2) **Vertical Communication:** The channels of communication that connect superiors (higher authority) and subordinates (lower authority) are the vertical channels of communication. They may work upwards or downwards.
- (3) **Upward Communication:** When the flow of communication is from a subordinate to a superior, it is called upward communication. It may involve asking for or supplying official information, official requests, suggestions, grievances or complaints. For e.g. An officer submitting a report on a project to his manager or, an employee requesting her superior for transfer.
- (4) **Downward Communication:** When the flow of communication is from a superior to a subordinate, it is called downward communication. This may relate to asking for or supplying information, providing guidance, directions,

- counselling, advice, giving instructions, warnings and offering encouragement and appreciation.
- (5) **Horizontal communication:** The flow of communication among employees of the same status in an organisation is called horizontal communication. Sharing of information, and expertise, coordinating and cooperating to achieve a common goal are all part of horizontal communication.
  - (6) **Diagonal communication:** When the flow of communication is between or among the different hierarchical levels in an organisation, it is diagonal communication. It is a combination of vertical and horizontal channels of communication happening within and between departments and so called cross functional communication as well.
  - (7) **Grapevine:** The informal channel of communication without the formality of hierarchical levels in an organisation is called grapevine. It has formal and informal information and is the fastest channel of communication. It is an informal source of information for the employees and an informal source of feedback for the employer.
  - (8) **Persuasion:** The forceful attempt by a person (A) to convince and bring around another person (B) to accept or do what he (A) wants or believes in. In organisations some subordinates need persuasion from a higher authority to take up a new venture or to move out of their comfort zone.
  - (9) **Motivation:** The inner force or desire that forces a person to perform an activity based on his need to achieve, succeed or meet a goal. People may be motivated by their needs or by the achievements of others.

## QUESTIONS

- (1) **Fill in the Blanks:**
  - (a) Organisations have several interconnected \_\_\_\_\_ of communication.
  - (b) Communication that moves from a superior to a subordinate is an example of \_\_\_\_\_ communication.
  - (c) \_\_\_\_\_ communication is the earliest channel of organisational communication.
  - (d) Communication in the direction of higher authority is an example of \_\_\_\_\_ communication.

- (e) \_\_\_\_\_ is the opinion given by one to another regarding how to do something or deal with someone/something.
- (f) \_\_\_\_\_ is defined as the help given to an individual to cope with difficult situations.
- (g) \_\_\_\_\_ give the subordinates a chance to express their views and opinions too.
- (h) Advance knowledge of the consequences that an individual has to face if he continues the present behaviour pattern is described as \_\_\_\_\_.
- (i) \_\_\_\_\_ is the power that is innate in an individual which is the driving force behind all his efforts.
- (j) Communication between a sales manager and a managing director is an example of \_\_\_\_\_ communication.
- (k) Communication between members of the same status is called \_\_\_\_\_ communication.
- (l) \_\_\_\_\_ is a well-established informal channel in every organisation.
- (m) The capacity of a group to pull together persistently in pursuit of a common goal is called \_\_\_\_\_.
- (n) Personal advice is also known as \_\_\_\_\_.
- (o) Communication from individuals at higher levels to those at lower levels is \_\_\_\_\_.
- (p) \_\_\_\_\_ is given to correct a situation or person.
- (q) \_\_\_\_\_ means to propose or to put forward an idea for the consideration of the receiver.
- (r) \_\_\_\_\_ communication is indicated as  $\uparrow$ .
- (s) Internal communication is of two types, \_\_\_\_\_ and \_\_\_\_\_.
- (t) In the organisational hierarchy information travels \_\_\_\_\_ and \_\_\_\_\_.
- (u) The \_\_\_\_\_ is an unofficial channel which spreads distorted messages and rumours.
- (v) When a superior shows concern for a subordinate it is \_\_\_\_\_ channel of communication.
- (w) \_\_\_\_\_ is a common feature of horizontal communication.
- (x) Vertical and horizontal channels are part of an organisation's \_\_\_\_\_ communication network.
- (y) Giving job instructions are part of \_\_\_\_\_ communication.
- (z) Upward and downward communications are part of \_\_\_\_\_ channel of communication.
- (aa) Wheel and random patterns are different methods to transmit \_\_\_\_\_ in an organisation.
- (bb) \_\_\_\_\_ could influence attitudes, values and behaviour.
- (cc) A report gives \_\_\_\_\_ about an activity.

- (dd) Job satisfaction and success at work can give \_\_\_\_\_ to employees.
- (ee) \_\_\_\_\_ is an on-going process required by employees at all levels in an organisation.
- (ff) In public places \_\_\_\_\_ may be given through signs and symbols.
- (gg) \_\_\_\_\_ employees work more effectively.
- (hh) Professional \_\_\_\_\_ is got from experts in specific fields.
- (ii) All personnel require complete, precise and accurate \_\_\_\_\_ to plan and organise.
- (2) State giving reasons whether the following are TRUE or FALSE:**
- (a) Diagonal communication takes place between people of similar status but of different organisations.
- (b) Educating and training employees does not benefit the organisation.
- (c) All instructions are implied orders.
- (d) High morale boosts performance.
- (e) Loss of information often takes place during downward communication.
- (f) Horizontal communication means communicating to people beyond the horizon.
- (g) Motivation is the advance knowledge of the consequences that an individual has to face if he/she continues the present behaviour pattern.
- (h) Downward communication depends on upward communication.
- (i) Most of the time advice forms part of upward communication.
- (j) The production process in an organisation is a communication process.
- (k) Objectives of communication impart certain skills to individuals.
- (l) When employees within the same department communicate it is called horizontal communication.
- (m) The grapevine takes time to transmit as it follows the hierarchy in an organisation.
- (n) Ego clashes is a common feature of horizontal communication.
- (o) Orders are part of upward communication.
- (p) The assistant manager of the Finance department discussing office matters with the assistant manager of the Production department is downward communication.
- (q) The efficient network of channels of communication in an organisation ensures smooth conduct of business.
- (r) One-way communication is a major problem in horizontal communication.
- (s) Vertical communication involves communication of personnel at the same level in an organisation.
- (t) Grapevine is a rare kind of formal channel of communication in organisations.

- (u) When a manager advises a clerical staff it is an example for upward communication.
  - (v) Mistrust appears when there is poor superior-subordinate communication.
  - (w) In a wheel pattern (grapevine) informal communication is transmitted in a haphazard manner.
  - (x) A motivated employee will be a complaining employee.
  - (y) Warning carries with a sense of urgency and so requires immediate action.
  - (z) All orders are general in nature.
  - (aa) Most of the time advice is given in writing.
  - (bb) Credibility is important to warning.
  - (cc) A team with high morale performs better.
  - (dd) Poor working conditions act as a source of motivation.
  - (ee) It is helpful when an order is clear and complete.
- (3) List the advantages and disadvantages of Grapevine communication. *(Nov. 16)*
- (4) List and explain the advantages, disadvantages and common patterns of Grapevine Communication. *(Nov. 17)*
- (5) Discuss 'Raising Morale' as an objective of communication. *(March 17)*
- (6) Discuss Upward Communication and the methods commonly used in it. *(March 17)*
- (7) List the advantages and disadvantages of Downward Communication in an organization. *(March 18)*
- (8) List and explain the advantages, disadvantages of Horizontal Communication in an organization. *(Nov. 17)*
- (9) List and explain the differences between Horizontal and Vertical Communication. *(March 18)*
- (10) Discuss and explain in detail Vertical Communication. *(Nov. 18)*
- (11) What are the advantages and disadvantages of Upward Communication? *(March 19)*
- (12) **Write short notes on:**
- (a) Grapevine.
  - (b) Horizontal Communication.
  - (c) Types of Grapevine.
  - (d) Downward Communication.
  - (e) Upward Communication.
  - (f) Problems of Upward Communication.
  - (g) Problems of Downward Communication.
  - (h) Grapevine and Horizontal Communication.
  - (i) Education and Training as Objectives of Communication.
  - (j) Persuasion as an Objective of Communication.
  - (k) Advice and Counselling.



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- (l) Motivation in an organisation.
- (m) Motivation as an Objective of Communication. (Nov. 16)
- (n) Orders and Instructions.
- (o) Warning – an Objective of Communication.
- (p) Education as an Objective of Communication. (Nov. 18)
- (13) Activity:
- Students can be asked to visit public and private organisations and find out the structural levels in each place. Help them plan questions to ask the senior most in that organisation (who reports to whom, are the levels rigid and so on).
  - Identify the channels of communication in the following situations and discuss the positive and negative aspects:
    - (a) Mitra had just joined R.F.G. Industries as Personnel Manager. The employees appeared uncomfortable in her presence as they had never had a woman as their boss, and would stop talking the moment she entered a room. She wanted to get the employees to feel comfortable. She began by being very friendly with her subordinates. She would call them to her room for official work, after which she would chat with them about their personal matters. She always had lunch with them. Soon they were very comfortable with Mitra. Even in her absence they would enter her room and use her computer as she had encouraged them to do so. Once an employee happened to read a confidential mail from the management and soon the information spread. The management was angry and when they found that Mitra was responsible for the information leak, she was asked an explanation.
    - (b) Nagesh was transferred to a new branch. By the end of the second month he wanted leave for a doctor's appointment, but had heard from friends that his boss was very strict and was not happy with employees taking leave, especially new comers. So he went for the appointment without requesting for leave. Unfortunately at the last minute the appointment was postponed to the next day. As it was too late to go to office, Nagesh did not go on that day and the next day. When he went back to office on the 3rd day, he came to know from his colleagues that his boss had been very angry with him. So he avoided meeting his boss and conducted all official matters through mails. On the 5th day his boss called him and asked him about his absence. When Nagesh explained, his boss just told him that the next time he should apply for leave before and keep him informed. Nagesh was surprised to see that the boss was very pleasant and understanding in his dealings.
    - (c) Sandeep was promoted to a senior position from among 6 colleagues. They had all joined in the same year and had worked together for the past 12 years. After the promotion Sandeep began keeping a distance, because he was sure his former colleagues would be jealous. This was his misconception.



because as he was the senior most among them, his former colleagues knew that he would be the one to get promoted. Initially his former colleagues would approach for clarifications, but when they saw that he did not want to mingle with them and he was uncomfortable to be seen with his subordinates, they too kept away. Sandeep's change was the topic of discussion in the organisation. When work was getting affected, Sandeep's new colleague from another department advised him how to handle matters. When he realised that his attitude was affecting work in his department, he called for a meeting of the seniors (his former colleagues) and had an open talk with them about his fears and discomfort. They too opened up. Since then the department performance began to improve.

Study the following situations and discuss the objectives of communication:

- (a) Ram's performance depended on his moods. He had personal problems which only very few of his colleagues knew about and that too vaguely. Sometimes his attitude was so arrogant that his superior had to reprimand and warn him. At the same time, the superior knew that he was asset to the organisation. In his concern for Ram's future a colleague shared what he knew about Ram's problems with Ram's superior. The boss organised small informal meetings which Ram had to attend with others, and slowly he was able to gain Ram's confidence. Once he realised Ram's problems, he suggested that he meet a counsellor. Within a few months Ram was a changed person and slowly became a consistent performer.
- (b) Simi, from a small town is employed by a multi-national company. During her training in Nagpur, she realised that she was stepping into a new world. She struggled to communicate in English yet managed to hold on as her subject knowledge was sound. When she was posted to Mumbai, she was extremely nervous. On day one she found that she had her own cubicle and a list of things to do for the day. She tried to start her work but had no idea how to start. She was embarrassed about herself over many other things. She recalled the 5-6 faces she was introduced to but was not confident enough to leave her cubicle. She completed the list in whatever way she could. The boss patiently pointed out her mistakes, and she did a better job the next day which the boss appreciated. This gave her confidence to daily clarify her doubts with her boss before starting and she was doing better at her job. She had also begun to interact with her colleagues and realised that there were many in the organisation like her from small towns, and had faced the same problems as she did. Soon through interaction, observation, some YouTube videos and other classes Simi was able to be a confident MNC employee.

## **CHAPTER 3**

# **METHODS AND MODES OF COMMUNICATION**

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*In this Chapter:*

- ◆ **VERBAL COMMUNICATION**
- ◆ **CHARACTERISTICS OF VERBAL COMMUNICATION**
- ◆ **NON-VERBAL COMMUNICATION**
- ◆ **CHARACTERISTICS OF NON-VERBAL COMMUNICATION**
- ◆ **BUSINESS ETIQUETTE**
- ◆ **MODES OF COMMUNICATION**
- ◆ **COMPUTERS AND E-COMMUNICATION**
- ◆ **IMPORTANT TERMS**
- ◆ **QUICK RECAP**
- ◆ **QUESTIONS**

## INTRODUCTION

Communication, the meaningful exchange of information using suitable methods from a sender to a receiver is a composite of everything we do or say. We speak to people at home, at the bus-stop, in the train, at college or at work. We call up people on the telephone to enquire or pass on information or to fix appointments. We SMS acquaintances about information required or received or simply to greet them. Official and personal information may be conveyed through letters or e-mails. The newspapers, notice-boards and the internet all pass on to us information relevant to us, although they are 3 very different media. We even communicate to people across roads, railway platforms or in a crowded train or room, silently, using signs and gestures. When we are sitting doing nothing, gazing out through the window our expression will convey to others if we could be disturbed or not. In short, we communicate verbally or non-verbally depending on the context.

Robert Anderson in his book 'Professional Selling says Communication is "interchange of thoughts, opinions or information, by speech, writing or signs." When we speak or write we communicate verbally and when we use gestures, expressions, symbols, or any other media other than language, we are communicating non-verbally. We may also use the non-verbal and audio-visual modes to supplement our verbal communication. Besides these, communication is also speeded up by technology in the form of telephones, fax, radio, television, internet, e-mail, voice-mail, social media and so on. It is for the sender to decide which method to use to ensure that the receiver understands and interprets the message exactly as the sender intends it to be. If the message is not understood by the receiver, there has been no communication, only transmission.

## VERBAL COMMUNICATION

Verbal communication consists of words of a language arranged in meaningful patterns. To convey a message through these words, they are arranged according to the rules of grammar so that they form a proper sequence. These messages may be

shared in interpersonal (one to one), speaker-audience (one to many) and mass media (many to many) contexts. It should be effectively communicated so that the receiver perceives it, assigns it the right meaning and responds to it accordingly.

Verbal communication may be spoken (oral) or written. When effectively conveyed the spoken word will be listened to, and the written word will be read. Both oral and written communication are important in corporate communication and both have their benefits and drawbacks.

#### (a) Oral Communication:

Oral communication includes face-to-face conversations, meetings, interviews, seminars, conferences, group discussions, telephonic conversations, teleconferencing, video conferencing and voice-mails. The contents could be formal or informal in nature. Oral communication is more often face to face and is more personal in nature. With advancement in technology, oral communication is also possible from anywhere through mobiles and the computer.

The most important component of oral communication is the voice because it gives expression to what is orally conveyed. The speaker has to be clear and audible. Volume tone, pitch and stress are referred to as paralanguage. The modulation of the voice and stress on words will convey different moods. A well-modulated voice conveys the right spirit and mood of the speaker. Besides conveying the feelings of the speaker, it avoids monotony.

Knowledge of who the audience helps to plan the message to suit the receiver and present it accordingly. If there is time to prepare the message take time to collect information. Clarity of thought, conciseness, being precise and providing correct information is always appreciated.

Pronunciation is more important than accent. As English is learnt in India as a second language, there is bound to be the influence of the mother tongue of the speaker on the way he speaks English. It is true that in India, English is spoken in as many ways as the several Indian languages. Using the correct pronunciation helps the words to be distinct and avoids misunderstanding.

During oral communication the speaker and the audience see each other and so body language plays an important role. One's posture has to be erect but not stiff. Gestures help emphasize key points and the right facial expressions help bond with the audience. The body language must convey the meaning of the message but must not distract the receiver's attention from the message. Be courteous and considerate towards the audience.

Most of the time oral communication is a person to person activity, but in an organisation there are several opportunities for the speaker to face more than one receiver. Irrespective of the number of listeners (receivers), the speaker has to maintain eye contact with the audience. He has to look at them, not through them. Formal oral communication must not use colloquial usages for it conveys indifference and disrespect for the receiver. Jargon or technical language is to be avoided if the receiver is unfamiliar with it.

Oral communication gets the best result only if it is listened to. Effective oral communication will hold the attention of the listener. If well presented the expected feedback will be received.

#### **(b) Written Communication:**

Written communication includes letters, memos, reports, proposals, notices, minutes, circulars, instructions and manuals, newsletters, journals, newspapers, magazines and so on. Written matter represents the writer, is a permanent record and so it is more formal than oral communication. The purpose of written communication could be to provide a permanent record (archival), to notify someone (informative) or to get someone to do something (persuasive). It requires planning. The writer has to ask himself why he is writing (reason), what he wants to write (content), whom is he writing to (audience) and accordingly how he should convey (presentation). Correct construction of sentences and spelling is important to written communication.

When the purpose of the message is clear, the sender can write brief and specific messages using forceful and appropriate words, which are easy to understand. Unnecessary, long-winded sentences, irrelevant details and jargon should be replaced by

precise, complete and correct information so that the message does not take up much of the receiver's time.

Presentation is important. The main points are presented at the beginning, requirements must be stated tactfully, and refusals or denials must be conveyed diplomatically. Even if bad news is to be conveyed, begin with a neutral statement and lead it to the main message, or justify the reasons for the unpleasant news before actually conveying it. At the same time do not be too long-winded that the receiver loses track of what is being conveyed. The sender should be courteous and empathetic towards the receiver. The conclusion should be on a positive note.

To earn the confidence of the receiver, provide information without exaggeration. Insincere compliments (my deepest heartfelt gratitude for the excellent and .....) and extreme modesty (... remain humbly yours sincerely forever) will make the message lose its credibility. Pompous and obsolete usages are to be avoided and care should be taken not to use negative words and colloquial phrases. Informing your reader what can be done is more positive than emphasizing what you cannot do. Colloquial phrases dilute the formality of official written work.

Showing consideration and courtesy are also remembering not to use discriminatory terms – words or phrases that specify or highlight gender, age, caste, race, religion, region or disability. In contexts where emphasis on these areas is not required it is better to avoid them or if need be, use terms that are general.

The rough draft has to be edited and re-written. Each paragraph should link with the next one. The information communicated should be correct and relevant. The format of the written communication used should be complete with all parts. The written communication should conclude on a positive note or emphasizing on important points relevant to the topic. Like oral communication, the objective is to achieve a particular purpose not to just transmit a message.

Good writing requires good organisation which encourages reading. An intelligible and logical communication leaves a good impression on the receiver, and in turn may lead to a positive feedback.

Both oral and written communication have to ensure that the receiver understands the message as the sender intends it to be and should generate some response to their message and help build relationships between people. The time, the context and the audience (receiver) will influence the communication and so the sender must be aware of these factors.

## CHARACTERISTICS OF VERBAL COMMUNICATION

### ORAL COMMUNICATION:

- Oral communication is quicker as most of the time it is unplanned and impromptu. As it is face-to-face the sender receives feedback almost immediately and can re-word or present his message in a better way. Immediate feedback helps the sender clarify any doubts the receiver would have.
- While reaching out to groups of people oral communication is more useful, and more effective especially where illiterate masses are concerned.
- The modulation of the voice conveys the various moods of the speaker. The facial expressions speak much more than any language. So, speech is more expressive.
- As it is face to face most of the time it is a better and more powerful method for persuasion and convincing people.
- Immediate repetition is possible and can be used for emphasis.
- As it is not always as formal as written communication it helps to bond the sender and the receiver better. It is more personal.
- If it is face to face then oral communication is less expensive than written.

### Disadvantages:

- It is quicker but as it is unplanned there are chances of mistakes or deletions in the messages.
- Retention of lengthy messages is difficult. When conveyed orally, important parts may be forgotten or missed. Recall of the whole message may not be possible.

- Oral communication has no permanent record (unless recorded on tape) and so has no legal validity. It cannot be referred to and has no accountability.
- If the receiver has not paid attention to what is being spoken the sender may not get the required response. Sometimes, the sender may have to repeat the message (several times) for emphasis and clarity.
- Poor communicators may not be able to convey the message effectively.
- Oral communication may not be as confidential as written communication.

### WRITTEN COMMUNICATION:

Though used less frequently than oral communication some of its advantages are:

- It may take more time than oral communication, but it is planned and organised. So, it tends to have less mistakes and is more accurate.
- As it is documented it is a permanent record. It can be referred to any number of times.
- It also serves as legal document. Most official communication needs to be documented and filed. Written documents are more confidential.
- The person who signs the written communication is accountable for its contents and so it is easier to assign responsibilities to the writer.
- Many copies of the written matter can be photocopied or reprinted and distributed to a large number of people. In this way dissemination of information is easily done.
- Detailed documents which carry facts and statistics have to be written so that there is no possibility of missing any important matter.

### Disadvantages:

- As it has to be well planned it takes more time than oral communication. Accordingly, the feedback also takes time.



- Once it leaves the sender, he has no control over its progress. Only when he receives the response will he know the effect of his communication.
- Written communication represents the sender. So, there is no face-to-face interaction and the personal touch is missing.
- Expressions and feelings cannot be conveyed through written communication as effectively as oral communication.
- Written communication cannot be of use to those who are illiterate.
- Good writing skills are necessary or else written communication will not convey the message as it is intended to be.

We have looked at some of the advantages and limitations of both oral and written communication. Some of these points may be debatable. Today e-mails can replace written communication and are faster although they still need to be well composed. Confidentiality will depend on the measures taken by the sender and receiver. Depending on these precautions oral and written communication can remain confidential. Anonymous documents and written documents without signatures may not have any validity. Yet, in spite of the advantages and disadvantages of oral and written, there is no doubt of the importance of both in corporate communication.

Organisations need skilful and persuasive communicators to effectively convey information and receive the right responses. Although oral is less formal than written communication there are many formal situations which require organised oral communication. Some of them are at committee meetings, at interviews, at presentations, at press releases, at seminars, conferences and so on.

Verbal communication can be effective with clarity of thought, conciseness in presentation without diversions, correctness of language and data, completeness with all relevant matter and concreteness in specifications. Being courteous and considerate to the reader/audience, the sender builds a good rapport with the receiver.

## NON-VERBAL COMMUNICATION

Communication without or with less use of words (language) is Non-verbal Communication. Early man communicated non-verbally by gritting his teeth and hitting another to show displeasure and anger, smiling and touching another to show happiness and affection and so on. We have come a long way since then. Yet in spite of having the latest technology to communicate verbally, human beings still use non-verbal communication. We use our body, signs, symbols, maps, graphs, colour and even silence to express our ideas and emotions.

This communication happens all the time and is everywhere. It is spontaneous and usually not deliberate or planned. It may convey messages by itself (namaste – a gesture of greeting) or may supplement verbal communication (using a map in an Environmental Studies class or a graph drawn along with written text). There are many gestures, signs, symbols and signals that are accepted and understood universally. There are also many more non-verbal expressions that are specific to persons, regions, religions, cultures, countries and so on. As expressions are not structured it is difficult to master it and attribute gesture 'X' to mean only this feeling, and expression 'Y' to mean only something else.

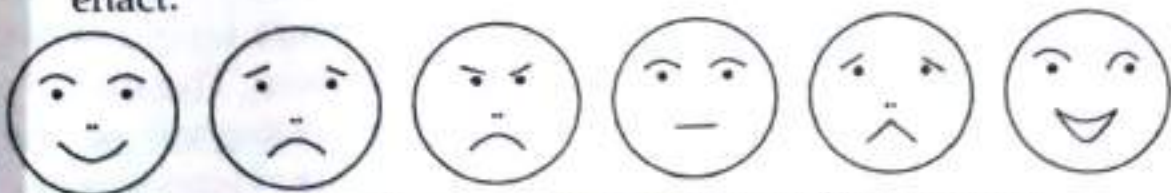
In spite of its variety and complexity people rely more on non-verbal cues than their verbal counterparts, especially when one contradicts the other. For e.g. Someone has gifted you a green dress, You don't like green colour, yet you thank her saying you like it very much. However, when you never wear the dress, it conveys your dislike. Your verbal 'like it very much' does not match your action of not wearing it. Words are relatively easier to control than natural gestures and expressions. (We have already looked at how we can 'plan' our writing and speaking). By paying attention to non-verbal cues, the receiver can detect deception or affirm the truthfulness of the sender's message. A keen observer will be able to interpret the underlying meaning or intention of a non-verbal message and respond accordingly.

In addition to body language and proxemics, signs and symbols, colours, sounds, time, spatial arrangements, maps and graphs and so on are also non-verbal cues.

### (1) BODY LANGUAGE:

Unconsciously our body sends out many messages through the way we look at someone or something, we carry ourselves, we interact with others and the way we dress. Keen observers of these messages will be able to collect much information other than what we contribute verbally. During interrogation in a police station, while one officer questions the suspect there are a couple of officers observing the procedure from behind a glass partition. They are 'studying' the non-verbal messages unconsciously sent by the suspect. The body language of the candidate is observed by the interview panel during an interview as well. A nervous candidate is put at ease so that he can face the interview with better confidence. Body language will include the communication conveyed by the face (expressions), gestures, posture and even dress or appearance. The study of body movements is called Kinesics.

**(a) Facial Expressions:** The parts of the face express several emotions and of these the eyes are the most expressive. Looking directly at someone shows boldness or arrogance, downcast eyes could indicate diffidence, shyness, fear or discomfort, averting your gaze could mean guilt and raising of eyebrows along with widening of the eye may suggest fear or surprise. The eyes, the eyebrows, the forehead and the mouth together could display many expressions. Different cultures attribute different meanings to these expressions. Imagine the number of possible meanings when we consider the various cultures people follow. The movement of the nose and jaws also add to these expressions. These expressions come naturally to us. Performers of theatre and dance perfect expressions to convey the emotions of the characters they enact.



*Expressions Change with Slight Facial Movements*

The nose reacts to smells in its own way. Unconsciously it appreciates the aroma of tasty food, pleasant perfumes and flowers, just as it would show its dislike for things burnt, rotting matter, overbearing perfumes or deodorants and even warns the presence of unpleasant gases. So too does the tongue with regard to varied tastes.

- (b) **Gestures:** The movements of the hands, arms, legs, head and shoulders are termed gestures. A namaste, a bending of the upper body (a bow), a raising of the hand, a handshake are all various forms of greeting. When we require to convey a message to a person in a crowded room, we mime the message using our own code. The way we place our palms, arms, hands, head, shoulders etc. while speaking, listening or reading convey different meanings. Breaking knuckles, clenching fists, tilting of the head, slouching of shoulders, shaking of the head sideways or up and down all signify some meaning or the other. The same gesture could mean different things in different contexts; and the same gesture with slight differences could send different messages. The raising of the hand to someone across the road is greeting, the same gesture at a meeting could mean 'I have something to say, may I?' or during an argument the same gesture could be a threat to say 'I'll hit you'. Sign languages help the auditorily challenged communicate with each other. In a handshake the grip of the hands indicates much about the person to the other. A firm grip speaks of confidence, a limp grip – difference or disinterest, a fleeting touch – discomfort and so on. Gestures vary not only with context, but even with cultures. Many feelings are conveyed through touch too. You may hug your friend whenever you meet her. However, when you meet her to console her during a tragedy your hug speaks many other emotions. A pat on the back may be one of appreciation or anger depending on its intensity. With young children being victims of sexual abuse, they are taught about the 'good and bad touches' at home and school. The visually challenged depend much on touch as they depend on the texture of things to go about their daily life. Haptics is the

study of touch and its relevance as a nonverbal communication aid.

- (c) **Posture:** The way you sit, stand or walk, or the way you carry yourself speaks about your personality. Soldiers in uniform marching, look smart. Imagine them with hands in their pockets and swaggering along. As a child haven't you been told many times to stand erect, walk straight and sit properly? Here again the context decides the correct posture. At an official meeting the speaker should stand on both feet and be in command. The people listening should sit right – not stiff and upright throughout, nor slouched on the table either. Contestants at beauty pageants and models walking the ramp are trained to carry themselves well. Good posture exudes smartness and confidence.
- (d) **Appearance:** Physical appearance may be difficult to alter although today cosmetic surgery and other 'corrective' measures can give you a new look. Here, by appearance we mean general grooming. We dress differently for different occasions. A wedding in the family, a visit next door, a friend's birthday party, attending an interview or going to college all call for different dressing. With dresses come accessories, make-up, hairstyle and general tidiness. Accessories will include jewellery, handbags and purses and footwear. Today both men and women wear jewellery and make up and both visit beauty parlours and salons. A formal occasion like a presentation or attending an interview requires sober dressing. Bright coloured dresses, noisy jewellery, too much make-up and strong perfume or after shave are to be avoided. At the same time an informal situation may require 'dressing up'. Simply put, you cannot go for an official meeting in a floral printed shirt and shorts just as you will not go to a beach party in a three-piece suit. Besides wearing the right dress and accessories there should be an overall tidiness of the person. Well ironed dresses, polished shoes and neatly combed hair are the hallmark of a well turned out person. It is important not to draw attention to yourself for all the wrong reasons.

**(2) SPACE:**

Proxemics is the study of space around us and how it is used. Each person occupies space and considers the space around him as his space. He may allow some people to cross into this space, some people are preferred at the boundary and some others still further away. Your close family and friends may touch you or be in close contact while speaking. When you interact with colleagues or acquaintances you maintain some distance from them. This distance will depend on how close or comfortable you are with the person. On the road if a stranger approached you for directions, the moment he steps closer you will move backwards. Unconsciously you are keeping him outside your comfort zone. Researchers have identified these zones as intimate space (close family and friends), personal space (for colleagues and friends), social space (acquaintances, superiors, subordinates) and formal or public space (meetings, gatherings). A person's keeping to these specified distances may change with contexts and culture. In some parts of the world business associates are expected to be in the personal space whereas in some other parts the social space is ideal. In organisations the chief executive occupies the best space in the building. His room, the furniture etc. and assert his position and status but also keep him sufficiently away from his subordinates.

**(3) TIME:**

Like space, time can also be used to assert authority. Some people prefer to make others wait to show their authority whereas some others show respect to others by being on time. In North America and most European countries being on time is normal, while in South America, the Middle East and some Asian countries arriving late is a socially accepted custom. We Indians are notorious for our delayed flights, late starting of functions, ministers and celebrities who are never on time and so on. Value of time management is something we lack, as a country. Being part of the global village our late reactions or arrivals will send the wrong message to our business counterparts. It might be conceived as disrespect or disinterest. Knowledge of cultural perceptions of time helps you decide whether to be on time or to take your own sweet time.

#### (4) SIGNS AND SYMBOLS:

As mentioned before there are some non-verbal messages which are universally known and accepted. Signs and symbols belong to this category. Signs stand for a particular message or they indicate a specific idea. On the roads we have or the first says 'parking allowed' and the second says 'parking not allowed', along the Expressway we see or or telling us that food, petrol or telephone facilities are available ahead. These signs are 'readable' by people all over the world. Lights blinking, different coloured lights indicating messages, (traffic lights), Morse code and sirens etc. are called signals. Signals are signs in motion.

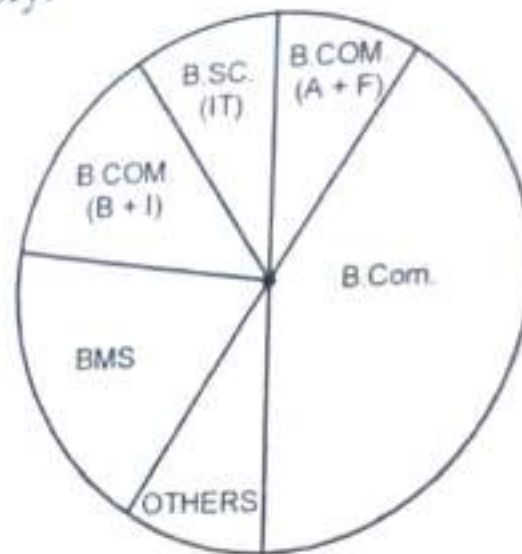
Symbols are indicators or marks used as a standard representation of something. We have basic mathematical symbols (+, -, × and ÷) language symbols (A, P, X, M, अ, क, प) musical notes (♩, ♪) chemical symbols [Fe (iron), Mn (manganese)] and so on. They have been developed by man to represent an idea. Besides these flags, coins, logos of organisations etc. are also symbols. The moment people see the symbol in India, we recognise it as 'Om' a Hindu symbol and some in the world may not know the significance but will see it as a symbol related to India. So, signs and symbols may be thought of as convenient modes of non-verbal communication.

#### (5) CHARTS, MAPS AND GRAPHS:

Most of the time verbal communication could be made more effective with some non-verbal inputs like sketches, charts, maps and graphs. A lecture on some geographical aspect could be more interesting when explained with the help of a map. An animal's circulatory function would be better understood if accompanied by a sketch or diagram. Sometimes these non-verbal supplements may be able to convey messages by itself. A pie-diagram (given below) with the right title and basic details will tell you at a glance what it is about.

Sketches help related topics, graphs supplement mathematical and statistical data, maps make directions to places and

environmental studies interesting and so on. They could be used along with oral and written communication and sometimes they are self-explanatory.



*The Courses opted by our students after HSC*

#### **(6) POSTERS:**

Posters are used for a larger audience or to convey a public message. They may contain written matter (information about a function – time, date, venue etc.) or pictures (movie posters). They have high visibility as they are stuck or put up in strategically 'attention drawing places' – on walls, vehicles and even on trees. There are professionals who draw, design or write these posters. These people are in great demand during elections. Posters are the most common and cheapest means of reaching out to maximum number of people and at the same time has the highest risk of damage due to exposure to rain and sun, destruction (tearing, distorting etc.) by human beings and eating by cattle. Posters inform us of opening of new business ventures, shops, coaching classes, programmes related to dance, drama, exhibitions, political gatherings, release of new movies and so on. As their reach is wide posters are quite common in India.

#### **(7) COLOUR AND LAYOUT:**

The use of colour is symbolic. We know what the three colours of the Indian flag stand for. People in white gathering at a house conveys death in the house. Certain colours are associated with some political parties. At international sports meets countries are identified by the colour of their jerseys. Some professionals have uniforms by which they are identified (doctors, air-hostesses



lawyers etc.). In India red is an auspicious colour while black is inauspicious. Most Christian brides are in white on their wedding day while in most Hindu weddings brides are never in white. So colours reflect different ideas depending on cultures and countries.

Business houses have logos designed in specific colours so that they are identified by those. They change with times and would like the world to know the change. What better way than a changed logo in a different colour(s). The different slanting bands on Mumbai local train compartments indicate the ones reserved for first class, female and disabled passengers.

Colours also help in improving the layout of rooms. Earlier offices were painted in sober colours but today the 'look' is trendier, especially offices of advertising businesses and entertainment related ventures. Places like hospitals and doctors' waiting rooms require soothing colours. Colours in the right combination can make smaller rooms appear bigger and can also highlight dull corners of rooms.

Besides colours, the layout of a structure, the design of a room, the arrangement of furniture and the placing of doors, windows and artifacts are of great importance today. While constructing, builders and architects take care to follow Vaastu-shastra or Feng-Shui rules to bring in positive energy to the building. In organisations, open cubicles convey openness, closed cabins or rooms of senior persons show that they prefer to maintain a distance. In a senior personnel's room the desk distances him from his subordinates or visitors. In the same room if there is provision (a sofa) to speak face to face without the formal set up (table) communication could be better. We appreciate the ambience and décor of some houses, offices and hotels while we are uncomfortable in some others. This only proves that arrangement, design and colour speak much about the premises.

### **(8) SOUND:**

We live in a noisy world with sounds that we identify with persons, activities or ideas. The ringing of the alarm, the bell in college, the hissing of the pressure cooker, the conductor's whistle, the honking of horns, mobile ringtones, the music while

cars reverse are some of the sounds that are part of our daily life. The jingles and the signature tune of advertisers for different products become popular that the tune or music is associated with the product. Just like visual communication audio communication also contributes to non-verbal communication.

We have looked at only some of the non-verbal communication methods. Audio-visual technology also aids verbal communication. Organisations make use of films, television to convey progress of the company to insiders as well as visitors. OHP (overhead projector), slide projectors, direct projectors and LCD help during presentations and seminars. The technological support in the form of software like Power Point has become very common.

Non-verbal communication is said to be more authentic but it can also be 'tailored' to suit the need. The number of non-verbal cues is so many that its validity will depend on how it is interpreted and in what context. Studies on non-verbal communication have not been able to find gestures or body languages which have the same meaning in all societies and all cultures. In spite of all these, non-verbal messages are observed to get to the depth of verbal communication.

## CHARACTERISTICS OF NON VERBAL COMMUNICATION

- Non-verbal communication is spontaneous and so more dependable. When what we speak and how we react do not match, the receiver will believe our actions, more than our words.
- Facial expressions convey much more than verbal communication. A sorrowful face or an angry look speak much more than words.
- Pictorial warnings or messages in public places can be understood even by illiterates.
- Some signs, signals and symbols are universal, that one can understand what they mean wherever one travels.

- During presentations visual displays are more explanatory than verbal communication.

According to Edward G Wertheim, nonverbal cues have the following roles in communication:

- **Repetition:** They repeat what is being spoken or written. The receiver feels there is truth in what you have shared.
- **Contradicting:** They display a message directly opposed to what you have conveyed verbally. The receiver may trust your nonverbal cues over your verbal message.
- **Substitution:** The nonverbal message takes the place of verbal communication. For example, a well-presented graph with all details can be understood without any verbal explanation.
- **Complementing:** The nonverbal cue used will supplement what you have verbally communicated. An explanation of wheat cultivation in India, with a map with regions highlighted makes the topic more interesting.
- **Accenting:** It adds power to oral communication. Hand gestures to emphasise while addressing a group will make your oral communication more powerful.

However, due to poor observation by the receiver or cultural differences non-verbal communication may be overlooked or misunderstood.

## BUSINESS ETIQUETTE

Etiquette is common courtesy expected of us as social beings. It is an extension of the good manners and cultural behaviour we were taught in childhood. By saying 'please', 'thank you' and sorry to minding our Ps and Qs and conforming to social and cultural norms of behaviour, we ensure that we conduct ourselves with grace and style.

Etiquette is defined as "the forms, manners and ceremonies established by convention as acceptable or required in social relations, in a profession, or in official life." Business etiquette is the way we conduct ourselves while doing business in the professional arena. It adds a personal touch to business and

encourages a positive human response. It covers a whole gamut of activities from dealing with strangers as well as co-workers attending business meetings and meal-time behaviour to social gatherings, telephone and e-mail communication and personal grooming. Business etiquette is founded on commitment and concern to duty and towards our colleagues and customers. Spontaneity, punctuality, respecting elders, seniors, women and treating everyone as an equal is the basis of business etiquette. Putting people at ease and showing proper respect goes a long way in earning goodwill.

Since business etiquette is concerned with acceptable behaviour at the workplace here are a few tips to help you conduct yourself in a cultured and refined manner.

## TELEPHONE ETIQUETTE

Telephones are an important part of organisations even today, in spite of the popularity of smart phones. A trained receptionist handles the telephones in most cases. However, when a call is transferred to person or a department the receiver ought to display basic telephone etiquette. The calls could be about providing information making requests, inquiries, fixing appointments and so on. The receptionist may direct the call to the person concerned or the department. As the outsider forms an image of the speaker and the organisation while communicating, it is important that all employees are taught how to use a telephone during their induction sessions. Many organisations insist on having a consistency in the way telephones are answered throughout the organisation.

As it is always oral communication, clarity of voice is important.

- All calls should be received and concluded courteously.
- The caller must identify himself or his designation if the call is for another person. Convey where the person concerned is, or pass on the call to someone else who could respond to the call.

- Ensure the message is taken down and passed on as soon as the person arrives. If it is urgent message the person about the call.
- Do not hesitate to clarify the message, irrespective of whether it is for you or someone else. Repeat details so that the speaker knows you have the correct message.
- Do not pass on personal numbers (mobile numbers) of colleagues without their permission.
- Avoid speaking loudly as you may disturb others or whatever you are speaking about may be confidential matter. At the same time do not be so soft that the person on the other end has to ask you to repeat often.
- Avoid multitasking while attending a call.
- Avoid keeping the person on hold for long while having a discussion with someone else.
- Listen more, avoid interrupting while the person is speaking.

## HANDSHAKE ETIQUETTE

Handshake as a gesture of greeting has been part of the western social and business situations for long. Today it is an international mode of greeting and so it is important to know how to use this form of greeting appropriately. The handshake is the beginning or the conclusion of a conversation or a business transaction, so one should also know when to use it.

In business situations it is acceptable to offer a hand shake to:

- ◆ Former business contacts/social acquaintances especially when meeting them after a gap of time
- ◆ New business contacts, staff members or others you are meeting for the first time
- ◆ Conclude a business transaction
- ◆ Congratulate someone on an accomplishment
- ◆ Greet your guests or your host/hostess
- ◆ Take leave from a business- social event involving business or social contacts

A handshake initiates interaction and so, it is better to be cautious about a handshake:

- ◆ With someone who is superior in the official hierarchy (It is better to let them make the first move).
- ◆ With someone who appears uncomfortable.
- ◆ With someone who is inconvenienced or whose hands are occupied.
- ◆ With someone you have nothing to say to (someone new).

A person may be judged by the quality of his handshake. It would help to keep in mind the following when shaking hands in business situations:

- ◆ When you meet a new person, greet, begin to introduce yourself and extend your hand and look at the person. Extending the hand in silence will make you appear nervous or authoritative. Extending the hand cannot replace the oral greeting and introduction; they go together.
- ◆ When you extend your hand, keep your fingers together with the thumb up and open and slide it into the other person's hand and give a firm handshake.
- ◆ The handshake should be brief and formal. It should extend to no more than 2-3 pumps or three to four seconds. Holding on for more than that can make people uncomfortable. To avoid awkwardness the handshake should be over before the exchange of greetings and introductions.
- ◆ Use the forearm and shake from the elbow and not from the shoulder. Do not risk hurting the other person's arm.
- ◆ The handshake should not be a too powerful grip to show strength, nor should it be a lifeless hand. The former conveys an overbearing nature, while the latter conveys indifference, nervousness or discomfort. The handshake is to connect, not to show authority.
- ◆ In a business setting a woman is an equal corporate member, not just a lady. She should extend her full hand and return the handshake firmly. She should never offer

only her fingers, which may be ideal for certain social settings.

- ◆ Use only one hand for the handshake during business introductions. The use of both hands with someone new is seen to be too personal, intrusive or sometimes even 'uncomfortably' friendly.
- ◆ Sometimes you may have to shake hands with someone who has sweaty palms. Although it may be uncomfortable, do not wipe your hands or show your discomfort immediately, as this may embarrass the person. Do it discreetly. If you have sweaty palms use antiperspirants or wipe them dry before extending your hand.
- ◆ Even if you feel that your handshake did not convey the right message, direct the conversation to something more interesting, a compliment or a question.

This simple gesture should exude politeness, confidence and openness and put the receiver at ease. It is also the first step to future professional associations and should not be taken casually.

### **CUBICAL ETIQUETTE**

Until a few years ago, most offices had rooms for the few seniors and open halls or rooms with desks for most of the others, with many sharing the same telephone and other office facilities. The hierarchy was more rigid with demarcations between superiors and subordinates being very clear. The scenario is very different today with most offices opting for cubicles and rooms with glass partitions that symbolize openness and transparency. There is much team work and the superior- subordinate divide is not as rigid as before. It has brought in casual behaviour and comfort and so people take each other for granted. However comfortable you are, remember that it is a workplace, an environment you share with many others and it calls for some rules to be followed.

- However close you are, everyone values his privacy, so treat others' cubicles as private offices. Do not walk in and out without permission. Pretend there is a door and ask

permission before you enter. Assume that the person is busy doing something important, so ask if he has time to spare.

- If you do not wish to be disturbed let others know about it. Use a sign at the entrance of your cubicle saying 'Busy' or 'Meeting Deadline' or show disinterest by not meeting the eye of the intruder. Some people fail to recognize subtle messages, so then do not hesitate to tell them that you are busy and do not want to be disturbed.
- While in the cubicle of a colleague, avoid reading what is on the computer screen especially when the owner is not present or give your suggestions when they are not asked for. Do not borrow items from a colleague's desk all the time just because you have access to them.
- Do not have conversations over the partitions because it is convenient. It could disturb others. There could be clients or a discussion happening in nearby cubicles.
- Do not call out answers or pass comments on conversations you happen to overhear from other cubicles. Do not eavesdrop.
- Do not call out to someone in another cubicle just because it is not too far.
- Be polite enough not to listen to conversations from other cubicles. If you happen to overhear anything confidential or personal, do not repeat it to others.
- Remember just as you hear conversations from cubicles near you, others too can hear you. Speak in a moderate voice to people inside your cubicle and when using the mobile or phone. Use the 'library' tone.
- In case you need to discuss confidential or personal matters, do it outside the cubicle in a more private place.
- Do not use a speakerphone in your cubicle as it could disturb your neighbours. It is also unfair to the speaker on the other end.
- Even if you have permission to listen to radio or CDs, keep the volume as low as possible, so that others are not



disturbed. Use of earphone is better. Keep ringer and alert tones low.

- As cubicles are only partially partitioned, odours permeate easily. Avoid eating strong smelling food or keeping gym bags with sweaty clothes / socks in cubicles. It is ideal to have food in an open lunch area. Sometimes after shave lotions or perfumes too are overbearing and can be a bother to people in other cubicles.
- Keep your desk and cubicle free of clutter.

A cubicle is a part of the work place and so, even though there are no walls or a door we need to respect everyone else's work space and privacy.

## OFFICE ETIQUETTE

The office is the place where the same people spend hours together day after day. It becomes comfortable to get along amicably in an office when everyone knows what to expect from others and how to respond accordingly. Every office has a hierarchy but a democratic approach and good personal skills can ensure effective communication at and between all levels.

- **Introductions:** In the business context there are many occasions when you need to introduce yourself or others.
  - ◆ When you introduce yourself, give your full name followed by designation / department / organization, depending on the context. Pay attention when others introduce themselves.
  - ◆ When you are being introduced, regardless of gender, stand up so that your physical presence is established. Lean forward to show your intention to stand, if you are not able to stand up immediately.
  - ◆ Take the initiative to introduce people to others, unless they are already acquainted. Whatever their status or position, it makes them feel valued.
  - ◆ When you introduce two people, make sure the junior person is first introduced to the senior person.

- ◆ Every organization has formal and informal gatherings, of which you could be a host or a guest. During such official gatherings or meetings do not wait for people to approach you. When you find a person standing alone introduce yourself and make him comfortable. Do not stick to the comfort zone of known people and ignore others. Move around and make new acquaintances.
- **Courtesy:** Be a people's person and think about all who work with you and believe that you are part of the huge group.
  - ◆ Just as you know your peers and clients, try to know the people who work around you, irrespective of their positions. Find out their names, their jobs and acknowledge what they do.
  - ◆ Be courteous to juniors just as you are to your seniors. Politeness should not be determined by hierarchy.
  - ◆ Acknowledge people and their work. Show appreciation with words or appropriate gestures. Reciprocate when they reach out to you. If you are busy, let them know when they can see you.
  - ◆ When referring to a person, point with an open palm with all fingers together. Using the index finger shows accusation or aggressiveness.
  - ◆ Be part of office gatherings. These are informal situations where you can interact with colleagues and get to know them better. Regularly skipping such gatherings will show you as an indifferent person.
  - ◆ Every organization may have an unwritten dress code. It may not be mandatory or imposed but is a disciplined requirement that gives a sense of uniformity. If there is a problem it is better to discuss with the person concerned, rather than defying it and drawing negative responses.
  - ◆ Above all, remember that 'Please' and 'Thank you' never went out of fashion. Request people for help, thank them for services rendered and apologise when you are in the wrong. Use them sincerely; never overuse them that the sincerity behind the words is lost.

- **Consideration:** Do to others what you expect others to do for you. Whatever is important to you is important for others too, irrespective of positions.
- ◆ Always be on time. Inform people concerned if there is a delay so that they can do the needful rearrangements.
  - ◆ Be organized and keep to deadlines. Your delay in completing or submitting something on time may lead to a long sequence of delays.
  - ◆ Listen to people when they speak to you face to face or at a meeting, a presentation or during a discussion. Give them your full attention, show genuine interest and ask relevant questions.
  - ◆ Do not be distracted. There are many gadgets from most advanced smart phones to iPods and iPads to laptops which can keep you socially connected and distracted. During a meeting be polite enough to switch them off and connect with the person speaking. You will not miss out on much by disconnecting your gadgets, on the other hand you will earn much respect for your gesture.
  - ◆ Do not be judgmental on people who may make mistakes; everyone makes mistakes, but offer room for improvement. Guide them if you are a senior or diplomatically present it to them if you are a subordinate. Passing comments, criticising or teasing them behind their backs will not rectify the situation.
  - ◆ Follow the 'elevator rule'. After a meeting with clients or potential business partners, avoid discussing the details/ impressions of the meeting with your colleagues immediately (till the elevator reaches the ground floor and you have walked out of the building). Give yourself time to absorb the details.
  - ◆ Do not interrupt a person even when you disagree with him. After he is done speaking express your opinion.
  - ◆ Avoid gossip. There is no thing as 'harmless gossip' because you are damaging the reputation of the person you are talking about. It also shows your personality poorly.

- **General Concern:** There may be some common facilities used by all. Sometimes you could do certain things that could convenience others even if it is not 'your job'.
- ◆ After using the photocopying machine or a printer, there are only a few papers remaining for the next user. Bring in more paper. If you cannot, inform someone who will do the needful.
  - ◆ If you find printed material of importance belonging to an earlier user near the photocopying machine or a printer, do not leave it lying around. Try to identify the person and pass it on to him.
  - ◆ Use office machinery with care as you would use your own. If it does not work, report and get it working.
  - ◆ Office stationery is for official purposes. Avoid using them for personal needs unless it is an emergency. Do not waste stationery just because it is available free.
  - ◆ Coffee and tea machines and water coolers are part of most offices today. Sometimes they do not work. When you realize it do not just walk away. Stick a notice on it, let others know and inform the person concerned.

People in offices often complain about colleagues, irrespective of positions, who are rude, inattentive and unhelpful, who are untidy and unhygienic, who are always distracted by their electronic gadgets, those who over use and waste office stationery and so on. An office is a mini world comprising of different people. We may not be perfect and be able to do everything right, but a small attempt from our side can make a world of difference to people around us.

### COMPUTER ETIQUETTE

Computers have improved organisational functions today. The internet and its network services have changed the way organisations function. It may be used to share information, request data, enquire, draft reports and so on within and outside the organisation. It helps to promote and sell goods and services to customers in any location. It also helps with collaborative ventures, recruitment of personnel and sharing of information

with stakeholders. However, it is important to use it effectively and efficiently. Netiquette is the expected courteous way to use the internet.

- ◆ E mails follow all the rules of letter writing. It should be drafted clearly and concisely providing correct information.
- ◆ All e mails should have a subject, so that the receiver knows what the mail is about. If it is not mentioned, the receiver may overlook the message.
- ◆ When drafting informative matter, give references and links where required, so that what is written is complete.
- ◆ Be precise so that there is no confusion in the mind of the reader.
- ◆ Avoid using Caps for full words or sentences as they indicate that you are shouting.
- ◆ Always shut down the computer when leaving your seat. Official matter, however unimportant, should not be for public display.
- ◆ Do not open/use someone else's computer in their absence.
- ◆ Do not go through the matter kept open on someone else's computer just because it has been left open. Respect other people's privacy.
- ◆ Do not mail or forward messages that you liked to the mail ids of everyone you know of.
- ◆ Do not misuse information that you have access to.

### **BUSINESS MEAL ETIQUETTE**

It is common practice to invite business partners, associates or colleagues for a meal after or between meetings or discussions. With the infusion of MNCs and the western culture into the corporate world, food and meal etiquette too have taken a western flavour. Although eating food is a very personal activity, at a formal business setting one has to follow etiquette.

- If you are the host or hostess, try to find out the food and dietary preferences of your guest(s). You do not want to take a vegetarian to a non-vegetarian place or vice versa. Find out if they have diet restrictions, so that the right type of food can

- be ordered. Most people do not impose their dietary preferences on others, but it would help if you could find out.
- Plan and choose the right place. It should not be a place that is too inexpensive or too casual, nor should it be some place very expensive. If your guest is from the same place leave the choice to him.
  - If you are the host, call and make a reservation and be at the venue to receive the guest. If the guest is late give some time before calling up. Ideally if the guest is new to the place, arrange for him to be picked up.
  - If you are the guest, be at the place a little before the given time. Get correct directions to the place if you are not sure. Inform if you are going to be late.
  - Wait for all members to reach, before ordering the food. While you wait suggest some starters and beverages. Wait for everyone to get their meal before starting yours.
  - Avoid piling the table with personal belongings. If there are too many things, ask help from the server.
  - When ordering food, do not order the most expensive item or one with a fancy name. Order food that you are sure of and is not difficult to handle. If in doubt follow the lead of the host.
  - Ideally avoid alcohol during business meals (in between) meetings.

In most restaurants or hotels, the table is set before you arrive. The settings would differ from place to place depending on the type of restaurant or hotel or cuisine. Different cuisines call for different styles of eating. It is important to know how and when to use which cutlery. The same can be said about using hands or chopsticks. However, there are some basic norms to be followed everywhere.

- Switch off your mobiles and other gadgets or keep them in vibrating mode. If there is an urgent call excuse yourself and take it elsewhere. If it can wait send a suitable message so that you are not repeatedly disturbed.
- You may open the door for a senior person or a lady, but never pull out a chair for another person.

- Sit erect and keep elbows off the table.
- Once all are seated, take the napkin, fold it in half and place it on your lap with the fold towards yourself.
- Do not rearrange the set cutlery or crockery to your convenience.
- Keep the cutlery down when not using it. Always place them on the plate, never on the table. Do not speak holding the cutlery in your hand.
- Do not use both hands to hold a piece of cutlery or cups or glasses.
- Take small bites of food. Drink small gulps of water. Eat silently without making noises with cutlery and crockery.
- Gently stir soups or dishes to cool them, instead of blowing on them.
- Eat neatly without dropping or spilling food. If you do, be quick to apologise.
- If you need something from across the table, ask it to be passed on.
- If you have a problem with the food, let the waiter know.
- Do not speak with food in the mouth. In the same way do not expect others to respond while they are eating.
- Avoid awkward silences. Come prepared with some light, non-business topics. Avoid religion or politics related topics.
- Try finish eating with the others; do not keep others waiting for you to finish.
- Use the napkin as much as you need, but remember it is not a handkerchief or a tissue.
- When you are finished eating, place your napkin neatly to the left of your plate. Do not pile up all the crockery or push it away from you. The waiter will do the job.
- If you need to sneeze, face away from others before you do.
- Be courteous to the waiters even if they make mistakes. Speak to them calmly. It is not the place to show your authority.
- You should prearrange how the bill is being paid. Check if the bill is accurate and tip appropriately.

## BUSINESS CARD ETIQUETTE

Business cards have been regularly exchanged at firm meetings, casual, formal and at social and business gatherings. Many times, these cards collected remain forgotten or discarded. Though there are electronic alternatives today, business cards are still considered to be one of the first steps that lead to long term associations. Networking is important today and it is important to know how to keep the network alive with business cards.

- ◆ Design a smart business card.
- ◆ Always carry enough business cards with you so that you have one ready to give when asked for.
- ◆ Keep them protected from wear and tear. A crumpled card with frayed edges does not give a good impression.
- ◆ Give your card, facing the receiver so that he can read it without turning it around.
- ◆ When you receive a card observe the logo or the business name and comment on it. It will be valued.
- ◆ Update and replace your business card with new ones, when there are changes in your contact details. A card with old details struck off and new ones written on it, lacks professionalism.
- ◆ Do not hand out your business card as though they were advertisement pamphlets. If you do so, the message sent is that your cards are not worth much.
- ◆ Do not write notes on someone else's card during the exchange unless it is related to that person.
- ◆ Give your business card only to someone who asks for it. Only when a person is interested to keep contacts will he ask for a card.
- ◆ If you would like someone to have your card, ask for his card. He is sure to reciprocate.

Make the most of the cards you have picked up. Keep the contact alive by regular communication and extend it the way you want to.



Etiquette evolves with culture. With changes in personal, social and professional behaviour it is easy to assume that, basic etiquette is not important. Competence, reliability and quality will take a back seat if there is unprofessional behaviour. Today more than ever good manners mean good business.

## MODES OF COMMUNICATION

### TELEPHONE AND SMS COMMUNICATION

Landline or main line is the traditional telephone line which travels through a physical land based medium (the ground and telephone cables) and is different from the wireless cellular phone which uses airwaves as its medium. It is the simplest device used for communication, so common now, that its use is taken for granted. According to the latest CIA report there are 844 million main telephone lines worldwide connecting people of which China has the highest number of telephone lines with the USA coming a close second. In spite of facsimile transmission, computer technology and cellular phones making communication easier today, the telephone is still a very much used gadget for communication. It is used in the world of business to obtain information, to respond to queries from inside the office and from outside, to make appointments, to exchange urgent information and to establish business contacts.

It is oral communication though not face to face, unless it is a videophone. The feedback is immediate and clarifications are made as soon as doubts are raised. Non-verbal feedback is lost while communicating using the telephone. The voice modulation plays an important role here.

As the telephone is still widely used for organisational communication, the receiver or the listener forms an image of the speaker and the organisation while communicating. So it is important that all employees are taught how to use a telephone during their induction sessions. Many organisations insist on having a consistency in the way telephones are answered throughout the organisation.

The personnel in an organisation may receive calls directly, get calls transferred to them through the telephone operator or other departments. The calls could be about providing information, making requests, inquiries, fixing appointments and so on. The receiver of the call should be able to guide the caller to the right person or department. To ensure smooth transfer of messages all employees must know their organisation – its products, the departments especially customer service and the personnel working in the different departments. In a large organisation this may be difficult but they should be able to help the caller reach the right personnel, as quickly as possible.

You could present the right image of your organisation by focusing on the following:

- Greeting properly and providing basic information. eg: On receiving a Call; 'Good morning - This is Soni Razdan of Excel Electronics - How can I help you?' The tone should show that you are eager to help. Compare this to the cryptic and stern 'Yes?' No greeting, no identification and the caller is made to feel he is interrupting. The same applies to the caller too. Identify yourself and state who you want to speak to e.g. 'Good morning, I am Rahul Verma of Veritas Software; could I speak to Anil Varghese of Administration Department?' Compare this to 'Anil Please' or the more annoying 'Hello who is this?'
- Answering promptly. In an organisation a telephone has to be attended to, immediately. If you have to provide some information do so quickly and efficiently. If getting the information takes time tell the caller that you will get back to him with the information. Do not forget to do so. If the call is for another person make sure the caller reaches his destination (the person) quickly without transferring him all around the organisation. If you have to take a message get all the relevant details from the caller and remember to send it to the person concerned. Remember, never to keep the caller waiting on a line, indefinitely listening to music. Make sure you have stationery to take down messages.

- Ending the call politely. It is best to keep telephonic conversations as brief as possible but that does not mean ending the conversation abruptly. Wind up the conversation politely repeating the important part of the conversation. 'So it will reach you before the end of this month.' or 'Then I hope to hear from you when you come to Mumbai next.' or 'I will let you know by 10'o clock tomorrow.' or even a simple 'Thank you for the information'. Irrespective of what position you hold in the organisation being polite and courteous will only enhance the image of the organisation. Remember the caller only hears a voice.

A trained receptionist or a telephone operator would be aware of how "to speak" and "take calls" but today most organisations do not have these personnel. The calls are attended to by personnel with direct lines or someone in the department but very rarely a secretary. The same applies to people who make calls. So a session on telephone etiquette should be part of the induction programme of any organisation.

Using the telephone involves the caller and the listener making use of oral communication. As speaking is the only method of communication employed, attention should be paid to the voice.

Speak in your normal voice, neither too loud nor too soft. Speak up and do not mumble that the listener has to ask for repetitions. Speak clearly and slowly if you feel the listener has a problem understanding you. Such a situation could arise when you speak to people abroad, or you have a different accent or you are listing out things or giving directions. You can spell out words with guidelines like 'O' as in orange 'H' as in hat 'I as in India and 'O' again as in orange to spell OHIO. (Pronounced oh-hy-oh). Speak confidently and let your voice convey the tone of your messages.

Listening is equally important, for only if you concentrate on what is being said can you comprehend the message spoken. Ensure that you are not distracted or disinterested because of preconceived notions about speaker or the subject (the message). Keep pen and note-pad close to the telephone. Ask appropriate questions so that the message is clear to you. Help the caller help

you. Make the correct responses to let the caller know that you are paying attention to what is being said. Do not hold conversations with people around you and do not eat, drink or smoke while you are using the telephone. Remember your voice will give you away in all these situations. It would be good to keep in mind that as you listen, so will you be listened to.

When Alexander Graham Bell invented the telephone in 1876, would he have visualised the extent to which it would be used? The telephone is widely used in offices, homes and public places. It has also new services like call waiting, call forwarding, call identification and group and auto paging. It has also extended its utility by being part of the facsimile machine, answering machine, teleconferencing, voice mail services, video-conferencing, ethernet phones and so on.

The combination of telephones and computers has created an increased use of voice-mail in the workplace. It is not only a glorified answering machine but is also a gadget that lets you send, store and retrieve verbal messages using any number of 'mail boxes' on the system. To listen to your voice-mail message you need to enter the confidential code. Once you have done so, you can play, delete or forward your messages to other people in the system. Many organisations are now using speech recognition software to provide callers with better customer service. These software programmes can recognize large number of words and natural language patterns. Business houses are using these programmes to save the customers from the often heard 'Press 1 for information in Hindi', 'Press 2 for information about your S.B. a/c, etc.

The latest is the landline SMS which has entered the business scenario and is referred to as the Z-text. This enables a personal computer with keyboard and display to send and receive text messages through a connected telephone line. There is no internet access or pre-payment required. The text is charged to your telephone bill like any other calls at standard rates.

The telephone may interrupt your work, you may be hooked on the telephone for hours or you may get wrong calls, blank calls

or angry and abusive calls, yet the telephone connects millions of people world-wide.

### CELLULAR PHONES:

The technologies of Alexander Graham Bell (telephone) and Marconi (radio) came together to lay the foundation for today's cellular phones. Earlier those who needed mobile communication ability installed radio telephone in their cars. There was a central antenna tower per city and a few channels per tower. To be connected to this antenna the cars needed powerful transmitters big enough to transmit to about 70 kms. Not many could make use of this technology, as there were not enough channels.

Then came the cellular system, the division of a city into small cells, allowing extensive frequency range across a city providing millions of people the facility of the cellular phone simultaneously. Today the cellular phones or mobiles are used by people from all walks of life for sending and receiving messages anytime, anywhere.

Short Message Service is a facility which is available on mobile phones. When we send on SMS we are texting messages to receivers. An SMS is useful for sending brief messages of up to 160 words from mobile keypads. In order to compress more words an SMS language has been developed which uses abbreviated words and numerals. Instead of words, figures or single alphabets are used like, 2 instead of 'to', b4 instead of 'before', c instead of 'see/sea', u instead of 'you' and so on. Abbreviations for common phrases like ASAP (as soon as possible), BTW (By the way), DIY (do it yourself), EOD (end of discussion), LOL' (laughing out loud), OMG (oh my God), THX (thanks) are just a few of a long list. There are emotions and pictures to show feelings and ideas.

While the SMS style is cryptic, we should ensure that we are understood and refrain from using it in modes other than mobile phones. An SMS is efficient, economical, quick and can also be forwarded to many receivers. It can be stored and retrieved whenever necessary. Since messages can be sent in Indian languages using the Roman script SMS ensures a wide reach. WhatsApp has made communication even more comfortable.

The messages could be anything as varied as the current market rate of fish in Nagapattinam to the examination results of Std. X to the latest election results and so on. It has become a common and convenient possession that its profuse usage is becoming a nuisance.

A mobile user could do well to keep in mind the following phone etiquette.

- Turn off the cell phone when you are at meetings, performances, religious functions, places of worship and wherever your talking could disturb others or be disrespectful.
- If you are at the above mentioned places and expecting an urgent call, set your cell phone on vibrator mode or let the voice mail take a message. Return the call when you are free.
- Speak in a low voice while conversing on your cell phone so that you do not disturb people around you.
- To respect privacy, avoid discussing sensitive family, customer or company details when speaking on a cell phone in public.
- Do not send irrelevant messages of any kind just because you have somebody's cell phone number. Respect other people's time and convenience.

The smart phones can handle additional communication functions like e-mail access and instant messaging, two-way text messaging, web-browsing, sending mails and using the social media in addition to many other features. The convenience and benefits of having a smart cell phone at your disposal is immense for it can be used anywhere at any time by anyone provided you are within the frequency range. It just requires sensible handling of this convenient technology.

## TELEGRAM

On July 14, 2013, the 163-year-old telegram service in India, closed forever at 9 pm. Introduced in India in 1850 on an experimental basis between Kolkata and Diamond Harbour it was made available to the East India Company in 1851 and thrown open to the public in 1854. It soon became a very important and

popular mode of communication as it was quick and reached far flung corners of the country.

The telegram was a short-written message transmitted through electrical signals in the form of dots and dashes with the text being printed and delivered usually by a teleprinter. Messages were compressed into the smallest number of words with a lot of abbreviations being used. However, with the advent of technology the telegram was made redundant, edged out by SMS, e-mails and mobile phones. Today the 'telegram' is better known as a cloud-based instant messaging service.

## FAX

The facsimile machine is popularly known as the fax machine. This machine is connected to the telephone through a modem. The sender has to dial the receiver's fax number, insert the documents into the machine and press the 'start' button. The light sensing device scans the page making electronic representation of the document (printed matter, pictures, graphs, tables etc.), compresses the data to save transmission time and transmits it to the dialled (receiver's) fax machine. The receiving machine decrypts the signals and uses its in-built printer to reproduce an exact copy of the original document. The function is almost like a photocopier in reproducing an exact copy of the original, the main difference being the photocopier can only make a replica but cannot transmit it. The received copy contains the time, date and the fax number of the sender while the sender gets a confirmation printout showing the receiver's fax number, date and time of transmission and number of pages transmitted. Fax cover sheets are used by organisations, which include the fax number and names of organisations, of both the sender and the receiver and the dates and time of transmission and receiving. The format could also vary from organisation to organisation. Broadcast faxing allows you to enter mailing lists into your fax machine and transmit your document to the fax machines of all the numbers on your list.

Sophisticated fax machines can operate unattended and store much information which may be automatically transmitted to several locations at any time. Many organisations set these

operations during lean hours when rates are lower. The fax machine can transmit documents across continents through a satellite network. It may be attached to an answering machine to record messages and this is then referred to as TAD interface (Telephone Answering Device).

Though the Fax is a much used electronic device its main disadvantage is lack of privacy and the appearance of the message depending on the quality of the receiver's machine.

## COMPUTERS AND E-COMMUNICATION

The versatile electronic gadget, the computer, entered the Indian business scenario quite late but ever since there has been no looking back. Its ability to combine various media functions, speed and efficiency has helped it take over jobs both in offices and homes. Organisations use computers to store and retrieve information and data, calculate at high speed, carry out programme instruction, exercise internal control and checks, employ LAN for intra-organisational communication and the e-mail and internet for external communication.

The computer consists of an input device which has the keyboard and the mouse, a control processing unit (CPU) the brain of the system and an output device which comprises of the video display terminal or the screen and the printer. A computer cannot function by itself it requires software. A computer programmer prepares the software which allows the computer hardware to perform tasks.

Software may be system software or application software. System software (or the operating system) supplies the directions for general operations which make all the hardware components to work together. Application software is designed to provide the system software capabilities to complete specialized jobs. These software programmes are designed for various purposes. Some of the commonly used application software are:

- **Word processing software:** Provides the text-editing ability.
- **Spreadsheets:** Provides general ledger, accounts payable, accounts receivable, payroll etc. for accounting purposes.



- **Database software:** For retrieval of data required by the user.
- **Graphics:** Production of charts, pictures and other graphic aids.

These software packages may be designed to function separately or integrated to combine several features in one package for e.g. word processing, graphics and database may be combined to form one package.

Computer software development has been so rapid that it has become the one electronic system that provides much information of organisational functions. Most of the work in organisations is done using the internet (collection of information), e-mail, voice-mail, tele and video conferencing for intra and inter-organisational communication.

### **THE INTERNET:**

Today when you enter the world of business you are expected to know how to use technology for effective and efficient communication. The internet is the world's largest computer network, and it would be difficult to handle organisational communication if you did not know how to use the internet. The internet is a voluntary, co-operative undertaking which is not owned by any one individual, organisation or government. Individuals, firms, government agencies, educational institutions and other institutions in any part of the world can access and make use of the internet.

To access the internet, a computer with a modem and an Internet Service Provider (ISP) are required. For a fee, when you dial the ISP's host computers you will be linked to one of the networked computers in the internet. Normally the telephone line links you, but for faster linkage the use of a cable connection or a Digital Subscriber Line (DSL) is made.

The most widely used part of the Internet is the World Wide Web which helps users to search for, display and store multimedia resources such as graphics, text, audio and video files. To reach this information you go to a website which has the information stored on a series of webpages, containing multimedia information. To reach the webpages you need to use a

web browser like Microsoft's Internet Explorer or Netscape Navigator.

The internet has changed the way customers, suppliers, organisations and other stakeholders interact. Organisations are using the internet for various purposes. Some of them are to:

- Share information, request data, enquire, draft reports etc. within the organisation.
- Promote and sell goods and services to customers in any location.
- Provide customers with product and service information.
- Recruit employees.
- Find new business partners.
- Inform all stakeholders about business development.
- Collaborate with local, national and international business partners.

In an organisation the internet facilitates communication by offering on-line communication like e-mail, video conferencing, intranet and extranets. Organisations can use intranets and extranets – two types of web sites specifically designed for internal and external communication.

### **INTRANETS:**

The intranet is a private internal network set up by the organisation for the use of their employees alone. It uses the same technology as the Internet but the information provided and the access allowed is restricted to employees of the organisation. They use a password to enter the corporate intranet and then move on to other areas of the internet. However, outsiders using the internet cannot access the intranets. Through the intranet e-mails are sent, electronic forms and reports are filed, organisational information from remote areas are acquired, employee related information is circulated and electronic phone directory and newsletters are published. Provision of such internal information enables an employee to find what they need quickly without going through the stored files or contacting various offices. Extranet, as the name suggests is an external intranet that allows qualified people from outside the organisation like suppliers,

financiers, experts, customers to enter the network using a password.

Video conferencing, along with tele-conferencing and electronic meetings are referred to as groupware. They facilitate communication that involves groups of people. These technologies help groups exchange information, collaborate in writing projects, reach decisions, develop proposals and solve problems. Organisations have now begun to use these facilities. During the lockdown period following the pandemic this facility played a big role in connecting people of all ages. Online classrooms, professional communication and meetings and even personal/family meetings were held through Zoom, Microsoft Teams and Google meets. A large part of the world communicated electronically.

Multimedia communication refers to representation, storage, retrieval and dissemination of text, graphics, images, audio and video. Some suggest that the addition of animated images produce multimedia but it has typically meant any one of the following combinations:

- Text and sound.
- Text, sound and still or animated graphic images.
- Text, sound and video images.
- Video and sound.
- Multiple display areas, images or presentation presented simultaneously.
- In a live situation, the use of a speaker, or actors and props together with sound, images and motion video.

Motion pictures are distinguished from multimedia by the scale of production (multimedia is usually smaller and less expensive) and by the possibility of audience involvement. Interactive elements can include voice command, mouse manipulation, text entry, touch screen, video capture of the user or live participation (during live presentations.) E.g. A class in the north-eastern part of India can be provided with a text on the sea and support by multimedia props like the visual and the audio. Though far from the sea the class sees for themselves the movement of the waves along with the sound of the waves.

Power point presentations can be made more effective with the help of multimedia technology. With the speed and advancement of technology, multimedia is being applied in several fields like travel, education, insurance, banking, medicine, real estate and advertising. The Multimedia Messaging Service (MMS) is a communication technology that allows the user to exchange multimedia communication between capable mobile phones and other devices.

An extension to the Short Messaging Service (SMS) protocol, MMS defines a fast way to send and receive wireless messages that include images, audio and video clips in addition to text. A common application of MMS is picture message which uses camera phones to take photos for immediate delivery to a mobile recipient. Other possibilities include graphic presentation of sports news, stock quotes and weather report. Another technology, the Enhanced Message Source (EMS) has more capabilities than SMS but fewer than MMS. A computer system comprises of a CPU unit connected to a mouse, a keyboard and a printer. A cordless phone connects to basic unit with radio waves and it may have a headset that connects to the phone and a wire. So too in a stereo system a CD player a DVD player and other audio devices connect to the receiver, which connects to the speakers. Various parts of the system make up a community of electronic devices. These devices connect with each other with the help of wires, cables, radio signals, infra-red light beams and an even greater variety of connectors not plugs. The connecting of these devices is becoming more complex and even expert technicians find it difficult to set up a complete system on first try. In order to ensure that home electronics are more user friendly it was necessary to find a simple method to connect these systems to each other. Blue tooth is the answer. It is a standard developed by a group of electronics manufacturers that allows any sort of electronic equipment, from computers to cell phones to keyboards and head phones to make its own connections without wires, cables or any direct action from the user.

#### **E-mail:**

The electronic mail or E-mail is the fastest electronic way to send messages to anyone, anywhere in the world at any time in

minutes. The only requirement is a computer connected to the internet and your receiver having an e-mail address. It can transmit not only the written word but also pictures, tables and even sounds. (Animated e-greetings are the best example). With such technology at your fingertips for only a click away it is no wonder that the e-mail is so popular.

In the Electronic Mail Services the messages are stored electronically in a central computer. When you connect to the service you are informed if you have any messages. You can choose to read them and reply immediately or later. Another feature of the e-mail service is that you can copy your message to as many people as you want, easily. The messages received may be filed, deleted or sent to the trashcan. No mailing stationery is required and the service is available 24 hours. With the invasion of computers into more offices and homes and the mushrooming of cyber-cafes the number of e-mail users have increased.

Today E-mails carry most of the intra-organisational communication that informs employees, request data, supply responses, confirm decisions and give directions. In short they are becoming the standard form of communication in most organisations.

There is no doubt that computers have drastically changed organisational communication. It also provides facilities to chat, be creative, shop and even play games. Just as there are benefits there are drawbacks too. Information on any topic is available to anyone at the click of a key. Children have access to topics not suited to their age. The use of the computer to store and retrieve information is plagued by hackers who are able to break into confidential information, viruses that could destroy large amounts of stored information and mischief mongers who misuse technology for cheap thrills. Government rules related to proper use of technology and innovative techniques to curb such practices are employed to overcome these drawbacks.

Although communication tools like e-mail are helpful to people at work, the truth is that they are stressed and find difficulty with this information overload. Some opt to telecommute. Working from home where interruptions are few.

Some others turn off pagers and cell phones and log off the internet while at work. Some others check their e-mail inbox only at specific times during the day. It is for the person concerned to send, receive and use e-mails effectively and efficiently.

## SMS COMMUNICATION

Short Message Service is a facility which is available on mobile phones. When we send an SMS we are texting messages to receivers. An SMS is useful for sending brief messages of upto 160 words from mobile keypads. In order to compress more words an SMS language has been developed which uses abbreviated words and numbers. Instead of 'to' the figure 2 is used and 'u' instead of you. Another example of SMS language is as follows:

*'... bt twas nt just bout scams n crckt, d nation's 2 bgst obsessions...'*

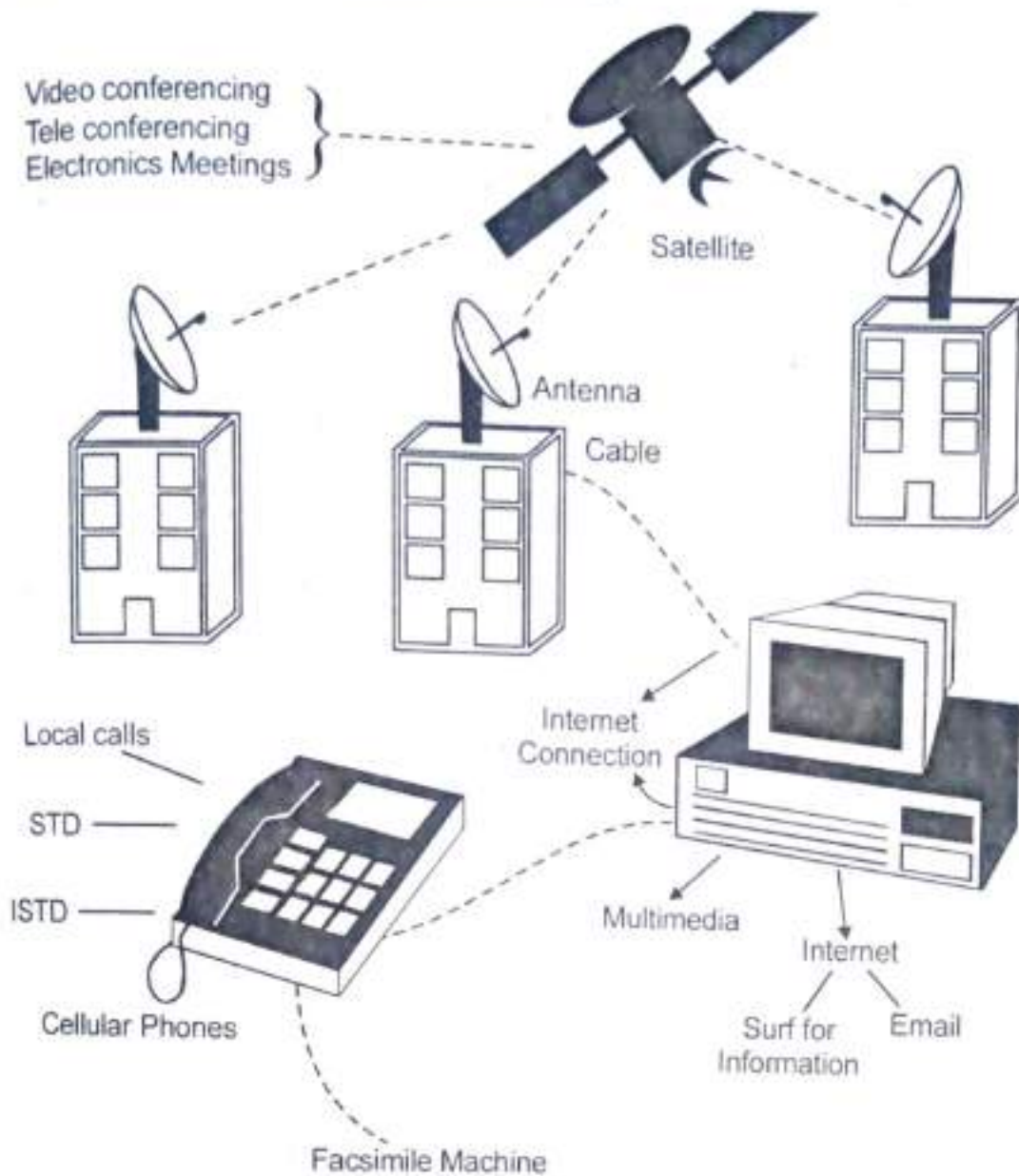
While the SMS style is cryptic we should ensure that we are understood and refrain from using it in modes other than mobile phones.

An SMS is efficient, economical, quick and can also be forwarded to many receivers. It can be stored and retrieved whenever necessary. Since messages can be sent in Indian languages using the Roman script SMS ensures a wide reach.

## VIDEO AND SATELLITE CONFERENCING

Video conferencing uses telecommunication technologies to enable users to communicate by way of simultaneous audio and video transmissions across two or more locations. It is a type of groupware which was first used commercially in Germany in the late 1930s. It was later developed and expanded in the US and today video conferencing is widely used in business, education, medicine and media. In the 1990s, Internet Protocol (IP) based video conferencing made desktop and Personal Computer (PC) based video conferencing possible. While video conferencing technology was initially used for internal corporate communication it became very useful as a distance education network to be used by schools, colleges, libraries and NGOs. Today, video conferencing is practised through skype and iChat,

thereby ensuring video conferencing facility and reach to nearly all locations with an internet connection.



**Media and Modes**

Two sets of equipment are needed for satellite systems. The uplink (a large satellite dish) transmits the video and audio signals to the satellite. The downlink (a small dish antenna) receives and displays the signals.

**Satellite Conferencing:**

For meetings involving large groups or those taking place with little or no internet connectivity where secrecy has to be maintained, satellite video conferencing becomes necessary. A satellite video conference uses satellite links to connect multiple

sites, speakers and viewers. They are becoming the alternatives to traditional face-to-face meetings.

Organisations have understood the convenience and benefits of videoconferencing. It helps connect businesses across countries. Video conferencing is interactive two-way visual and audio communication over a distance. Organisations save on travel and time as they can conduct business meetings through video conferencing. Important organisational discussions and decisions can be taken by responsible personnel seated in their own workplaces. Employee training by experts from far away places is possible. As it is a two way interactive communication employees benefit much from experts in their field they could never have interacted with. The biggest hurdle is only setting up the required technology at both ends, but with networks bringing in speed, better performance and flexibility, organisations have acknowledged that videoconferencing is worthwhile.

### IMPORTANT TERMS

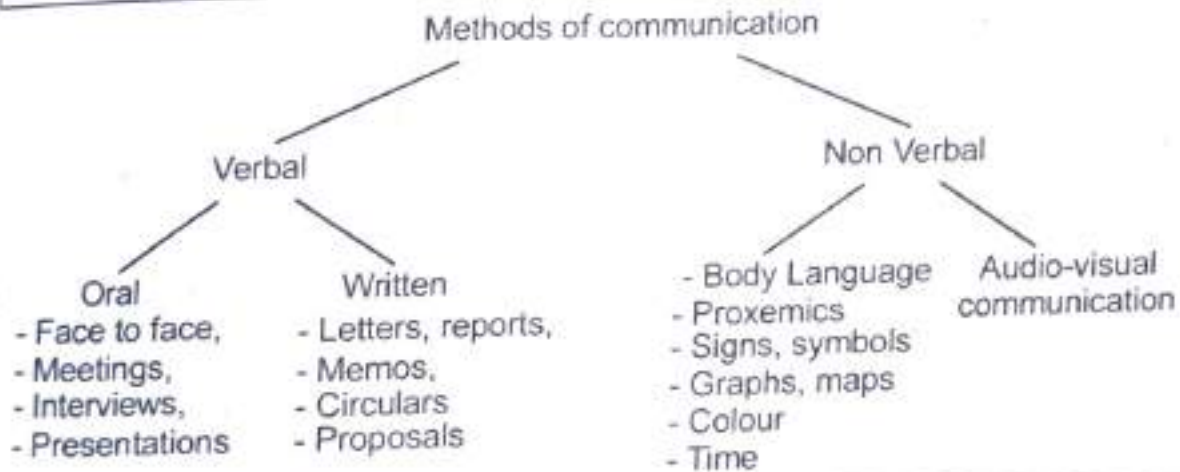
- (1) **Verbal Communication:** Verbal communication is one of the methods of communication. It includes all kinds of written or spoken and so, depends on language.
- (2) **Non-verbal Communication:** Non verbal communication is one of the methods of communication which involves body language and other cues. Body language is more expressive and so more dependable. Other cues communicate by themselves or support verbal communication.
- (3) **Kinesics:** This is the study of body language or body movements. It includes the communication conveyed by the facial expressions, gestures, posture and even dress or appearance.
- (4) **Proxemics:** Proxemics is the study of space around us and how it is utilised. Broadly the four distinct space zone around us are Intimate, Personal, Social and Public. The distance kept between people communicating, indicate the connection between them.
- (5) **Haptics:** Haptics is the study of touch and its relevance as a nonverbal communication aid. It is about how people



communicate and interact through the sense of touch. Many emotions are conveyed through touch and may share much more than words can.

- (6) **Paralanguage:** It is also called vocalic. It is a form of nonverbal communication that adds to oral communication through pitch, tone and other manners of speaking. It is also referred to as the expressions of the voice.
- (7) **Etiquette:** Business Etiquette is the way we conduct ourselves while doing business in the professional arena. Etiquette is the acceptable behaviour and is required in all social relations. It adds a personal touch to all situations and encourages positive human response.
- (8) **Netiquette:** It is a term coined combining 'net' (from network or internet) and 'etiquette'. It is a set of rules that requires appropriate and polite online behaviour. It could help in better communication and avoid misunderstanding.

### QUICK RECAP



### QUESTIONS

**(1) Fill in the Blanks:**

- (a) When we communicate through any media other than language we are communicating \_\_\_\_\_.
- (b) \_\_\_\_\_ communication breaks the barriers of illiteracy.
- (c) Business \_\_\_\_\_ is the way we conduct ourselves while doing business in the professional arena.
- (d) \_\_\_\_\_ is the study of body movements.
- (e) \_\_\_\_\_ is the study of the space around us.
- (f) A person's voice, tone and pitch is referred to as \_\_\_\_\_.



- (g) The \_\_\_\_\_ can reproduce photographs, documents or any other printed/written material and transmit it over a distance.
- (h) Specialized vocabulary that people belonging to a certain technical professional group use is called \_\_\_\_\_.
- (i) \_\_\_\_\_ allows a group of people to interact telephonically with each and every member of the group.
- (j) The term \_\_\_\_\_ refers to the specialized vocabulary used by certain professional groups.
- (k) Verbal communication may be \_\_\_\_\_ or \_\_\_\_\_.
- (l) \_\_\_\_\_ communication is more expressive.
- (m) Good \_\_\_\_\_ adds to the personality of a person.
- (n) The \_\_\_\_\_ machine is commonly called the fax machine.
- (o) The \_\_\_\_\_ of the voice conveys the various moods of the speaker.
- (p) \_\_\_\_\_ communication represents the sender's message and so has to be planned.
- (q) Reports, memos and letters are examples of \_\_\_\_\_ communication.
- (r) \_\_\_\_\_ communication is more spontaneous and most of the time not planned.
- (s) Written communication is \_\_\_\_\_ and can be used as reference.
- (t) Movements of limbs, head and shoulders are called \_\_\_\_\_.
- (u) The \_\_\_\_\_ is a private internal network set up by an organisation for its employees.
- (v) Business \_\_\_\_\_ is the way we conduct ourselves while doing business.
- (2) State giving reasons whether the following are TRUE or FALSE:**
- (a) All oral communication is face to face communication.
- (b) Written communication is the best for confidential matters.
- (c) Gestures and body-language are non-verbal communication.
- (d) In this age of telephones and computers we do not need to write letters.
- (e) Written communication has been completely replaced by E-mail.
- (f) Non-verbal communication is more reliable than verbal communication.
- (g) Intranet is the use of internet technology within the office network.
- (h) Silence speaks.
- (i) In fax transmission the original copy is retained by the sender while the receiver gets a duplicate.
- (j) Organisations employ more oral communication as information has to be recorded for future use.
- (k) Expressions are part of written communication.
- (l) Formal oral communication should avoid colloquial usages.
- (m) Verbal communication uses less language to communicate.

- (n) Time management is very crucial to business deals.
- (o) A map is not self-explanatory.
- (p) Posters are the cheapest means of reaching out to maximum number of people.
- (q) Proxemics is the study of body language.
- (r) A fax machine requires the internet to function.
- (s) Eye contact is very important during written communication.

3) Match the following:

"A"	"B"
(1) Posters	(a) Body language
(2) Signals	(b) Study of space
(3) Proxemics	(c) High visibility
(4) Posture	(d) Study of body movements
(5) Kinesics	(e) Signs in motion

(4) Give 2 examples each for the following:

- (a) Gestures.
  - (b) Facial expressions.
  - (c) Visual communication.
  - (d) Oral communication.
  - (e) Symbols.
  - (f) Signs.
  - (g) Body language.
  - (h) Written communication.
  - (i) Paralanguage.
  - (j) Audio-visual communication.
- (5) List any four advantages and disadvantages of technological advancements in communication. *(Nov. 16)*
- (6) List and explain the advantages and disadvantages of Internet. *(Nov. 16)*
- (7) Discuss 'Silence' and 'Posture' as methods of Non-verbal communication. *(March 17)*
- (8) List and explain in brief any seven methods of Non-verbal Communication. *(March 18)*
- (9) Discuss the advantages and disadvantages of using the Internet. *(March 17)*
- (10) Elaborate on the importance of Body Language in communication. *(Nov. 17)*
- (11) List any five advantages and disadvantages of Written Communication. *(Nov. 18)*
- (12) List any five advantages and disadvantages of Oral Communication. *(Nov. 18)*
- (13) Discuss any four advantages and disadvantages of Oral Communication. *(March 19)*
- (14) Write short notes on:
- (a) Kinesics.
  - (b) Signs and Symbols.
  - (c) Oral Communication.
  - (d) Verbal Communication.

- (e) Visual Communication.
  - (f) Proxemics and Time.
  - (g) Sketches, Graphs and Maps.
  - (h) Body Language.
  - (i) Facial Expressions.
  - (j) Gestures and Posture.
  - (k) Written Communication.
  - (l) Appearance and Posture.
  - (m) Non-verbal Communication.
  - (n) Advantages of Oral Communication.
  - (o) Disadvantages of Oral Communication.
  - (p) Advantages of Written Communication.
  - (q) Disadvantages of Written Communication. *(March 18)*
  - (r) Advantages of Verbal Communication.
  - (s) Disadvantages of Verbal Communication.
  - (t) Distinguish between Oral and Written Communication.
  - (u) Time, Space and Sound.
  - (v) Colour and Layout.
  - (w) Office Etiquette. *(Nov. 16)*
  - (x) Netiquette. *(March 17)*
  - (y) Facsimile Transmission.
  - (z) E-mail.
  - (aa) Teleconferencing and Videoconferencing.
  - (bb) Videoconferencing. *(March 18)*
  - (cc) Telephone Etiquette.
  - (dd) Landline and Cellular Phones.
  - (ee) Multimedia – A Useful Medium.
  - (ff) Computer.
  - (gg) Cellular phones – advantages and disadvantages. *(March 17)*
  - (hh) The Advantages and Disadvantages of the Internet. *(Nov. 17)*
  - (ii) Advantages of Social Media. *(March 18)*
  - (jj) Communication by Touch. *(Nov. 18)*
  - (kk) Disadvantages of Written Communication. *(March 19)*
  - (ll) Advantages of Internet. *(March 19)*
- (15) Activity:**
- (I) Ask students to list down the various written and oral communication they see/ face/ use when they visit or are at the following places:
    - (1) At a hospital.
    - (2) At a hotel.
    - (3) In a bus.
    - (4) In a shopping mall.

- (5) Booking a movie ticket on line.
  - (6) At a railway station.
  - (7) In the examination hall.
  - (8) Ordering food through Swiggy.
  - (9) Meeting someone for sponsorship for a college programme.
  - (10) Fixing a caterer for a function.
- (II) Role plays to highlight:
- (a) Various business etiquette.
  - (b) How to use a cell phone.
  - (c) Computer.
  - (d) Various social media etc.
- (III) Have a debate on:
- (a) Written communication vs Oral communication.
  - (b) Verbal vs Non-verbal communication.
  - (c) Cellphones a nuisance or a convenience.
  - (d) Internet a boon or a bane.
  - (e) Social media informative or insensitive.
- (IV) Presentations on different non-verbal aspects.

## **UNIT - II: OBSTACLES TO COMMUNICATION IN BUSINESS WORLD**

### **CHAPTER 4**

# **OBSTACLES TO COMMUNICATION**

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*In this Chapter:*

- ◆ INTRODUCTION
- ◆ PHYSICAL / ENVIRONMENTAL BARRIERS
- ◆ SEMANTIC / LANGUAGE BARRIERS
- ◆ SOCIO-CULTURAL BARRIERS
- ◆ PSYCHOLOGICAL BARRIERS
- ◆ WAYS TO OVERCOME BARRIERS
- ◆ QUICK RECAP
- ◆ QUESTIONS

## INTRODUCTION

It is quite apparent that communication has fuelled human growth and development and is responsible for the success of any business activity. So, anything that comes in the way of, effective communication is damaging and undesirable. These obstacles or barriers must be studied so that we can prevent miscommunication and misunderstanding.

Barriers to communication are of various types. They may be physical, mechanical, organisational, cultural, linguistic and psychological in nature. Whatever the type, all barriers distort communication.

Before proceeding to discuss the different barriers to communication we need to understand that the communication process is often affected by the limitations of both sender and receiver. During oral communication barriers may arise if the sender is disorganised, uses irrelevant information, chooses words wrongly and has a poor speaking skills and even poorer pronunciation.

While sending written messages poor composition, wrong syntax, incorrect spellings and punctuation can lead to the entire message being misconstrued. The receiver's inattentiveness, differing levels of intelligence and understanding all contribute to a communication breakdown. So, barriers may occur at the level of the sender, the receiver or the medium.

## PHYSICAL / ENVIRONMENTAL BARRIERS

Location, environment, time and distance, our physical condition and the medium we choose to communicate in can all create difficulties for us. The disturbances or distractions which act as physical barriers to communication are:

- (1) **Competing Stimulus or Noise:** Communication involves creating and responding to stimuli. When we speak our words, voice and tone stimulate the receiver to respond. However, our conversations may be interrupted, drowned by loud music, aeroplanes, trains, traffic noise or any

- disturbance in our surrounding. These disturbances are parallel to the communication cycle and distort it.
- (2) **Environmental Stress:** Human beings do not communicate in a vacuum. Climate, temperature, humidity, heat, dust, rain, snow and thunder adversely affect communicators. Heavy weather can cause discomfort to the speaker and receiver and thus affect communication.
  - (3) **Mechanical Barrier:** When gadgets used for communication fail, it affects the process. For example, failure of the sound system during a programme, a hung computer while working on a project, no electricity while making a power point presentation etc. Cyclones, tsunamis and floods can play havoc with the communication network making it impossible for people to reach out to each other. The inability to operate a device or gadget used for communication or lack of knowledge to set it right or restart it when it does not function can also be a barrier.
  - (4) **Subjective Stress:** When individuals are subjected to stress or are fearful, unhappy, unwell, anxious or excited they will find it difficult to speak, listen or interpret correctly. Fluctuating emotions or extreme feelings too will hamper effective communication.
  - (5) **Ignorance of the Medium:** Human communication requires a medium or channel for communication. But if individuals are not familiar with the medium or its correct usage then problems are but inevitable. Use of the written medium will pose problems for those who do not know how to read and write. Using a language with those who are unfamiliar with it will create barriers. Those who are not computer literate can neither send nor receive messages on the internet.
  - (6) **Time and Distance:** It is well known that when a message travels over a great distance or takes a long time the chances of its distortion are very many. Distance between the transmitter and receiver causes problems due to lack of eye contact and involvement. Communicating across continents and time zones becomes difficult because sending and receiving messages will not be simultaneous. Not being able



to stick to a time schedule or being late for interviews and meetings also cause problems and misunderstanding. Increased expenditure may come in the way of communicating over distances.

## SEMANTIC / LANGUAGE BARRIERS

When we communicate our main concern is to understand and be understood. Language is what helps us to convey meaning. But it is ambiguous by nature. Words are mere symbols and usually mean more than one thing. How we use language depends on our background, culture, experience, attitude and location. So, words will mean different things to different people and may be understood or misunderstood accordingly. Also, our usage is often faulty.

Communication breaks down because of the following reasons:

- (1) **Use of Unfamiliar Language and Idiom:** If people speak in different languages, and they do not know each other's language it becomes a barrier to communication. At the same time, knowledge of a language, its grammar and idiomatic expression differ from person to person. The understanding and response to slang, colloquialisms, jargon, foreign words and phrases will not be uniform or as expected. American English differs from British English and use of Americanisms may cause problems to those raised on British pronunciation, spellings and vocabulary. For example, an apartment, closet, cookie, gas and sidewalk in American English are flat, wardrobe, biscuit, petrol and pavement respectively in British English. Indian languages are also spoken differently in different regions of the same state, that sometimes they sound like very different languages.
- (2) **Mismatch between Meaning and Expression:** We don't often express what we mean and we sometimes don't mean what we say. We say yes when we want to say no and vice versa. Only an innocent child, when offered a chocolate, will declare that though he wants it, his mother has tutored him to politely refuse the offer. We expect that people will

understand what we are thinking and fail to express ourselves clearly.

- (3) **Speaking at the wrong moment:** Interruptions and interjections impede the smooth flow of thought as well as speech. Communication becomes disjointed even fragmented. This provides ample scope for loss of information. Wrong emphasis on words and phrases and stressing the wrong part of a message will confuse the receiver. Advertisements are often guilty of this. An advertisement for cigarettes will convey the health warning in fine print but will boldly highlight a lifestyle statement.
- (4) **Interpretations and Connotations:** Words possess different associations and meanings for different people. The favourable and unfavourable interpretations of a word depend upon the context in which it is used. Words like 'capitalist' and 'communist' or 'terrorist' and 'freedom fighter' will have different connotations depending on the politics and ideology of the users.
- (5) **Error in Judgement:** People's reactions are based not on what actually transpires but what they feel has taken place. There is often a significant gap between what has actually been said and what people believe has been said because we often hear only what we wish to hear. Imagination and different perceptions cause many a slip between the cup and the lip!
- (6) **Jargon:** Jargon is technical language and used specifically by professionals. Most of the time people not connected with the profession may not understand the jargon used. Most legal documents have legal jargon which may not be understood by the common man. Doctors use medical terms among themselves to discuss a patient's condition, which the patient may not understand.
- (7) **Confusing words:** Use of synonyms, homophones, homonyms without knowing the differences lead to miscommunication. A word will have many synonyms, but they cannot always replace the other as there are shades of differences between some of them. See, watch, peep, stare and observe are synonyms. However, 'I observed him' and

'I stared at him' and 'I saw him' do not mean the same. Homophones are words that sound the same, but with different spellings and meanings. e.g. (a) write/right, (b) sight/ site/cite, (c) know/no. Homonyms are words that have the same spelling, same pronunciation but different meanings. e.g. (a) They sat on the *bank* of the river. (b) She deposited the money in the *bank*. Homographs are words that have the same spelling, but different pronunciation and different meanings. (a) The *wind* is strong. (b) Don't forget to *wind* the clock. (c) She began to *tear* all the unimportant papers. (d) The *tear* slowly rolled down her face.

- (8) **Gender discrimination:** In work places, in spite of more women and gender fluid persons sharing jobs, the usage of gendered nouns is still common. Gendered language defines and underlines gender differences usually giving more importance to males. Some common examples are chairman, policeman, mankind, man power etc., 'Mr.' refers to any man, married or unmarried but a woman is defined by 'Miss or Mrs.' to indicated her marital status. We often do the following consciously or unconsciously:
- Use man/men or words containing them to refer to people (policeman mankind).
  - Use he/him/his/himself to refer to those who may not be men. (When the student finishes writing he will, submit the paper)
  - Mentioning some one's sex or gender. (The lady doctor was in the clinic)
  - Using occupational stereotypes. (The teacher explained to her students. The nurse treated her patient.)

#### Towards Gender Neutral Language:

- Make nouns and pronouns plural:
  - ✗ A student who loses too much sleep may have trouble during her/his exams.
  - ✓ Students who lose too much sleep will have trouble during their exams.
  - ✗ Each researcher has to submit his research proposal.

- ✓ All researchers have to submit their research proposals.
- Use him/her she/he at the same time.
  - ✓ The surgeon operated on his/her patient.
  - ✓ In response to the question she/he answered in the affirmative.

Gendered noun	Gender neutral noun
Man	Person, individual
Mankind	People, humanity, human beings
Guys	Folks, people, Everybody, Everyone
Manmade	Synthetic, machine made
The common man	The average person
Chairman	Chairperson, Chair, Head
Policeman/woman	Police officer
Actor/Actress	Actor
Manpower	Workforce
Housewife	Homemaker
Forefather	Ancestor
Spokesman	Spokes person
Sir	Sir/Madam

Gender fluid persons have different preferences when it comes to the pronoun they prefer to be addressed as. Finding out their individual preferences and addressing them accordingly would be a positive approach to make them feel at ease at the workplace. Bias-free language is one of the ways to promote an inclusive work environment. While gender inclusive language is necessary for all times, more so now that we are working and connecting remotely. Not being able to physically connect with people makes it more important to break gender barriers. Bias-free language respects diversity and is sensitive to all categories of people irrespective of their sex, gender, race, caste, religion, region, age or physical conditions. Genderless language supports and promotes gender equality.

## **SOCIO-CULTURAL BARRIERS**

Language and culture are closely related. While language is an expression of culture many other variables combine to make up culture. Religion, social, customs and traditions, food, clothes, manners, habits and family ties are some important cultural parameters.

Within our own country we have different clothes, rituals and food habits that are so different from one another. Earlier with migration within the country and today with the impact of globalisation, traditions are getting improvised. There are 'culture shocks' within families when such changes happen. Imagine the culture shock when a person interacts with a person from another country. Even today in some parts of India, women wear the *ghungat* (a kind of covering for the head) when they appear before men. This may appear strange to someone from the western world. Most Indian food is eaten using the hand, but westerners use the fork, spoon and knife and the Chinese use chopsticks. In some countries punctuality is very important, whereas in India most programmes never start on time. In the Middle East a businesswoman must dress according to the prescribed dress code and in Japan you greet by bowing. Religious beliefs will determine what you or your host will eat at a business lunch and whether lunch will be followed by siesta!

In this era of globalisation and extensive overseas travel it is absolutely essential to learn and become familiar with the customs and practices of other cultures. This not only endears us to others but facilitates business dealings. Unacceptable social behaviour resulting from ignorance of foreign customs may cost us dearly.

To be an effective business person one has to have an open mind and be willing to learn about and adapt to different cultures. Though some cultural practices may appear outdated, unpleasant or ridiculous, tolerance is of great importance.

## **PSYCHOLOGICAL BARRIERS**

No two individuals are alike. Each of us has a unique personality which is shaped by our backgrounds, upbringing and past experiences. We look at the world, at people events and

situations from our own point of view, our frame of reference or value system. This system of values and standards defines our actions, thought processes and interpersonal relationships. It is also responsible for making us perceive reality in different ways. As human beings we are victims of bias and prejudice, suffer from anger, fear, joy and sorrow. Our emotions and attitudes affect the sending and receiving of messages creating psychological barriers in the process.

Some important psychological barriers are:

- (1) **Self Image and Pre-conceived Notions:** Each of us looks at himself or herself in a particular way. However, it is not always a case of self confidence. Instead it is the 'mirror mirror ...' syndrome. Just as Snow White's step mother expected only one answer to her question so too do certain individuals. They interpret messages and see reality according to their preconceived notions accepting only those messages that boost their self-image and rejecting others. This results in communication selectivity.
- (2) **Slanting:** Bias and prejudice often colour our judgement and influence our perception and subsequent communication. We do not always present all the facts but allow our preferences to pick and choose. Thus, our messages are slanted with intentional bias. Communication selectivity means that we are selective about sending, receiving and remembering messages. We focus on some details and omit the rest.
- (3) **Filtering:** Another form of slanting is filtering of information. It takes place mostly during upward communication. Juniors wanting to enhance their image and chances of promotion suppress 'bad news' and pass on to the boss only what she/he would want to hear. Filtering also automatically takes place when messages have to travel long distances upwards in the organizational hierarchy. Loss of information and distortion is a natural fall out.
- (4) **Closed Mind:** A close-minded person has a narrow vision. Such a person rejects any other point of view. His mind is always made up and no new facts or alternatives will be

- entertained. As a result, such a person ends up with inadequate, incomplete and usually incorrect information.
- (5) **Allness:** Allness is the attitude of people with closed minds who believe that they know everything. Such people refuse to believe that they could be mistaken. They are dogmatic and rigid in their opinions and attitudes. Another problem of allness is the tendency to generalise or stereotype. We make generalisations about foreigners, communities, professions etc., often with negative overtone. For example, we dismiss all lawyers as liars and all women as weak. By concentrating on some details and leaving out the rest we club whole groups together and brand them unfairly. These generalisations arise out of our prejudices. We must not forget that 'all that glitters is not gold'.
- (6) **Unjust Assumptions:** Assumptions are personal inferences made by the speaker and not factual statements. Our bias, prejudice and opinions prompt us to make unjust or unfair assumptions about others. Our superiority complex ensures that all others are assumed to be inferior in every possible way. Such a feeling will give rise to opposition and raise barriers to communication. In business situations assuming that we have understood everything or been understood by others can cause major problems.
- (7) **Either/or Orientation, Polarisation:** We evaluate people and interpret their messages in black and white terms. People and events are viewed in absolute terms. The context or situation is not considered important. People are seen in extremely negative or positive terms. Swinging between extremes we miss out on the real individual.
- (8) **Halo Effect:** It is another manifestation of the either/or orientation. When we like or admire some people, we believe that they can do no wrong and accept whatever they have to say as correct and valid. Conversely, we condemn those we dislike and do not pay any attention to their views or opinions. It is human to see things or people either as black or white, never grey. In both the cases we mistakenly focus on the messenger rather than the message.

- (9) **Snap Reactions:** Poor listeners jump to conclusions and respond prematurely to the message being conveyed. In their haste they tend to miss out on important details. Their evaluation will then be based on incomplete and insufficient data leading to incorrect interpretation.
- (10) **Tendency to Evaluate:** Another consequence of self-image is the tendency to evaluate others. Since we are both judge and jury the evaluation is invariably from our own point of view and is terribly one sided. To compound matters, our insecurities compel us to be very harsh on others. We seem to forget that those who live in glass houses shouldn't throw stones.
- (11) **Resistance to Change:** Though we humans are a product of evolution we resist change in any form except where we are convinced it is to our benefit. So, the construction of a dams is strongly resisted or enthusiastically supported depending on whether we are tribals or farmers or the supporting or opposing political party. We are always uncomfortable to face new things, take up challenges because of the fear of the unknown. Since change is inevitable, we must anticipate it and prepare ourselves and others for it. Changes must be introduced gradually to be acceptable.
- (12) **Defensiveness:** Since we like to believe that we are always right we constantly justify ourselves or our wrong actions and go to great lengths to appear to be correct. Making excuses and rationalising our mistakes is a common form of defending our ego.

Psychological barriers are inter-related because they arise in our mind. As long as we allow our perceptions, emotions and prejudice to colour our thinking process and attitudes these hurdles will be difficult to overcome.

Look at the following examples to see how psychological barriers hinder communication:

**Example 1:**

**A:** I am not going to attend today's lecture by G Professor. I know it's going to be a boring two hours.

**B:** Arrey but this is his first lecture. How can you know....



**A:** Haven't you heard from our seniors that he is so boring. I believe he has a strong South Indian accent and no one can understand what he says.

**B:** I have heard right the opposite. I believe he teaches well. I have heard them making fun of his accent, but I am sure it cannot be so bad that people can't understand. I have also heard that he makes even the most difficult concept simple and...

**A:** Anyway I cannot understand the subject at all and a boring teacher cannot help so I am off... This is not Maths or Science, so how can he teach it well?

**B:** Do not make judgments on things you do not know yourself. What has a region got to do with teaching? A good teacher....

**A:** I am not COMING.

**The barriers:** A's perception of the professor is already decided for her by someone else. She is not comfortable with the subject and does not want to attend. The 'seniors' information' is her defensiveness for not attending the lecture. Her unjust assumptions about people of a particular region and difficulty in understanding a different accent are all self-created barriers. Her closed mind has decided that she will not attend the lecture.

**Example 2:**

Arun's parents are planning to send him to the prestigious TMQ school far from home. Arun is all praise for DHB school where most of his friends are joining.

**Arun:** Ma did you hear that DHB won the KIKA Cup for the third time! What coaching they get. You know they start training from primary.

**Ma:** You are talking about 3 years winning a cup for one sport. I have heard that TMQ is so old and prestigious that they have wonderful teams for every sport. They have won prizes not only in games but studies and other events too. Their long years of experience are a great thing.

**Arun:** Oh yes I have heard that some of their coaches have trained fathers and sons. How can such oldies know the new techniques?

**Ma:** Experience is important. Nowadays coaching happens 2 weeks before the game and sometimes they somehow win the game. When it is a residential school like TMQ all the students benefit because they get so much time for everything.

**Arun:** They may train for only a short period but that is enough for them, they are so good. Winning is more important.

**Ma:** Practice makes a man perfect. But here TMQ's prestigious name is so good that nothing can beat that. There is no doubt old is gold.

**The barriers:** Both Arun and his mother appear to be under the Halo Effect of the respective schools. Both can see only good about the school they like and cannot see anything good in the school they dislike. Both of them repeat the same things and do not talk about unpleasant areas. They are going by second hand information, are prejudiced and have rigid notions about some topics. However long they discuss they will not come to any positive solution. They have to be open minded to analyse each aspect, look at its pros and cons and then finally decide.

## ORGANISATIONAL BARRIERS

An organisation is a complex structure which hums with activity. But it is not always smooth sailing. Miscommunication and misunderstanding are common.

Problems in organisational communication arise due to the following reasons:

- (1) **Size of an Organisation:** A large organisation will have many employees either in one location or spread over several sites. This will involve long communication lines which will have to travel through several layers of supervision. And when communication lines are long and convoluted miscommunication is inevitable. The design and layout of an organisation can increase not only the physical distance between employees but also create a psychological distance.
- (2) **Emphasis on Specialisation:** Increase in functions departments and activities has led to the phenomenon of specialisation. When more people focus on micro-management their knowledge base, exposure and experience become limited. This also comes in the way of meaningful interaction.
- (3) **Hierarchy and Status:** Hierarchy exists everywhere - in nature, in a family and of course in a business unit or organisation. Individuals occupy positions of authority by virtue of their knowledge, experience and leadership skills. Their status as a leader accords them prestige and power. Companies also acknowledge their superior status by awarding them with separate cabins, personal assistants, cars etc. These status symbols create artificial barriers between seniors and subordinates. It is status consciousness and status symbols that create hurdles. Status conscious seniors feel it is below their dignity to consult their juniors while subordinates fear, fret and falter during upward communication. Status separates seniors and juniors physically and emotionally. This results in distrust, suspicion and misunderstanding. Obsession with status and power also leads to vested interests and groupism. Bias and prejudice come in the way of interpersonal relationships with every interaction being

seen through the prism of status. A participative and flexible style of management along with a democratic design and layout of office space helps to relax status barriers and create an atmosphere of openness and cordiality.

- (4) **Channels used for Communication:** Internal communication in an organisation comprises of both formal and informal channels. Too much emphasis on vertical communication, neglecting meetings, conferences and consensus can affect the free flow of communication. On the other hand, preference for horizontal communication may dilute authority and adversely affect the day-to-day functioning of an organisation. A judicious mix of channels and media balancing the formal and informal channels will enhance organisational communication.

### OVERCOMING BARRIERS TO COMMUNICATION

Any type of barrier can be dealt with and overcome with some effort on our part. A few ways of breaking down barriers are:

- (1) Be clear, precise and to the point. Plan your communication.
- (2) Use simple, direct and jargon free language.
- (3) Use repetition to confirm that the message has been received and understood correctly.
- (4) Depend on first-hand communication as far as possible.
- (5) Insist on feedback.
- (6) Use different channels and methods of communication. Mix and match efficiently depending on availability and suitability.
- (7) Try to minimise noise and other disturbances by interacting with authorities concerned.
- (8) Organise meetings keeping in mind the different time zones so that there is no inconvenience.
- (9) Ensure that all devices/gadgets used for communication are in working right.
- (10) Improve your levels of concentration to avoid distractions.

- (11) Have an open mind. Listen to different points of view. Do not allow bias and prejudice to creep in.
- (12) Don't pre-judge. Listen first, evaluate later.
- (13) Don't be selective in your communication.
- (14) Stop acting as a know-all. Remember that no one can ever know all there is to know about anything and everything.
- (15) Develop empathy. Listen not only to words but to the feelings being conveyed. Observe non-verbal signals.
- (16) Stop sparring. Don't refute for the sake of it. Understand, analyse and then present your case.
- (17) Have an attitude of equality and respect for others. Be ready to co-operate and collaborate with others.
- (18) Try to educate yourself on different cultural practices, especially if you have to interact with people from different cultures and countries. Be tolerant.

Communication can also be hampered due to social and cultural barriers as well.

## CASE STUDIES

### CASE STUDY 1:

Mr. Raina, head of Sales department, had managed to get an order from XP company, a high-profile customer. XP company had some specifications for the product which the Sales department promised to provide them. However, when the sample products were sent, the buyer was not happy with the product as their specifications had not been completely followed. They were ready to buy the products if it could be delivered on the date mentioned in the order with the changes made. Not wanting to lose a good customer, Mr. Raina agreed to their demand. On conveying the details of the changes and the deadline of the order to Mr. Shah, the head of Production department, Mr. Raina was informed that it was not possible as they had 2 orders from their regular customers to be completed within the same period. According to Mr. Shah if the specifications had been conveyed to them clearly at the beginning, they could have avoided the changes. Mr. Raina felt that Mr. Shah was just being difficult as he was jealous. The next day Mr. Raina met the Vice President and informed him that due to the indifference of the Production department, the company was about to

lose a high-profile customer. The VP (Vice President), who was going on leave, immediately calls up Mr. Shah and instructs him to drop all other orders and focus on completing the order of XP company. Mr. Shah and his team complete the work with great difficulty. However, they do not receive any further orders from XP company and they lose one of their regular customers as they did not get their order on time. Relations between Mr. Shah and Mr. Raina and the VP were no longer cordial.

**Questions:**

- (a) What are the communication barriers in this case?
- (b) Who is responsible for the break in communication?
- (c) What could each one of them have done to improve the situation?

**CASE STUDY 2:**

Read the following passage to understand effective managerial skills and then answer the questions given below to get a clearer perspective:

Once there was a bright young man who was looking for an effective manager. He wanted to work for one. He wanted to become one. He had been in small towns and in the capitals of powerful nations. He had spoken with many managers; with government administrators and military officers, construction superintendents and corporate executives, university professors and shop stewards, with the managers of shops and stores, of restaurants, banks and hotels, with men and women – young and old. He had gone into every kind of office, large and small, luxurious and sparse, with windows and without.

His search had taken him over many years to the far corners of the world.

He was beginning to see the full spectrum of how people manage people. But he wasn't always pleased with what he saw. He had seen many 'tough' managers whose organisations seemed to win while their people lost. Some of their superiors thought they were good managers. Many of their subordinates thought otherwise. As the man sat in each of these 'tough people's office, he asked. 'What kind of a manager would you say you are?' Their answers varied only slightly.

'I'm an autocratic manager – I keep on top of the situation', he was told. 'A bottom-line manager', 'Hard-nosed', 'Realistic', 'Profit-minded'.

He heard the pride in their voices and their interest in results.

The man also met many 'nice' managers whose people seemed to win while their organisations lost.

Some of the people who reported to them thought they were good managers.

Those to whom they reported had their doubts.

As the man sat and listened to these 'nice' people answer the question, he heard:

'I'm a democratic manager'. 'Participative'. 'Supportive'. 'Considerate.' 'Humanistic.'

He heard the pride in their voices and their interest in people.

But he was disturbed.

It was as though most managers in the world were primarily interested either in results or in people.

The managers who were interested in results often seemed to be labelled 'autocratic', while the managers interested in people were often labelled 'democratic'.

The young man thought each of these managers the 'tough' autocrat and the 'nice' democrat – were only partially effective. 'It's like being half a manager', he thought.

He returned home tired and discouraged.

He might have given up his search long ago, but he had one great advantage. He knew exactly what he was looking for.

'Effective managers', he thought, 'manage themselves and the people they work with so that both the organisation and the people profit from their presence.'

#### Questions:

- (a) What had the young man seen during his wide and in-depth search? Was he satisfied?
- (b) What is the ultimate objective of an autocratic manager?
- (c) What is the contradiction in a tough management style?
- (d) Does the top management favour a 'nice' management style? Why?
- (e) The extract describes types of managers. Classify along with their characteristics.
- (f) Organizations need effective managers. Why?
- (g) Suggest a suitable title for the passage.

(h) Match the columns:

A	B
(1) Bottom-line manager	(a) Practical
(2) Tough	(b) Profit minded
(3) Realistic	(c) Hard nosed
(4) Participative	(d) Democratic
(5) Autocratic	(e) Effective
	(f) Authoritarian

(Courtesy: *The One Minute Manager* – Kenneth Blanchard and Spencer Johnson; Harper Collins, India)

**CASE STUDY 3:**

Read the following passage to understand how organizational objectives are imparted and imbibed. To get an insight attempt the questions given below.

Training that imparts an organisation's culture as well as the requisite skills is not uncommon. In particular, to create a set of consistent cultural values and basic assumptions, senior management may need to develop an ongoing training process. Such an ongoing program not only helps to develop needed skills, as training usually does, but also if it is designed properly, communicates and instils a set of cultural values and basic assumptions about the organisation. At Disney, for instance, the overriding value is "to provide the finest in family entertainment." This is supported by 10 principles, including such basic assumptions as "dream, take risks to make innovative ideas work, pay close attention to detail, and support, empower and reward employees." To infuse this culture into its employees, Disney uses a formal training institute, known as "Disney University". Part of the training is skill related but a big part of it is cultural, instilling such values as "treat customers like guests in your home." Thus, in addition to being trained to do their jobs, employees learn why their jobs are important to the company and are made to feel that their efforts make a difference. In essence, just as Disney treats its customers as guests, it treats its employees with dignity and respect. As a result, it is almost impossible to find a discourteous employee at any of the Disney theme parks.

Starbucks has a similar policy. At Starbucks, training includes not only techniques for brewing "the perfect cup of coffee," but also classes on customer service and retail skills. In addition, the training immerses new

employees in a culture that embodies respect and dignity for both customers and one another. Anyone who has been in a Starbucks store can feel the mutual respect that exists among the employees.

In some companies, training goes beyond the formal classroom experience and extends into an employee's day-to-day activities. Even this training can be culture-maintaining (or culture-building) as well as skill-based, however. At Disney, each employee receives constant on-the-job reinforcement from his or her "coach", who praises the employee's success and gradually instils the company's basic cultural assumptions into his or her behaviour. Indeed, the idea that a manager is a coach reflects a significantly different basic cultural assumption from the idea that a manager is a supervisor.

### Questions:

- What should be the objective of a company's training programme?
- What cultural values does Disney try to instil in its employees?
- How is the training module devised at 'Disney University'?
- What is the common theme in the training received by Disney and Starbucks employees? Can the public evaluate its outcome?
- Which is preferable: Manager as coach or supervisor? Why?
- Suggest a suitable title to the passage.

*(Courtesy: A Manager's Guide to Creative Cost Cutting – David W. Young, Tata McGraw-Hill, New Delhi)*

## QUICK RECAP

Effective communication is the goal of all senders and receivers. However, a number of barriers create obstacles to successful communication. Physical, organisational, mechanical, language, socio-cultural and psychological barriers are some of the main hurdles.

The limitations of the sender and receiver have to be first overcome. Very often noise, time, place, our environment and the channels and media of communication derail the communication process. Faulty instruments and other mechanical breakdowns impede communication immensely in this era of global inter connectedness.

Organisations must streamline their lines of communication. Language is the backbone of communication but lack of clarity, use of unfamiliar words and use of jargon only serve to confuse and confound. Bias and prejudice blind many and prevent them from seeing the true picture.

All these barriers can be overcome by keeping an open mind, listening, paying attention to detail and keeping all channels of communication open. Respect for oneself and respect for others will ensure a healthy environment and effective communication.



## QUESTIONS

**(1) Fill in the Blanks:**

- (a) Environmental factors that distort communication are referred to as \_\_\_\_\_ barriers.
- (b) \_\_\_\_\_ is the tendency to take extreme positions avoiding a middle path.
- (c) Messages get \_\_\_\_\_ due to faulty transmission.
- (d) Resistance to \_\_\_\_\_ can be reduced by informing the employees in advance and by involving them in introduction of new ideas.
- (e) Every culture has its own prejudices based on which they form generalisations thereby creating barrier of \_\_\_\_\_.
- (f) If a communication has to be effective both sender and receiver must assign the same \_\_\_\_\_ to a given word.
- (g) \_\_\_\_\_ barriers can be overcome to a large extent by regular servicing and updating the various media and modes of communication being used.
- (h) Poor composition, wrong spellings and mispronunciation can lead to \_\_\_\_\_ barriers.
- (i) Time, distance and \_\_\_\_\_ can be reasons for physical barriers.
- (j) When the mike fails to function properly there is \_\_\_\_\_ barrier.
- (k) Bias and prejudice are \_\_\_\_\_ barriers that disrupt communication.
- (l) Psychological barriers are in our \_\_\_\_\_ and can be overcome if we think clearly.

**(2) State giving reasons whether the following are TRUE or FALSE:**

- (a) A status barrier is created between people who occupy higher and lower positions in an organisation.
- (b) Slanting in communication refers to bad posture.
- (c) Two people speaking the same language will not face language barrier.
- (d) The poor physical status of the sender or receiver can lead to barriers to communication.
- (e) Language and culture have no connection.
- (f) Obsession with status and power can lead to organisational barriers.
- (g) If the sender chooses the wrong medium there may psychological barriers.
- (h) The correct form of greeting helps to avoid language barriers.
- (i) When importance is given more to the messenger than the message it is referred to as closed mind.
- (j) Ignorance of the use of the LCD can be a cultural barrier.
- (k) Use of jargon can lead to linguistic barrier.
- (l) Personal inferences of the speaker prompts him to make unjust assumptions.

## (3) Match the following:

"A"	"B"
(1) Physical barriers	(a) Halo effect
(2) Mechanical barriers	(b) Use of slang
(3) Organisational barriers	(c) Environmental stress
(4) Psychological barriers	(d) Static on the radio
(5) Language barrier	(e) Hierarchy and status

- (4) What are the major barriers to communication? Explain any two with examples.
- (5) How do physical barriers affect the communication process?
- (6) 'All barriers to communication arise in the mind.' Explain with examples.
- (7) List and explain any five Barriers to Communication that exist in classroom and suggest how these barriers can be overcome. (March 18)
- (8) Culture and language influence communication. Discuss.
- (9) What are psychological barriers and how do they affect communication?
- (10) What are the major barriers to communication and how can they be overcome?
- (11) Discuss Cross-cultural Barriers to communication. (March 17)
- (12) List and explain any five Psychological Barriers to Communication and explain how they can be overcome. (Nov. 18)
- (13) List and explain any three Physical Barriers to Communication. Suggest methods to overcome them. (March 19)
- (14) Write short notes on:
- Filtering.
  - Organisational Barriers.
  - Cultural Barriers.
  - Socio-cultural Barriers to Communication. (Nov. 17)
  - Slanting.
  - Language Barriers.
  - Physical Barriers.
- (15) Activity:
- Role play to highlight:** (a) Physical barriers. (b) Psychological barriers
  - Word games:** (a) Use of the right homographs, homonyms and homophones. (b) Ask students to find the synonyms of some words and use them in sentences to show how they differ.
  - Make presentations on:** (a) Food in different parts of India. (b) How the same festival like Diwali is celebrated differently. (c) Weddings of different communities. (d) Some typical Indian customs. (e) Find similarities between some Indian, Arab, Eastern and Western customs.

## CHAPTER 5

# LISTENING SKILLS

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*In this Chapter:*

- ♦ INTRODUCTION
- ♦ IMPORTANCE OF LISTENING SKILLS
- ♦ TYPES OF LISTENING
- ♦ BARRIERS TO LISTENING
- ♦ CULTIVATING GOOD LISTENING SKILLS
- ♦ QUICK RECAP
- ♦ QUESTIONS

## INTRODUCTION

Good communication skills are of great importance in the world of business. The four skills of communication, reading, writing, speaking and listening are all important in the communication cycle. The sender writes or speaks, while the receiver reads or listens. As we have seen in earlier chapters, mere receiving of a message without understanding is not communication, it is only transmission. Effective speaking and writing are possible yet there are barriers that hamper its effectiveness. Though listening is important in the understanding of a message sent, it is one of most neglected skills of communication.

## IMPORTANCE OF LISTENING SKILLS

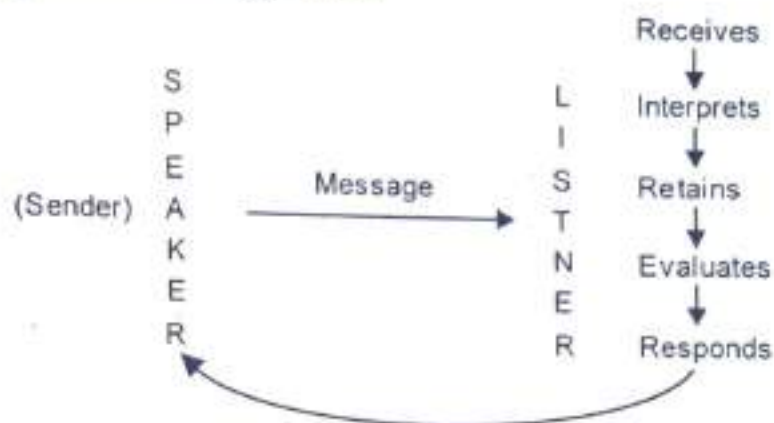
Listening is a routine activity which we tend to confuse with hearing. Hearing is a physiological process where our ears receive the sound waves, whereas listening is a mental activity which requires us to sense the sounds made, as words, understand them, filter what is required and store them. This needs conscious effort from the listener. The load of information that we hear every day is so much that we have unconsciously developed the skill to be selective listeners. Unfortunately, when we become expert selective listeners, we may miss out on valuable information.

The process of listening involves five related activities.

- **Receiving:** Hearing the sounds produced and accepting them as words of a language. This physical reception could be obstructed because of physical barriers like noise or impaired hearing.
- **Interpreting:** Giving meaning to the words to understand what the speaker means. This assigning of meaning will be based on your ideas, beliefs, knowledge, perceptions of the topic and also in the context you receive them. Unless you are aware of the sender's needs you may interpret the message wrongly.
- **Retaining:** Storing the message for further use. Your ability to listen well will help you retain what you have heard. You may

make note of the speaker's key points and recall it when necessary. Poor attention or distraction from listening may result in not being able to note and store the message for future reference.

- **Evaluating:** Assessing the speaker's message. You apply your critical thinking skills to weigh the pros and cons of the message and then evaluate the message.
- **Responding:** Providing the feedback. If it is face-to-face communication, you may react or respond with an answer, or clarify a doubt or ask a question. If you are part of a larger group, an audience, you may respond by applauding, laughing or remaining silent.



- **Receiving** : Paying attention to the message.
- **Interpreting** : Understanding it.
- **Retaining** : Storing it and using it when needed.
- **Evaluating** : Analysing it.
- **Responding** : Reacting to it.

Is poor listening the fault of an ineffective speaker? It may be, but to a large extent the listener is also to blame. We have to consciously make an effort to listen. Why? The following reasons could be the answer.

Only when we listen do we gain new information that can supplement what we already know. We gather information which consists of facts or opinions. This should set us thinking and questioning further when we are not convinced. The impact of the words could leave us inspired or motivated. Good listeners can be good communicators too.

Are speakers and listeners only responsible for poor listening? Not always. The medium chosen, the environment and barriers of different kinds could also lead to ineffective listening.

Different situations require different listening skills. You listen for information or to understand and evaluate or to appreciate the speaker's point of view.

## TYPES OF LISTENING

- **Content Listening:** The aim here is to gather information that comes from the speaker. He may be giving you the details of a trip or instructing you how to conduct an activity and so on. The content is of importance to you and it is not important to analyse it further. Your interaction with the speaker may be to get clarification regarding the information passed on.
- **Critical Listening:** Here content alone is not important. You try to comprehend the message and evaluate its meaning. You analyse the logic of the message, its validity, the speaker's intentions and the implications of the message for you. Critical listening requires more interaction with the speaker as you need to see the speaker's point of view. When there is a plan to carry out a project you try to gather maximum information to ensure its successful completion. You will need to analyse the initial information, look at it from all angles, get more information if required, question about facts which are not clear and so on.
- **Empathic Listening:** Here the focus is on the speaker and the way he sees an idea or a situation. You have to appreciate things from his point of view even if you do not share the same perspective. Empathic listening, without being judgemental or not trying to advise will encourage the speaker to pour out his feelings.

Besides these types of listening, you may also indulge in marginal and pretended listening. Marginal listening is distracted listening where a remark or an idea sets you to think deeply about it and thus lose track of the remaining message. As you have lost continuity you tend to pay less attention to the remaining message. Pretended listening is a common phenomenon in

classrooms. You put on the act of listening while you pay least attention to what is being conveyed. Some even go to the extent of providing non-verbal cues like nodding of the head and smiling at the right times. Both marginal and pretended listening result in poor understanding of the message.

## BARRIERS TO LISTENING

As listening is a mix of physical and mental activity it may be obstructed by physical and psychological barriers. Let's look at some of the barriers or reasons that cause poor listening.

- **Prejudice:** Preconceived notions about the speaker or the topic makes you an indifferent listener. You either do not pay attention at all or if you do, your focus is on the flaws and faults of either the message or the speaker or both.
- **External Factors:** The environment could hamper smooth listening if it is not conducive to the listener. The venue and time may not be comfortable to the listener. There may be individuals in the audience who distract the listener's attention from the message. Physically the listener may not be keeping well. The venue may have noisy fans, faulty sound systems, poor or glaring lights and so on. The speaker's non-verbal cues like untidy dressing, stammer, poor and monotonous speech delivery etc. could create a disinterested receiver. If the listener is not familiar with the language or dialect of communication, the listener will soon lose interest.
- **Thinking Speed:** We think faster than we speak. While the speaker conveys the message our thinking process is almost done and so the mind tends to wander – daydreaming or focusing attention elsewhere. So, you end up missing important information.
- **Selective listening:** At times we hear only what we subconsciously want to hear and so block out unpleasant facts. As mentioned before, some word or phrase initiates a different line of thought and you start following that path. You may find it difficult to resume listening as you cannot follow what the speaker is talking about.

The important thing is to recognise these barriers and work towards overcoming them. The areas where barriers could be perceived are the speaker, the environment and the listener. See how you can overcome them.

### **CULTIVATING GOOD LISTENING SKILLS**

- Do not assess the speaker by his style of delivery, focus more on the content.
- Respect the views of the speaker and visualise the matter as he sees it. This does not mean you agree with the speaker, but you have a better perspective.
- Do not allow noise, distance or the environment to come in the way of listening. If they can be controlled, do so and focus your attention on what is being said.
- Build a rapport with the speaker. Maintain eye contact and provide non-verbal feedback whenever possible. Show interest.
- Resist the temptation to interrupt. Listen attentively to the entire message before you question the speaker. Your interruption may lead to deviations, taking the speaker off his course and the rest of the audience off their flow of thought.
- Be aware of unspoken messages in the paralanguage and facial expressions of the speaker.
- Move with the speaker. Do not linger over what is spoken, analysing and evaluating it. Pay attention to the speaker's next point. Make notes so that you can critically assess it later.
- Along with concentration the listener has to be patient and open to the ideas conveyed. Keep your opinions and prejudices aside.
- Listen to understand not to refute.

Effective listening requires a conscious effort and a willing mind. Listening is not maintaining a polite silence while you think of other matters, nor is it waiting alertly to discover flaws in the speaker's message so that you can refute immediately. Listening is trying to pay attention to what the speaker says and seeing it from his perspective.



## SILENCE IN COMMUNICATION

We have just seen how noise is one of the barriers to listening. A silent environment would be conducive to listening. Silence plays an important role in the communication process. It could be a non-verbal communication which conveys several meanings, depending on the context it is employed. Then it could be rightly said 'Silence Speaks'.

We recognised the role of silence in oral communication. Pauses are important in oral communication for it is an interval during which the listener assimilates the points the speaker wishes to highlight. When we read, the punctuation marks call for pauses. Along with the right tone, stress and pitch these pauses make the sentences more effective.

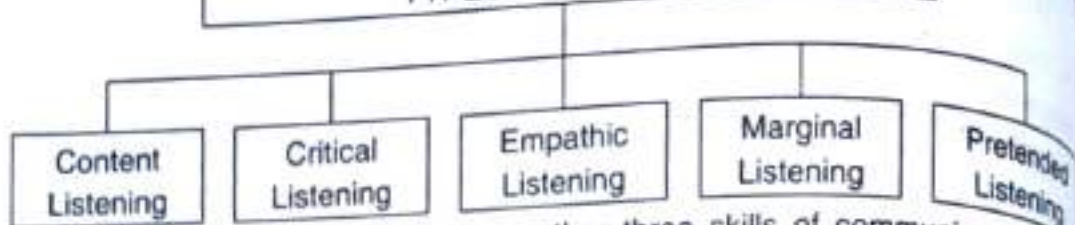
We are not able to speak, when we are overcome by emotions. It may be extreme sorrow, happiness or anger. The context will inform the receiver the meaning of our silence. Haven't you heard, 'When the heart is full, words are few'? If we know the speaker well, we will be able to decode his silence and relate it to the right emotion. Your parent's silence on a request for permission to go for a concert could be easily understood by you as you know your parents well. It could be 'a strong NO' or 'Let me think' or 'Don't ask me'.

Silence can be utilised to take time to think when a question is asked or while listening to an argument or when you need to organise your thoughts. It may be taken as a mark of respect. When a senior person or a person of authority enters a room where people are talking, people keep quiet. Sometimes a person remains silent because he does not want to communicate, he prefers to be left alone. On the other hand, you may remain silent because you do not know the answer or you are guilty of some action.

Every day we use and face 'silences' which are meaningful. It is an effective tool of non-verbal communication. It may be a short pause or a long period of silence, it may be between words during oral communication or it may be the communication itself. Whatever be its occurrence it signifies different meanings depending on the context it is used in.

## QUICK RECAP

### TYPES OF LISTENING



Listening is as important as the other three skills of communication. Poor listening is not entirely the fault of the speaker. A good listener pays attention to the content, will not interrupt the speaker and will also be aware of the non-verbal communication from the speaker. Silence is also a very effective tool of communication.

## QUESTIONS

### (1) Fill in the Blanks:

- Reading, writing, speaking and \_\_\_\_\_ are important communication skills.
- \_\_\_\_\_ listening, without being judgmental will encourage the speaker.
- \_\_\_\_\_ listening is distracted listening.
- Listening is a mix of physical and \_\_\_\_\_ activity.
- Listening is a skill involving \_\_\_\_\_ effort in following what is spoken.

### (2) State giving reasons whether the following are TRUE or FALSE:

- Poor listening is the fault of an ineffective speaker.
- Listening to refute is effective listening.
- Good listening leads to good communication.
- Silence plays an important role in oral communication.
- Listening is a physical activity.
- Silence means the person does not know the answer.
- Pre-conceived notions about the speaker or the topic can make the listener disinterested.
- Selective listening helps to listen to important points.
- Empathic listening is to listen without being judgemental.
- A silent listener is an effective listener.

(3) What causes poor listening and how can these problems be overcome?

(4) How can you bring about effective listening?

(5) 'Listening is as important as the other communication skills.' Discuss.



- (6) Distinguish between Listening and Hearing. List and explain the common barriers to effective listening. *(Nov. 16)*
- (7) Discuss the characteristics of effective listening. *(March 17)*
- (8) List the rules for effective Listening. *(Nov. 17)*
- (9) Distinguish between Listening and Hearing. Discuss the importance of Listening. *(March 19)*
- (10) **Write short notes on:**
  - (a) Types of Listening.
  - (b) Barriers to Listening.
  - (c) Importance of Silence in Communication.
  - (d) Process of Listening.
  - (e) Effective Listening.
  - (f) Communication by Silence. *(Nov. 16)*
  - (g) The Importance of Listening. *(Nov. 18)*



## CHAPTER 6

# INTRODUCTION TO BUSINESS ETHICS

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*In this Chapter:*

- ◆ CONCEPT AND INTERPRETATION
- ◆ IMPORTANCE OF BUSINESS ETHICS
- ◆ PERSONAL INTEGRITY AT THE WORKPLACE
- ◆ DISCRIMINATION AT THE WORKPLACE
- ◆ BUSINESS ETHICS AND MEDIA
- ◆ COMPUTER ETHICS
- ◆ CORPORATE SOCIAL RESPONSIBILITY
- ◆ IMPORTANT TERMS
- ◆ QUICK RECAP
- ◆ QUESTIONS

## CONCEPT AND INTERPRETATION

To understand the concept of ethics we need to go back to its Greek origin – 'ethos' which means character or the science of ideal human behaviour. According to the Concise Oxford Dictionary 'ethics' is the treating of moral questions. In the Chambers Dictionary, 'ethics' is a code of behaviour considered correct.

According to John Donaldson, Business Ethics, can be described as the systematic study of moral (ethical) matters pertaining to business, industry or related activities, institutions, or practices and beliefs. For Brian Harvey, ethics stands for a practice as well as a reflection on that practice. As a practice it is the conscious appeal to norms and values that all parties are obliged to hold on to. As a reflection, ethics is an extension of the norms and values we appeal to in our daily lives. According to Keith Davis, 'ethics' is a set of rules that define right and wrong conduct. This is necessary in any workplace. All businesses, big and small must adhere to an ethical code of conduct.

Ethics and morality are closely linked. Ethics is related to values, our sense of right and wrong. Values are fundamental beliefs and form the basis of our conduct. It is rightly said that 'conscience is the custodian of values'. Values learnt from early childhood and in our growing up years shape our future path. When we live and work on the foundation of truth, charity, sacrifice, non-violence, compassion, selflessness, courage and good conduct we follow moral principles. These moral principles are an intrinsic part of the teachings of all religions. Value systems and moral principles that act as guidance rules provide an ethical framework for society. Ethical rules are present in all societies, all organisations and all individuals. It is universal. People all over the world need rules to govern their lives and conduct and keep them within moral boundaries. The modern workplace can become a battleground with discrimination, prejudice, inequality and harassment if it is not regulated by a moral and ethical code. In a globalized business world, it is important to combine social and cultural values with ethical practices. This will ensure the success and sustainability of any business.

Ethics thus can be said to evolve from religion, spirituality, law and social relations. It helps to provide a golden mean in every situation and enables fair and just action and outcomes.

## IMPORTANCE OF BUSINESS ETHICS

*"Nothing can be greater than a business, however small it may be, that is governed by conscience. Nothing can be meaner or pettier than a business however large, governed without honesty and without brotherhood."*

– William Lever

*"The highest use of capital is not to make more money, but to make money do more for the betterment of life."*

– Henry Ford

From the above statements we can conclude that Business Ethics is the application of moral principles in the conduct of business activities. For a business organisation the betterment of life and society should be as important, if not more, than maximising profits.

Business ethics involves the commercial enterprise, its employees and society as a whole. An enterprise must carry out its activities without harming its own interests as well as those of others. Business ethics is a means of getting corporations to act in ways that serve the best interests of society.

Business ethics is concerned with achieving transparency in business, environment friendly policies, avoiding misinformation, rights of employees, social welfare measures, intellectual property rights etc. Raising their ethical profile ensures a positive response from consumers in today's market place.

Thus, we can say that business ethics is applied ethics and is concerned with decision making and actions based on accepted best practices. Business ethics underlines the rules of business conduct by which we judge and evaluate business activities and behaviour of business managers.

The study of ethics has become important because of a number of fraudulent practices that have taken place in corporates worldwide. Organisations now face the threat of consumer and governmental sanctions for not conforming to ethical practices. For corporates as well as economies to compete as well as co-

operate with each other they must adhere to a common code of business.

## PERSONAL INTEGRITY AT THE WORKPLACE

At the workplace our loyalty is to both our employer as well as to society. Our effort should be to serve both with integrity. We should not work against the interests of the organisation nor harm the prospects of co-workers. Misusing office property for personal use and personal gain is bad practice and should be avoided. Passing on trade secrets, insider trading, bribery and other corrupt practices by individuals harm the prospects and reputation of the organisation and sooner or later brings discredit to the individual. Recently we have heard of several CEOs or Presidents or senior executives of organisations (national and international) being convicted for unethical business practices. This is an indicator of what happens when there is misuse of privileged positions, compromise of personal integrity for personal gains. Ethics should be a way of life in every organisation. Irrespective of their status all personnel require to be responsible and accountable.

Most company codes list the following values that are expected from their employees:<sup>1</sup>

- (1) Respect confidential information to which you have access.
- (2) Maintain high standards of professional responsibility.
- (3) Avoid being placed in situations involving conflict of interest.
- (4) Act with integrity.
- (5) Do not discriminate against anybody or anything on any bias.
- (6) Maintain professional relations based on mutual respect for individuals and organisations.
- (7) Be committed to the goals of the organisation.
- (8) Do not give up your individual professional ethics.

James O' Toole prescribes the following guidelines for managers:<sup>2</sup>

- (1) **Obey the law:** Obeying legal practices of the nation is conforming to ethical values.

<sup>1</sup> A. C. Fernando, *Business Ethics – An Indian Perspective*, (Dorling Kindersley, New Delhi, 2009)

<sup>2</sup> Dr. Neeru Vashishth, Dr. Namita Rajput, *Business Ethics and Values* (Taxmann, New Delhi)

- (2) **Tell the truth:** Disclosing fair accounting results to the concerned parties and telling the truth are also ethical behaviour of managers.
- (3) **Respect for people:** Management ethics requires managers to respect people who come in contact with them.
- (4) **The golden rule:** "Treat others as you would want to be treated." This will always result in ethical behaviour.
- (5) **Above all, do no harm:** Even if law does not prohibit use of chemical in producing certain products, managers must avoid using them if they pollute the environment.
- (6) **Practice participation:** Not paternalism – Managers should not decide on their own what is good or bad for stakeholders. They should allow stakeholders to participate in the decision-making process.
- (7) **Act when you have responsibility:** Actions which should be taken by managers must be conscientiously taken by them for the benefit of the organisation and the stakeholders.

### DISCRIMINATION AT THE WORKPLACE

All employees need to feel a sense of belonging at their workplace to give it their best. Yet there are many unhappy employees in most work places because they face discrimination based on disparity in experience, education, gender, age, religion, region, caste, physical challenges and so on. In some places it is obvious and, in some others, it is discreetly practised. Prime projects and postings, better work schedules, less stressful jobs are often never enjoyed by some employees who are conveniently ignored or overlooked by senior executives based on some bias or prejudice. Both bias and prejudice go against equal opportunities. It is important to understand that bias and prejudice are based on personal opinions, likes and dislikes and not on proof or evidence.

The most common bias at the workplace is gender bias. Today there are equal number of, if not more women than men working in almost all areas of work. Their comfort, safety and security are the responsibility of the organisation. Sexual harassment and deprivation of better posts based on gender discrimination are quite common. Women face many more obstacles than men to go up the corporate ladder. It is assumed that their domestic role as



daughter, wife or mother will hold them back from challenging professional responsibilities, and so they are side lined. In some organisations, especially at the higher levels there may be fewer women. Even in this twenty first century, some men find it uncomfortable to accept women as their superiors or equals. Some colleagues or superiors uncomfortable through verbal, physical or psychological harassment. In many cases, women suffer harassment from male superiors silently for fear of losing their jobs or because there is no support system in place. Depression, low self-esteem, fear, frustration and anxiety make them suffer physically and mentally. Organisations require to have personnel and concerned bodies that look into grievances faced by women at workplaces and provide immediate redressal. The 2013 Protection of Women from Sexual Harassment Act, POSH and the #MeToo movement have changed situations to an extent, though there is still a long way to go.

More people are now open about their sexuality and more members from the LGBTQIA+ community are at work places. Therefore, it is important to make the workplace an environment of comfort and inclusiveness, where they are respected and do not have to fear discrimination or harassment. Ensuring opportunities according to their qualifications, providing suitable infrastructure, treating them with respect and equality could go a long way in supporting them. Another positive step could be using the pronouns preferred by them individually rather than using general ones we think are right. More organisations are ensuring gender neutral work atmosphere for males, females and gender fluid persons. Soon gender equality and gender neutrality will have to become part of work ethics everywhere.

## **BUSINESS ETHICS AND MEDIA**

The media is today all pervasive and penetrates every level of society. Therefore, it is all the more important to observe ethical practices. Twenty-four-hour TV channels and intense competition in the print media often results in sensationalism, paid news and pandering to the lowest common denominator. Crimes and social evils are constantly highlighted, not to fight them but to grab

attention and increase viewership. We often see the media manipulating human suffering for its own ulterior ends. When the focus is to grab headlines with a sensational "breaking news", the people affected and their feelings are forgotten. There have been many instances when the media has conducted "media trials" through which a person is found to be guilty based on its "findings". This leads to much harassment for the people concerned.

Advertising plays a crucial role in marketing goods and services. In a competitive globalised world sellers use a variety of methods to catch the attention of consumers. This often leads to malpractice. Though commercial advertising is regulated, companies often engage in subtle forms of deception or make exaggerated claims about their products.

Instead of providing information, at times, advertisements mislead and even falsify in order to claim brand supremacy. At the same time use of women's bodies, sex and nudity, exploiting social prejudices regarding skin colour and complexion are widely used to drive sales. Companies often compare competitors' products and depict them in a negative light. Advertising promoting cigarettes and over-the-counter medicines claiming health benefits are unacceptable because they play with the health of consumers.

Ethical advertising implies conforming to the code of the Advertising Standards Council of India as follows:

- (a) No offence to generally accepted norms of public decency.
- (b) Truthfulness and honesty in claims and representation.
- (c) No indiscriminate use of advertising for products which are hazardous to society or to individuals.
- (d) References to eminent personalities/political figures and the use of national emblems are not normally permitted.
- (e) Comparative advertising should respect the principles of fair competition generally accepted in business.

**Advertisers and advertising agencies should not make:**

- (a) false and misleading statements or exaggeration, visual or verbal;
- (b) testimonials which do not reflect the real choice of a competent witness;

- (c) price claims which are misleading;
- (d) comparisons which unfairly disparage a competitive product or service;
- (e) claims insufficiently supported or which distort the true meaning or practicable application of statements made by professional;
- (f) statements, suggestions or pictures offensive to public decency.

## **BUSINESS ETHICS AND MEDIA: SOME PROBLEMS**

### **(A) SURROGATE ADVERTISING:**

Advertising is an important marketing tool and creates awareness about the market. But at the same time, it makes use of subterfuge to mislead people especially while endorsing alcoholic drinks and cigarettes. Since the government, in order to protect public health, has banned the advertisements of these products, manufacturers have used surrogate advertising to achieve their ends. A surrogate is something or person acting as a substitute, put in place of the original. To get past the liquor, tobacco and gutka ban, companies introduce other products with the same brand name. Through brand extension customers are constantly reminded of the original products. For example, 'Carlsberg glasses', 'Royal Stag CDs', 'Kingfisher water', etc. Tobacco, gutka and liquor companies sponsor awards and sports events and even teams. Red & White bravery awards, Manikchand awards and Royal Challengers are well known examples of surrogate advertising.

### **(B) IPRPR AND PIRACY:**

According to Wikipedia copyright is a legal right created by the law of a country that grants the creator of an original work exclusive rights for its use and distribution. Copy right is a form of intellectual property, applicable to certain forms of creative work. Copyright laws vary from country to country but are meant to protect the rights of the creator. However, copyright infringement is a regular occurrence, especially with software, films music and books. Copyright infringement often leads to monetary loss for the creator. It also adversely impacts research

and development activity as investors who lose money would be unwilling or unable to plough in money only to lose out to a cheaper and pirated product or process which would spell commercial disaster for the original creator. While originally pirates attacked ships and looted merchandise that did not belong to them, today piracy is understood to be the 'unauthorised use, copying, modification or distribution of content', for self-aggrandizement. We are familiar with the numerous infringements involving Bollywood films and music that have taken place over the years. Plagiarism has found its way into scientific and academic works as well.

## COMPUTER ETHICS

Computer and internet misuse and fraud have gained momentum and it is imperative to define a code of conduct to protect individuals and firms. Organizations must make efforts to prevent misuse in their organisation by addressing security issues. Strict control and monitoring of usage of data and devices must be ensured. Employees should not carry their laptop computers or pen drives to the workplace, nor should they surf or use the internet for personal use. They should not indulge in impersonation and also protect the rights of other users.

Unethical use of computers leads to using computers to embezzle funds, thefts of software, equipment and data. Computer ethics involves the protection of privacy and intellectual property rights for software.

## CORPORATE SOCIAL RESPONSIBILITY

Corporations have begun to act in ways that serve the interests of society. Companies have incorporated programmes and policies that protect the environment, that are investor friendly, don't harm consumers or competitors, in short companies are now equally concerned about their social impact. Concern for the environment and the weaker sections of society with special emphasis on women and children are some of the areas of CSR taken up by companies. Corporate Social Responsibility (CSR) and related activities enhance the corporate citizenship profile of an organisation. In a globalised world it is not merely economics

that will define success and profitability but good labour practices, environmental conservation and protection of human rights as well. Global reputations can be made and marred by the quality of corporate citizenship.

CSR is generally understood to be the positive role that businesses can play in the social and economic field. The need for sustainable and equitable development has spurred companies and governments to focus on corporate social responsibility. The CSR agenda involves the co-operation among a wide variety of stakeholders to be addressed effectively. Emphasis on the need for Corporate Social Responsibility has led to a better dialogue between private and non-governmental bodies. This has led to partnerships and important contributions made to the development of those communities in areas where companies operate. Through CSR the focus has shifted from merely maximizing profits and making short-term gains to more responsible behaviour. The combination of responsible market-oriented behaviour and social concerns can be called CSR.

The Universal Declaration of Human Rights has emphasized CSR in the areas of human rights, labour, environment, consumer protection, health, fighting corruption, fair competition and respect for national sovereignty and local communities. It is therefore natural for CSR to emerge from ethical business practices.

Apart from social concerns another dimension of corporate citizenship is the creation and observance of an ethical work climate within organizations.

The role of CSR is threefold. It aims to:

- (1) treat employees fairly and equitably
- (2) operate ethically and with integrity
- (3) respect human rights
- (4) protect and sustain the environment
- (5) show care and concern for the communities they operate in.

The words of JRD Tata serve as a reminder of the crucial role of CSR.

'I believe that social responsibilities of our industrial enterprises should now extend, even beyond serving people to the environment. This need is now fairly well recognised but there is

still considerable scope for most industrial ventures to extend their support not only to human beings but also to the land, to the forests, to the waters and to the creatures that inhabit them. I hope that such need will be increasingly recognised by all industries and their managements because of the neglect from which they have suffered for so long and the physical damage that the growth of the industry has inflicted, and still inflicts on them.

*(J. R. D. Tata: TCCI Annual Report, 2003)*

It is not only corporates but institutions as well who can make important social contributions. At XLRI, Jamshedpur, students and alumni were actively involved in outreach programmes and used their skill sets to enhance the quality of life in and around XLRI. Examples of two such social initiatives are given below:

#### स्वावलंबनः

**Team:** Ankur Saboo, Anand Raghavendran, Abhiash Soman (BM '07 -'09) Swavalamban is an Ox-Driven Generator. The energy generated from the system is clean energy thereby ensuring sustainability. This system is highly effective as it utilises the existing and easily available resources of villages to provide electricity which is a dream for most of the villages in concern. Rural electrification achieved through our product can revolutionize the lives of rural folks by giving them extra hours and with it plethora of business opportunities. It is proven fact that the gross domestic product (GDP) of villages after electrification has at least doubled.

Our mission is to help improve the quality of life of villagers in the far off villages that are deprived of the basic needs like electricity. Through this product, we wish to extend their living life by additional four-five hours with sufficient electricity. This leads to a greater education and alternate sources of income for the villagers leading to the development. Our goal is not just to build the generator but also to sustain the utility of the generator by building the commitment in the stakeholders. The product has variants starting from individual home electrification and scaled to a level of complete village setup.

It all started as an inspiration and observation from the village tours, we made at the start of our MBA journey. All three of us

were back to India after a challenging global stint. Our experience aboard made us realize what we want to do. We observed that within a distance of 20 km from the Ranchi highway, villagers literally had no idea as to how will they ever get their homes electrified. Our dream is to empower those villagers who belong to the bottom of the pyramid (BOP) segment of our nation and they belong to close to 105,000 villages still to be electrified. The values that we gained from XLRI and BIT Mesra are driving us to take Swavalamban, as a start of a revolution in the unconnected villages.

*Source: XLRI: 'Renewing the Face of the Earth, pg. no. 79-80.*

#### **Parichay:**

Parichay is a young social entrepreneurship venture started in the year 2007. The cofounders are a group of students from the XLRI, Jamshedpur pursuing the Business Management Course and working towards bringing a change in the Indian Art and Handicraft Industry at the grass root level. The efforts have begun from Jamshedpur and are driven towards:

- (1) Organising the unorganised at the rural and the tribal levels.
- (2) Improving the project management at the grass root level.
- (3) Creation/promotion of business development activities for a select group of NGOs truly working with the artisans and craftsmen.
- (4) Bringing innovation in the product design and utility with modern/professional designer's involvement.
- (5) Improving product quality to successfully compete in domestic and international markets.
- (6) Enabling market linkage for the rural and tribal handicrafts.

The efforts are guided towards contemporizing the products so as to enable better acceptance in the market and hence create a sustainable livelihood at the grass root level. But the ethnic sanctity and values of the craft will always stay intact. To realise its dream, the venture has established the Parichay 'Design & Learning Center' at Khas Mahal, which is a first of its kind in Jharkhand.<sup>3</sup>

<sup>3</sup> XLRI Social Initiatives, Jamshedpur.

A company's goals, policies and strategies must be determined in the light of its social responsibilities which should run parallel with economic and business concerns.

### **(A) CSR AND MEDICAL/E-WASTE MANAGEMENT:**

Medical waste management should be a major concern and responsibility of health care organisations. These organisations must observe the medical ethic to "first do not harm" to their employees, health care workers and professionals, waste handlers, patients, the public and the environment.

As far as medical waste is concerned, disposal mechanisms must be stringent and fool proof to prevent the risk of infection, toxicity and contamination. Ethical and religious norms are also to be respected.

In a digital world, electronic waste or e-waste is a growing problem. The more electrical and electronic devices we use the more we discard. Organisations must strictly follow disposal protocols and use tools like Life Cycle Assessment (LCA), Extended Producer Responsibility (EPR) etc., along with proper collection and safe recycling methods.

Organisations must select proper waste treatment and disposal methods from a technical and regulatory standpoint to ensure health and safety.

### **(B) CSR AND CHILD LABOUR:**

Today, policy against child labour is a normal part of corporate social responsibility, but for businesses without a clear supply chain, or little visibility past their tier-one suppliers, identifying and addressing child labour is challenging. In July last year, despite Samsung's "zero-tolerance policy on child labour", at least five children were found to be working for Samsung's Chinese supplier Dongguan Shinyang Electronics. It was revealed that Dongguan Shinyang had employed the children through a subcontractor.

How then can businesses make their own supply chains more transparent in order to eradicate child labour, and how can companies best look beyond their own supply chain to take a more systemic approach to child rights? When removing child labourers from the supply chain could put children at greater risk,



what is the responsibility of business to protect and support them in the transition?

Aditya Birla group through its Aditya Birla Centre for Community Initiatives and Rural Development, an apex body, responsible for developmental projects, claims to have made difference to more than 35 million lives. To quote Rajashree Birla, the chairperson of the Centre "For nearly fifty years now, we in the Aditya Birla Group have been and continue to be involved in meaningful, welfare driven initiatives that distinctively impact the quality of life of the weaker sections of the society, surrounding hundreds of villages in proximity to our plants, spread all over India."

The centre carries out a wide range of programmes for the community around. They range from provision of water both for drinking and irrigation purposes, provision of health care, women's empowerment through income generation activities, vocational training for youths, farmers training programmes to promoting social reforms. The Centre addresses children's education by running 26 formal schools in proximity to the parent group's plants. This benefits about 62,000 students. Apart from this, the centre also runs pre-schools and supports schools run by the district authorities and the local panchayats (village councils). Young girls are also sponsored for further education through a sponsorship programme, while skills are imparted to adolescent girls by running tailoring classes.

One of the interesting aspects of the centre's social initiatives is that they also promote social welfare activities in other countries of their operation as well. One of the Aditya Birla Group companies has adopted Mother Teresa's orphanage in Cairo, Egypt. Similarly, another group company organises medical camps for villagers surrounding its operations in Thailand.

Examples of cause related marketing:

- Brook Bond India providing Rupees 10 (30 cents) to SOS children's villages of India on purchase of every 500 grams pack of its tea.
- Jet Airways, the largest private sector airlines raising funds through its inflight collection programme for Save the Children.

- CRY Citibank Card which gives a percentage of what customers spend to CRY, an Indian NGO working with children, as contribution on customer's behalf.

Example of donating specifically for children's causes:

- FedEx donating USD 33,000 to CRY for supporting projects on children's education. Examples of orphanages sponsorships.
- Shriram Social Welfare Trust, the CSR arm of the Shriram group runs a destitute home, called Ashram, for children in the age group of 2 to 14 years, runs primary and secondary schools for poor children and provides sponsorships in the form of uniforms, textbooks, school fees, etc. to poor children.

Though the initiatives are specifically targeted at children, the approach is still very welfare oriented. The strategies are directed at delivery of services to meet an immediate need or deprivation faced by the children. Nowhere, even in rhetoric, is there even a passing reference to children as holding rights or as stakeholders.

*(Source: Introduction in Corporate Social Responsibility and Children's Rights in South Asia ISBN 978-99946-2-571-0.7 2007 save the children Sweden)*

## IMPORTANT TERMS

- (1) **Business Ethics:** Business Ethics is the application of moral principles in the conduct of business activities. It is a means of getting corporations to act in ways that serve the best interests of society.
- (2) **CSR (Corporate Social Responsibility):** It is a responsibility expected of corporations to not only ensure better quality of life for their personnel but also to contribute to sustaining a better society and a cleaner environment. CSR is a continued commitment by organisations.
- (3) **POSH (Prevention of Sexual Harassment):** Sexual harassment at a workplace is considered a violation of women's right to equality, life and liberty. The 2013 act against sexual harassment of women at the workplace focussed on prevention, prohibition and redressal.

## QUICK RECAP

Ethics cannot be confined to business alone but must involve all aspects of life. Personal ethics must combine with the ethics of the workplace and we must create an enabling relationship between corporates and social and political systems.

## QUESTIONS

- (1) **Fill in the Blanks with the words provided:**  
 Emphasis on the need for \_\_\_\_\_ social \_\_\_\_\_ has led to a better dialogue between \_\_\_\_\_ and non-governmental bodies. This has led \_\_\_\_\_ and important contributions made to the \_\_\_\_\_ of those \_\_\_\_\_ in areas where companies \_\_\_\_\_. Through CSR the focus has shifted from merely maximizing \_\_\_\_\_ and making short-term \_\_\_\_\_ to more responsible behaviour. The combination of responsible market-oriented behaviour and \_\_\_\_\_ concerns can be called CSR.  
*(private, responsibility, partnerships, corporate, communities, operate, development, gains, social, profits)*
- (2) **State giving reasons whether the following are TRUE or FALSE:**
  - (a) Ethics provides a golden mean in every situation.
  - (b) Business ethics encompasses all stakeholders.
  - (c) Transparency is not an aspect of business ethics.
  - (d) Business ethics is based on actions and decisions based on best practices.
  - (e) Globalization has made it more important to observe business ethics.
  - (f) Race and gender discrimination are ethical practices.
- (3) Define business ethics and explain its importance.
- (4) What are the aims and objectives of CSR?
- (5) Give examples of organisations and the kind of CSR they are involved in.
- (6) Explain the term Business Ethics with special reference to Personal Integrity at the Workplace. *(Nov. 16)*
- (7) Explain the term Business Ethics with special reference to Surrogate Advertising. *(Nov. 17)*
- (8) What is meant by Personal Integrity at the Workplace? List and explain various ways of demonstrating it? *(March 18)*
- (9) Explain the term Business Ethics with special reference to Corporate Social Responsibility. *(Nov. 18)*
- (10) Explain the ways in which an ethical workplace culture can be developed. *(March 19)*



**(11) Write short notes on:**

- (a) Personal integrity and the workplace.
- (b) Personal Integrity as a Business Ethic. *(Nov. 17)*
- (c) Business ethics and media.
- (d) Surrogate Advertising. *(Nov. 16)*
- (e) The Importance of Business Ethics. *(March 17)*
- (f) Dumping of Medical and E-waste. *(March 17)*
- (g) Corporate Social Responsibility. *(Nov. 17)*
- (h) Office Etiquette. *(March 19)*
- (i) Corporate Social Responsibility. *(March 19)*

**(12) Activity:**

- (a) Students should be given case studies violating ethics at different levels and asked to discuss the issue.
- (b) Students should find existing / live case studies for discussion.



## **UNIT - III**

# **BUSINESS CORRESPONDENCE**

### **CHAPTER 7**

# **THEORY OF BUSINESS LETTER WRITING**

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*In this Chapter:*

- ◆ **INTRODUCTION**
- ◆ **PARTS OF A LETTER**
- ◆ **STRUCTURE AND FORMS OF LAYOUT**  
(Full Block, Modified Block, Semi-Block)
- ◆ **PRINCIPLES OF EFFECTIVE LETTER WRITING**
- ◆ **PRINCIPLES OF EFFECTIVE EMAIL WRITING**
- ◆ **IMPORTANT TERMS**
- ◆ **QUESTIONS**

## INTRODUCTION

Technological progress has brought speed into the world of written communication too. E-mails and SMS have almost replaced letters today. Yet in the world of business, letters are still the principal means by which an organisation keeps in touch with the world inside and outside. The letter represents the organisation or the person sending it and often, it is from the tone and the quality of the letter that the customer forms his first impression of its sender. Therefore it is important to make this representation impressive in form and content.

## PARTS OF A LETTER

The business letter has obligatory parts and optional parts. Any formal letter is incomplete without the obligatory parts. The optional parts are included in a letter depending on the relevance and contents of the letter. There are different layouts based on the positions occupied by the obligatory parts in the letter. Now when we discuss the parts of the letter we are referring to the semi-block form lay out.

The obligatory parts of a letter are:

- (1) Letter Head/Head Address or Sender's Address.
- (2) Date.
- (3) Inside Address/Receiver's Address.
- (4) Salutation.
- (5) Body of the letter.
- (6) Complimentary Close.
- (7) Signature Block.

<p>(1) _____</p> <p>_____</p> <p>_____</p>	<p style="text-align: center;">OR</p> <p>(1) _____</p> <p>_____</p> <p>_____</p> <p>(2) _____</p>
<p>(3) _____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>(4) _____</p> <p>_____</p> <p>(5) _____</p> <p>(6) _____</p> <p>(7) _____</p>

**(1) THE LETTER HEAD/HEAD ADDRESS OR THE SENDER'S ADDRESS:**

The letter head or head address is the most prominent part of the stationery used. Experts are engaged to design the letterheads aesthetically as they help form the reader's impression of the organisation. Most organisations have their logo also as part of the letterhead. Styles and designs of the letterhead may vary but they all provide similar information.

The registered name of the organisation must be prominently displayed on the first line. If the name does not reveal the nature of business the organisation carries out it must be mentioned just below the name (Example 2). The complete address of the organisation follows, in the second line. Telephone numbers, fax numbers, e-mail ID, web-sites etc. are other details that could form part of the letter head. Care must be taken to provide the STD code before telephone and fax numbers. A complete address

requires the name of the city as well as the correct PIN (Postal Index Number).

**Example 1:**

Name →	<b>ELECTRO WORLD</b>
Address →	71/B AJMER BUILDING, D'COSTA ROAD BANDRA, MUMBAI - 400 050.
Other details → {	Phone: 022-26430092 022-26430096 Fax: 022-26440352. e-mail: techtop@gmail.com.

**Example 2:**

<b>INSTYLE</b>
(Dealers in Kitchenware)
GROUND FLOOR, OBEROI MANOR, M. G. ROAD, BANGALORE - 560065,
Phone: 080-25588369
Fax: 080-25558963 e-mail: instyle.co.in.

The letterhead is centrally positioned at the top of the page. It provides the reader with details of organisation that will help the reader respond as quickly as possible. Providing STD codes, web sites and e-mail ID is a good gesture shown to the reader as he is given the option to reach back to you quickly.

**Sender's Address:**

When the sender of the letter is not writing on behalf of an organisation, the first part of the letter is the sender's address. This has only the complete address of the sender with the PIN code. It is written in the right-hand corner and DOES NOT include the NAME of the sender. A letter may have either the letter-head or the sender's address.

**(2) THE DATE-LINE:**

The date-line has the day, month and year. There are two conventions in use the European, which is in the order of date-month-year and the American, which is in the order of month-date-year. To avoid any confusion it is better to write the name of the month. The date may be written as.

24th August 2022,

August 24th, 2022



24 August 2022,  
August 24, 2022.

It is advisable NOT to write the date as 24-08-22 or 24.08.22 or 24/08/22. Besides the date does not require the label Date before it, like Date: 24 August, 2022.

The date is written in the right hand corner below the sender's address (if it is there) or in the same position below the letterhead.

**(3) INSIDE ADDRESS OR RECEIVER'S ADDRESS:**

This is the address of the receiver and unlike the sender's address it begins with the name of the receiver. If it is addressed to a personnel of an organisation and the sender is not sure of the person's name, the designation may be written. Sometimes the letter may be addressed to the organisation. So the inside address could have any one of the following formats:

**Personal Address**

Ms. Meghna Rao  
506, Unique apartments  
C.V.R. Road, Kilpauk  
Chennai - 600010.

**Official Address (1)**

Ms. Meghna Rao  
Asst. Production Manager  
Phoenix Creations  
Parampara Road  
T. Nagar  
Chennai - 600017.

**Official Address (2)**

The Asst. Production Manager  
Phoenix Creations,  
Parampara Road,  
T. Nagar - Chennai,  
Pin: 600017

**Official Address (3)**

Phoenix Creations,  
Parampara Road,  
T. Nagar - Chennai,  
Pin: 600017

The address of the receiver is to be written with care  
Remember to:

(i) Write the name in full:

- Ms. Meghna ✗
- Meghna Rao ✗
- Ms. Rao ✗
- Ms. M. Rao ✓
- Ms. Megha Rao ✓
- Miss Meghna Rao ✓

- (ii) Take care to spell the name and surname correctly.
- (iii) Write initials if required.
- (iv) Use the courtesy titles used in correspondence like Mr, Mrs, Mrs, before the name.
- (v) Not write 'To' before the Inside Address.

If the receiver has special titles like professor, Doctor, Major, Reverend etc., the name should follow the courtesy titles.

Dr. Doreen D'souza ✓

Dr. Mrs. Doreen D'souza ✗

Maj. Kirpal Singh ✓

Maj. Mr. Kirpal Singh ✗

When it is not known whether the woman addressed is married or not, it is preferable write Ms. (pronounced Miz or Mz not em-es) Ms. is the equivalent of Mr. for, in the organisational structure it is of little importance whether the woman is married or not.

When the inside address begins with the name of an organisation, it may be written as:

(1) **Messrs. Ray and Roy:** If it is a partnership firm where the names of the partners are mentioned.

(2) **The Bank of America:** When there are no personal names involved.

(3) **Unique Designers:** When the name is not of any partners.

It is incorrect to refer to the above as M/s The Bank of America or M/s Unique Designers.

The Inside Address is written flushed with the margin on the left-hand side. As it is written in full it can replace the address on the envelope if a window envelope is used, or if the envelope is damaged or smudged, the letter may find its way to the correct receiver.

#### (4) SALUTATION:

This is the greeting of the receiver by the sender which will vary depending on the relationship between the two, from very formal, to informal.

Sir,

Madam,

} Very formal

Dear Sir,  
Dear Madam,  
Gentlemen,  
Dear Ms. Sinha,  
Dear Mr. Iyer,  
Dear Customer,  
Dear Subscriber,

} Formal

Dear Ajay,  
Dear Snehal,

} Informal

Respected Sir,  
Respected Madam

} Hardly used in correspondence today

Today when more women are occupying high positions in organisations it would be advisable on the part of the sender to find the gender of the receiver. It is advisable not to write 'Dear Sir/Madam,' for it shows that the sender does not care who the receiver is. Just as Indian names are puzzling to foreigners so are theirs for us. Sometimes we are not able to guess the gender of the person from the name. In such cases it is better to avoid a gender-specific title in the salutation. It would be safer to write 'Dear Jean Todt' rather than 'Dear Ms. Todt' assuming it is a woman. However it is wrong to use only the first name (Dear Jean) as you are not very familiar with the person, nor is it right to use the surname alone (Dear Todt) without the courtesy title.

The salutation is always placed below the Inside Address, flushed with the margin on the left-hand side.

#### **(5) THE BODY OF THE LETTER:**

The most important part of the letter is the body of the letter or the contents. Good planning followed by logical, legible and clear presentation of facts are the hallmark of a good letter. The idea conveyed must be clear, language simple, facts and figures correct, the tone courteous and contents logically arranged. The message should make the right impact on the receiver so that the expected response is got. It begins with an introduction or a reference to a previous correspondence. Then comes the topic and the letter ends with a suitable conclusion.

### (6) THE COMPLIMENTARY CLOSE OR SUBSCRIPTION:

Just as the salutation begins the letter, the complimentary close ends the letter. The salutation and the complimentary close should match.

Salutation	Complimentary Close	
Sir, /Madam, Dear Sir, Dear Madam,	} Yours faithfully,	
Dear Kunal, Dear Dr. Ahuja,		} Yours sincerely,
Dear Customer, Dear Reader,		

'Yours respectfully' and 'Yours obediently' are rarely used in correspondence today. Yet it may be used if the situation so warrants. The use of 'Faithfully yours', and 'sincerely yours' are in poor taste.

The first word in the complimentary close begins with a capital letter and the word 'yours' does not have an apostrophe (') between 'r' and 's'.

Yours ✓

Your's ✗

The word following 'Yours' begins with a small letter.

'Thanking you', 'I remain' and 'thanking you in anticipation' are outdated usages. A mere 'Thank you' may be a suitable usage before the complimentary close.

The complimentary close is positioned in the right hand bottom corner.

### (7) THE SIGNATURE BLOCK:

The complimentary close is followed by the signature block immediately. This consists of (1) the signature of the sender. (2) The complete name of the sender and (3) The designation of the sender if it is an official letter.

It is important to write the full name after the signature because it is difficult to decipher the name from the signature. The name must not have any courtesy title before it. In rare occasions when the sender would not like 'to reveal her first name and does

not want to be addressed as 'Dear Sir', or Dear Mr. Mehta the name may be written as J. Mehta (Ms) below the signature. As the letter is on the company's letterhead it is not required to write the name of the company again after the designation. But if the sender of the letter is a person authorised to write on behalf of it as its legal representative, the 'For Unique Electronics' may be used. Business letters may also be signed as follows depending on the situation.

(1) An official signing.

Yours faithfully,

Sd/-

C. Vijaya

(Sales Manager)

(2) A person with special authority (power of attorney) signing on behalf of the firm.

Yours faithfully,

Per pro Unique Electronics

Sd/-

C. Vijaya.

(3) A person without any special authority signing the letter instead of a senior official, in his absence.

Yours faithfully,

FOR THE MANAGER

Sd/-

C. Vijaya

(Asst. Manager)

The signature block is placed immediately below the complimentary close and officially closes the letter. The name of the sender appears only in the signature block and must be written clearly so that the receiver has no difficulty when replying.

The obligatory parts are essential to term a letter complete.

### **THE OPTIONAL PARTS:**

(1) Reference No.

The reference number consists of alphabets and numbers which refer to projects, company, file no., year etc. As the filing

system varies from company to company so do these combinations.

These are placed on the same line as the date on the opposite (left-hand) side. They are helpful in linking up with earlier correspondence and also in filing processes. Sometimes a letter has two reference numbers – **one** the ref. no. of the letter you are writing and **two** the ref. no. of the letter you are replying to.

### (2) The Confidential Notation:

A business letter may contain matter that is confidential and to be read only by the person it is addressed to. To avoid being opened or read by others the word 'confidential' in capital letters is written on the envelope as well as on the letter. The word 'confidential' is positioned centrally or just above the Inside Address. In both places the word could be underlined.

Some envelopes carry the notation CONFIDENTIAL AND PERSONAL. This is not correct, as 'Confidential' refers to official matters of a specific nature. One cannot have personal matters in an official letter. The letter may be marked as either CONFIDENTIAL or PERSONAL but not both.

### (3) Attention Line:

Sometimes a letter is addressed to one person but the sender knows that it is someone else who handles the matter. The letter is addressed to person 1 to follow protocol, but an attention line draws the attention of the person directly handling the matter. Normally the person 1 is a senior authority. The attention line saves person 1's time as he passes it on to the person concerned to look into the matter.

The attention line is centrally positioned above the salutation and below the Inside Address.

### (4) Subject Line or Caption Line:

The caption line is the title of the letter – that which tells the reader what the letter is about. It should be crisp and to the point.

The subject line is written just below the salutation. It may or may not have the word 'Subject' or 'Sub' before it. If there isn't it is better to underline the subject line.

**(5) Reference Line:**

As the name indicates it refers to previous correspondence or any written document. A reference line could be the subject of a letter but a subject line cannot be the reference line if it is not written matter.

**(6) Enclosure:**

Any document that accompanies the letter has to be mentioned under the title enclosure which is written as 'Encl.:' It is better to mention the documents accompanying the letter rather than just the numbers. The clerical staff at the receiving end can ensure that all documents enclosed have reached. In case something is missing the sender can be intimated about the same. Merely mentioning the number of documents may not ensure the safe receipt of the documents.

It is written below the signature block near the left margin.

**(7) Post Script:**

Business letters could do without this optional part for it is usually used to include forgotten matter. So a P.S. indicates that the sender did not take care while drafting the letter or was indifferent. However Sales Letters and Collection letters may have this notation as a reminder.

Sales Letters → P.S. Remember 15% available only till June 30, 2022 ! Hurry!

Collection Letters → P.S. If the cheque has already been sent, kindly ignore this letter.

The postscript is written at the end of the letter.

It is equally important to pay attention to the general appearance of the letter. The stationery used (the letter paper, envelop, ink etc.) must be of reasonably good quality. Whether the letter is written, typed or word processed make sure the writing/print is legible, the words are neatly spaced out, the sentences are grammatically correct and without typographical errors. These non-verbal cues convey much about the sender to the receiver.

**(8) Identification Initials:**

As the name indicated they are the initials of the person who has dictated the letter and the one who has typed it. These are included in the letter so that they help pinpoint responsibility and



make the people concerned more careful in their work. The first set of initials (in capitals) belong to the senior personnel (the one who dictated) and the second set to the junior personnel (the one typist), e.g. PCK/bn or PCK: bn

These initials are placed at the bottom of the page on the left hand side.

### (9) Carbon Copy Notation or Copy To Notation:

Copies of the letter may be sent to several people whose names and addresses are mentioned with one of the following notations. when carbon copies are sent the notations is 'C.C.' When, instead of carbon copies fresh copies of the letter are sent to others the notation used is 'Copy to'. When a fresh copy of the letter is sent to a second party without informing the original recipient of the letter the b.c. notation (blind copy) is used.

These notations appear below the Enclosure block and help in the meticulous recording of documents.

*How many mistakes can you spot in the following examples before looking at the corrected versions?*

#### Example 1:

<b>APSARA APPARELS</b> 501, FANTASY PLAZA, SENAPATI BAPAT RD. PUNE 411016 Ph: 2567900      2567973 Code: 91-020		Date : 26 <sup>th</sup> Aug '22
Manager Nirmal Mills 69, Suman Baug Shukrawar Peth Pune - 411002.		
Dear Sir Sub: <u>Our order we placed for silks and satin on 10th Aug.</u>		
		Yours faithfully, <u>Mr. Ashish Rao</u> <u>Manager of Apsare Apparels.</u>



## ERRORS CORRECTED:

### Example 1:

APSARA APPARELS  
501, FANTASY PLAZA, SENAPATI BAPAT ROAD, PUNE-4411316  
Ph: 91-020-2567900

91-020-2567900

26th August 2022

The Manager

OR

Mr. P.D'Souza

Manager

Nirmal Mills

69, Suman Baug

Shukrawar Pelts

Pune - 411002.

Dear Sir,

Sub: Order No 358/A

Yours faithfully,  
Ashish Rao  
(Manager)

### Example 2:

Alka Desai

115 Sadguru Terrace  
B.K. Gokhale Marg  
Thane (w)  
Mumbai - 400607.

Date : 26/08/22

To,

? Sheela Vaswani

Editor of Newsletter

Pioneer Building

Churchgate

Mumbai- 400020.

Sub: Subscription for 2022-23

Dear Madam,

Yours Faithfully,

?

**ERRORS CORRECTED:***Example 2:*

115 Sadguru Terrace  
B.K. Gokhale Mare  
Thane (w)  
Mumbai-400607.  
26 August 2022.

Ms. Sheela Vaswani  
Editor  
Newsletter  
Pioneers Building  
Churchgate  
Mumbai - 400020

Dear Madam,

**Sub:** Subscription for 2022-23.

Yours faithfully,  
Alka Desai.

**STRUCTURE AND FORMS OF LAYOUT**

The layout is the 'arrangement' or 'planned setting' of the parts of the letter. The format of the letter includes the margin, the space around the parts of letter and the balanced arrangement of the obligatory parts of a letter. A letter may follow any suitable layout but care should be taken to ensure that the layout is correct and complete. The following are some of the layouts used by firms for correspondence.

**(1) THE FULL BLOCK FORM:**

(1)	_____
	_____
	_____
	_____
(2)	_____
(3)	_____
	_____
	_____
	_____
(4)	_____
(5)	_____
	_____
	_____
	_____
	_____
	_____
	_____
	_____
(6)	_____
(7)	_____
	_____

- (1) Sender's Address.
- (2) Date line.
- (3) Inside Address.
- (4) Salutation.
- (5) Body of the letter.
- (6) Complimentary Close.
- (7) Signature Block.

**Example:**

115, Karmakshetra  
Near HDFC Bank  
17th Main Road  
Chembur  
Mumbai- 400071.

6th August 2022

The Sales Manager  
Aqua Pumps  
Maha Building  
P.M. Marg-Andheri  
Mumbai- 400049.

Dear Sir

I received your ... ..

We will be sending ...

We look forward...

Yours faithfully  
S. Vaid

A modern layout with no parts on the right hand side. The date, reference nos., the addresses are all flushed with the left margin. The addresses are with open punctuation. The paragraphs begin at the margins. A new paragraph is begun after a two line spacing below the previous paragraph. The complimentary close is also flushed to the left hand margin. No punctuations used. Though convenient for the typist this format is unbalanced and not appealing to the eye.

## (2) THE MODIFIED BLOCK FORM:

	(1) _____ _____ _____
	(2) _____
(3) _____ _____ _____	
(4) _____	
(5) _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	
	(6) _____
	(7) _____

- (1) Sender's Address. (2) Date line. (3) Inside Address.  
(4) Salutation. (5) Body of the letter. (6) Complimentary Close.  
(7) Signature Block.

**Example:**

115, Karmakshetra  
C.V. Raman Road  
Matunga (w)  
Mumbai: 4000 30.

6th August 2022.

The Sales Manager,  
Aqua Pumps  
Maha Building  
P.M. Marg - Andheri  
Mumbai: 4000 49.

Dear Sir,  
I received your ...

We will be sending ...

We look forward ...

Yours faithfully,

Almost similar to Full Block Form, except with the date and the complimentary close on the right hand side, paragraphs flushed with the left hand margin with 2 line spacing between them.

**(2) SEMI BLOCK FORM:**

	(1) _____ _____ _____
	(2) _____
(3) _____ _____ _____	
(4) _____	
(5) _____ _____ _____ _____ _____ _____ _____ _____	
	(6) _____
	(7) _____ _____

(1) Sender's Address. (2) Date line. (3) Inside Address.  
(4) Salutation. (5) Body of the letter. (6) Complimentary Close.  
(7) Signature Block.

**Example:**

116, Karma Villa  
Manpada  
Thane (w)  
Mumbai - 400706.

6th August 2022.

Ms. Asha Kohli,  
Manager,  
Unique Boutique  
Near Nerul Station  
Nerul, Mumbai - 400607.

Dear Madam,

We are glad ...

The offer made...

We look forward...

Yours faithfully,

It is different from the modified block in that the paragraphs begin away from the margin. The modified block form and the semi-block form are the most commonly used layouts for business letters.

## **PRINCIPLES OF EFFECTIVE LETTER WRITING**

A business letter is the sender's representative to the receiver. It has to be impressive in form and content to elicit from the receiver the right response. We have looked at in detail the forms of business letters. Now let us focus our attention on the more important part, the content or the subject matter.

The purpose of a letter may be to enquire, to persuade, to answer a query, to complain, to answer a complaint, to gather information or simply to inform. In simple words, every letter has a purpose and to fulfill that purpose a letter has to be effective and impressive and to make it so, planning is required.



Planning requires being clear about.

WHY one should write.

WHAT one should write.

WHO one should write to

HOW one should write.

The 'why' is the purpose of the letter, the 'what' the content, the 'who' the receiver and 'how' the presentation. The 'why' should also answer the reason for writing a letter rather than speaking, using a telephone, or sending a fax/e-mail.

Being clear about the purpose for writing the letter helps us see what we wish to achieve. Clarity of thought will help make the writing lucid. As there is no ambiguity regarding the matter the writer is precise and able to put across the matter concisely. Business letters have to be concise but not at the cost of leaving out relevant matters. All information, facts and statistics should be correct. Extra effort has to be taken to find out the authenticity of information that one has. Guess work or assumptions should not be resorted to. The reader must be provided with all necessary details so that the letter is complete in itself. Previous references or correspondence which will help perceive the subject clearly should be mentioned. It should be complete in form and content. It is important to be concrete or specific when using adjectives to describe things, sizes and shapes of material. Adjectives like big, small, expensive etc., can be vague, so it is better to give dimensions or figures like 6 metres, Rs. 5,000 etc., to avoid confusion.

The sender has to be courteous and tactful in dealing with the receiver. A bad tempered letter never brings in positive results. **Consideration** for the reader's views and ideas must be kept in mind while drafting a letter.

A letter is said to be 'a conversation by post'. Unfortunately people assume business letters to belong to a very formal category and tend to write in a language so different from what they speak. To achieve this 'formality' the language used is stiff and long-winded and the letters are neither clear nor concise and therefore ineffective.

The language used has to be simple, natural and conversational. Yet conversational does not mean rambling. Since there is a purpose to achieve the letter should be concise intelligible and logically presented.

The reader of the letter plays an important role. Knowing the reader (the receiver) will help decide the tone and style to be employed in the letter. The level of the language to be used could vary depending on who the letter is for. The letter to a higher authority will have a more formal tone than the one addressed to a colleague or a subordinate. Technical terms may be used in a letter to persons who understands them. A collection letter to a person whose repayment is long overdue must have a stern (not a threatening) tone, a letter offering condolence will be empathetic whereas a sales letter will be persuasive. The tone and style of the letter will depend on its purpose and the receiver.

Courtesy is not only seeking favours politely and expressing gratitude for help rendered. Courtesy extends to acknowledging receipt of letters, being prompt in responding and avoiding negative tones in a letter. Courtesy is also getting the spellings of the receiver's name, organisation and the special titles correct.

The 'You' attitude in a letter is the consideration for the receiver. A letter is the sender's representative but if the matter could be viewed from the receiver's point of view too, the letter will be received better. The sentence "We offer you 15% reduction" would look better if it is written as 'You get 15% reduction.' Here the importance has shifted from 'We' to 'You'. Using 'You' freely in a letter does not guarantee 'You' attitude. Sometimes the use of 'You' could be accusing. e.g. 'You have not paid the subscription' is an accusing sentence. It could be better put as 'We have not received your subscription' implying that you may have sent it already.

An effective business letter should:

- Command attention, hold it and get the results.
- Be easy to read and comprehend.
- Have the right style and tone.
- Employ the various C's of communication.
- Keep the reader in mind.

- Use correct language.
- Be accurate, brief and clear.
- Be legible, intelligible and logically presented.

### LANGUAGE IN A BUSINESS LETTER:

Business letters are weighed down by excessive formal language. It has been stated earlier that the form and content of the letter should impress the reader. The content can be impressive and effective only when you state it explicitly. Language is the tool that helps the sender to be expressive while retaining the required tone and style. The language used must be grammatically correct, free of spelling errors and correctly punctuated.

Clarity of thought calls for clarity of expression. To convey your thought you need to be careful about the words you use.

#### ❖ Use simple words:

Pompous and 'big' words do not impress the listener. Use words that are familiar.

Avoid	Use
Subsequent to	After
Commence	Begin
Approximate	About
Despatch	Send
Aperture	Opening
Terminate	End
Peruse	Read
Lucrative	Profitable

#### ❖ Use concrete words:

When giving details you must use concrete expressions that are specific and clear. Abstract words are relative to the user and the situation.

#### Example 1:

It will be sent as soon as possible.

The phrase could mean 'as soon as possible' for the speaker, which could be weeks or months. Instead of being vague write:

It will be sent on 29th August 2022.

Or

It will be sent before September 10th.

**Example 2:**

The hall is **huge**.

If a young child is speaking about the auditorium, it could be 'huge' for him, 'moderately big' for an adult and 'quite small' for an event manager who has seen bigger places. It would be better to reword it as 'the hall can seat 200 people.'

• **Vague:** Buy now, pay in **easy** instalments.

**Better:** Buy now, pay in 15 monthly instalments.

• **Vague:** This is a **very expensive** dress.

**Better:** This dress costs Rs. 1,000/-.

• **Vague:** There were only a **few** students in the class.

**Better:** There were only 12 students in the class.

• **Vague:** The college won **many** medals at the Athletic Meet.

**Better:** The college won 3 gold, 12 silver and 3 bronze medals at ....

❖ **Avoid Jargon:**

Jargon refers to the special language of a profession, or a field of study. E.g. legal jargon, medical jargon, technical jargon etc. Business jargon is referred to as *commercialese*. It was common to use stiff formal long winded phrases to convey simple matters but today it is best avoided.

**Examples:**

• We are in receipt of your letter of...

**Better:** We have received your letter of...

• Attached herewith please find ...

**Better:** We have attached...

• We are sending it under separate cover.

**Better:** We are sending it separately.

• Your good selves.

**Better:** You.

• Your good name.

**Better:** Your name.

Besides these there are some phrases that are to be avoided. Some of them are:

- Thanking you in anticipation.
- Our best apologies.
- We beg to state.
- Do the needful and oblige.
- The undersigned.
- Awaiting the favour of your early reply.

❖ **Avoid negative tones:**

Letters may not always speak of pleasant things and there are bound to be 'bad' news. It would be considerate on the part of the sender to avoid negative tones where possible. Some words are 'harsh' and when replaced by 'softer' words there is a better tone in your writing. The meaning remains the same but it is put across tactfully.

*Examples:*

- We are not open on Thursday.  
**Better:** We are open on all days except Thursdays.
- I want you to finish this work.  
**Better:** I would like you to finish this work.
- It cannot be repaired by tomorrow.  
**Better:** It will be repaired in two days.
- I don't think you can do it yourself.  
**Better:** May I help you do it?

❖ **Avoid wordiness:**

Be precise. Remember that everybody is as busy as you are and would welcome letters that are direct and to the point.

*Examples:*

- Please see that an enquiry is conducted to determine the reason.  
**Better:** Please find out the reason.
- Will you be good enough to pass it to me.  
**Better:** Please pass it to me.
- The project will be complete in the near future.  
**Better:** The project will be complete soon.



- They have expressed a preference for the corner table.  
**Better:** They said they prefer the corner table.

❖ **Use Active Voice:**

Using the active voice shows where the action is. The doer of the action gets importance.

*Examples:*

- The papers have been checked by Mrs. Das.  
**Better:** Miss. Das has checked the papers.
- The complete file will be sent to you soon.  
**Better:** We will send you the complete file soon.
- Many tests were conducted on him by the hospital.  
**Better:** The hospital conducted many tests on him.

The passive voice tends to be dull and detached. However in some cases when you do not want to bluntly blame or accuse the reader you may use the passive voice.

*Examples:*

- You have not attached the certificate...  
**Better:** The certificate has not been attached.
- You must attend the meeting.  
**Better:** Attendance at the meeting is compulsory.

❖ **Be grammatically correct:**

Business letters need to be conversational, but colloquial, casual, half-sentences should not be used. Sentences must avoid some of the most common mistakes made.

- Wrong use of the infinitive (to + verb)
  - We look forward to see you soon. ✗  
We look forward to seeing you soon. ✓
  - We were not agreeable to let him be secretary. ✗  
We were not agreeable to letting him be secretary. ✓
- Wrong use of gerund (verb + ing).
  - I am having a headache. ✗  
I have a headache. ✓
  - We are hoping to send it by Wednesday. ✗  
We hope to send it by Wednesday. ✓

- Inconsistency in the use of pronouns.
  - One has to fill the form in his own handwriting. ✗
  - One has to fill the form in one's own handwriting. ✓
  - One should analyse his own mistakes. ✗
  - One should analyse one's own mistakes. ✓
- Incorrect use of personal pronouns instead of articles.
  - Meet Ms. Veena Shah our librarian. ✗
  - Meet Ms. Veena Shah the librarian. ✓
  - She heads our finance department at our Mahim branch. ✗
  - She heads the finance department at the Mahim branch. ✓
- Unchecked use of modifier plus noun.

**INCORRECT****CORRECT**

- |                       |                               |
|-----------------------|-------------------------------|
| • Committee secretary | • Secretary of the committees |
| • Office letter       | • Letter from the office      |
| • Perfume bottle      | • Bottle of perfume           |
| • Concerned officer   | • Officer concerned           |

- Avoid redundant and tautologous words:

Expressions with words that mean the same will not give an emphatic effect, rather it will appear monotonous.

- In close proximity (close is near/proximity is also about nearness).
- true facts (facts are true).
- repeat again and again (to repeat is to say again and again).
- the only unique (unique is the only one).
- exclusive monopoly (exclusive and monopoly mean almost the same).

Besides being grammatically correct and using vocabulary with care, attention must also be paid to punctuating sentences correctly and using right spelling. In today's world of SMSs and e-mails where spelling has taken a back seat it must be remembered that good written correspondence requires sound spelling as well. The choice of the right words will set the tone and style of the letter.

## PRINCIPLES OF EFFECTIVE E-MAIL WRITING

E-mails, like any other method of communication require good planning and presentation to be effective. You must be clear about why you are sending an e-mail and what you hope to achieve by sending it. You must know the reader, visualize his requirements and the effect your message will have on him. Be concise and present the topic in the first few lines. Write short, focused and logically organised sentences and paragraphs. Try to limit the message to one screen so that the reader finds it convenient to read what you have sent.

The tone may be strictly conventional business language or casual or conversational. The formality of the e-mail depends on your receiver and your purpose. Make sure to use correct spelling, proper grammar and punctuations. An informative subject line is important to any e-mail message. Use graphic highlights like bulleted and numbered lists, headings and table to help the reader locate information at a glance.

An effective subject line will draw the attention of the reader or receiver. The e-mail receiver decides whose mail to reply to immediately by checking the sender's e-mail id and the subject line. If the subject line is blank or a meek 'Hi' or 'Report' the message may go unread, read later or may even be deleted without being read. Put in enough matter in the subject line that the receiver understands its importance. If you are exchanging multiple e-mails with the same person on the same topics, remember to modify the subject line to convey the revised message content.

Personalize your e-mail messages with appropriate greeting and closing that suits the nature of your message. Simple closings such as 'Thanks' or 'Regards' are used rather than traditional ones. However, it would be better to use the traditional closing for an international e-mail. The signature block may be your name typed or a signature file, which will include your name, company, postal address, e-mail address and fax number. You can also use a digital copy of your handwritten signature.

It is important to remember not to add to the information overload by sending unnecessary messages. When going through your mail identify segregate those that require response and those



which are only informing. Respond immediately if requested but gather all the information before replying. Take time to think about your message, compose them on your word processor, upload and then send it. Doing so you save valuable network connection time. Make sure you have separate e-mail ids for personal mails and professional mails. Never respond when you are angry, take time, calm yourself and only then reply. Avoid using the copy function and sending unnecessary messages and attachments to all the addresses you have.

E-mail is a very convenient means of reaching out to people but this convenience should not be misused. An e-mail should not be used to avoid contact. It is improper to fire a person, or to discuss a conflict with a superior or subordinate by e-mail. These situations need the people concerned to meet, discuss and convey their messages face to face. Do not hide behind this technology and send messages that are insensitive, insulting or critical. Remember official e-mail is business communication and should not carry smileys or other cyber notations. You should also be careful not to use acronyms which are not commonly used like INHO (in my humble opinion), BCNU (be seeing you) etc. Rely on your writing skills than on these short-cuts. E-mails that contain disorganized ideas, haphazard spelling and grammar and missing words is a reflection on your organisation.

To reflect a responsible and positive image of your organisation you need to be following smart e-mail practices. In other words display courtesy in cyberspace (e-mail netiquette) by complying with the following rules:

- Get the e-mail address correct, for most of the time they are complex and illogical. Double check the address before you enter it into the electronic address book.
- Use correct formatting. Don't use all caps to write the letter, it is equivalent to screaming, nor should you use all small letters (lowercase), it is equivalent to whispering and may be difficult to decipher. Using type-face like Times New Roman, Arial or Courier and keeping the font size at 10-12 points would be ideal.
- Make sure the subject line is relevant and informative. A plain 'Hello' or 'Hi' may cause your message to be ignored or looked at last.

- Keep the message short, meaningful and aim for clarity over hype.
- Take time to draft your reply and edit it before you send it. Ensure that it is free of grammatical and spelling errors and logically presented.
- Be courteous and not offensive in your writing. Do not send anything you would not write on a post card.
- Do not forward messages without the person's permission.
- Last but not the least, double check everything before hitting the 'send' button.

In short, letters are still the most widely used written communication in organisations. A letter represents a person or an organisation and is written to inform, to persuade, to request or to convey goodwill. Irrespective of the purpose all letters require planning. The language used should be conversational but not colloquial, the tone should suit the message, the style should interest the reader and the matter should be logically presented. A well planned letter will be well defined with a purpose (clarity), with relevant matter only (concise), complete in all aspects (complete) accurate (correct), with specific details (concrete), reader friendly (considerate) and polite (courteous). The right words will have the right impact and will ensure the expected response.

## IMPORTANT TERMS

- (1) **Letter Head:** It is also called the Head Address. It is the sender's address of organisations and is generally printed on official stationery. It is centrally placed and has the name of the organisation in capital letters followed by the address of the organisation. In addition it has the phone numbers of the organisation and may also have other contact details like mail id, fax number and website.
- (2) **Salutation:** The salutation is the greeting in the letter. It is positioned just below the Receiver's address and flushed with the margin. The Salutation may be very formal, formal or casual and indicates how closely connected the sender and receiver are.

- (3) **Complimentary Close:** As the term indicates it indicates the completion of the letter. It is generally positioned towards the bottom right hand margin. The adverb following "Yours" will depend on the salutation. It includes the Signature block as well.
- (4) **Subject line:** Is also called the Caption Line and is the title of the letter. It is positioned just below the salutation. It informs the reader what the main topic of the letter is and should be informative and precise. Unlike letters, emails appear all together. It is important to have the Subject line in e-mails so that the receiver does not disregard or discard it and attends to it as required.
- (5) **Reference Line:** It refers to previous correspondence or any written document and helps the reader connect to the topic immediately. It is positioned below the Subject line or in its absence, below the Salutation. A reference line could be the subject of a letter but a subject line cannot be the reference line if it is not written matter.

## QUESTIONS

### 1) Fill in the Blanks:

- (a) Complimentary close is also called the \_\_\_\_\_.
- (b) Subject line is also called a \_\_\_\_\_.
- (c) The \_\_\_\_\_ is used when some information forgotten to be included in the letter is added after the letter.
- (d) The \_\_\_\_\_ layout does not have any part of the letter on the right hand side.
- (e) Terms such as 'confidential' 'speed post' etc. are referred to as \_\_\_\_\_.
- (f) The subscription is also referred to as \_\_\_\_\_.

### 2) State giving reasons whether the following are TRUE or FALSE:

- (a) Registered A.D. – Here A.D. means Anno Domini.
- (b) The 'You' attitude means using the word 'you' frequently in your letter.
- (c) Tact and courtesy go together in letter writing.
- (d) A 'pro-signature' is the same as a 'for signature'.
- (e) 'Superscription' means that which is special.
- (f) The 'caption-line' is a line in a letter that is written in capital letters.
- (g) A person with many qualifications and experience need write an application only in letter form.
- (h) The initials of the person who has dictated the letter and the typist, who has typed the letter are placed just below the signature.

- (i) The salutation in a letter comes immediately after the Inside Address or the Attention line.
  - (j) The Full Block Form has no parts written on the left hand side.
  - (k) Personal letters are a type of Personnel letters.
  - (l) A writer has to take care of the external appearance of the letter too.
- (3) **Write short notes on:**
- (a) The Indented and Full Block Form.
  - (b) The C's of Letter Writing.
  - (c) Language in a Letter.
  - (d) The Hanging Indented Form and the Modified Form.
  - (e) The Semi-Block Form.
  - (f) Inside Address and Salutation. *(Nov. 18)*

## **CHAPTER 8**

# **PERSONNEL CORRESPONDENCE**

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*In this Chapter:*

- ◆ **INTRODUCTION**
- ◆ **STATEMENT OF PURPOSE**
- ◆ **JOB APPLICATION LETTERS AND RESUMES**
- ◆ **TYPES OF APPLICATION LETTERS**
- ◆ **TYPES OF RESUMES**
- ◆ **PERSONNEL LETTERS**
- ◆ **QUICK RECAP**
- ◆ **QUESTIONS**

## INTRODUCTION

An organisation is made up of personnel and there has to be regular communication between the management and employees to ensure the smooth functioning of the organisation. Personnel letters include all types of correspondence dealing with the needs of employees, on-the-job matters, applications, interviews, appointments, promotions, warning, terminations etc. For our study we will restrict ourselves to job application letters and resumes.

Of all the written correspondence undertaken in ones lifetime job application letters, statements of purpose and the preparation of a resume are perhaps the most important. An application letter gives a brief description of how the applicant came to know of the vacancy, his qualifications and why he feels he would be the right person for the job. The statement of purpose is a detailed or brief write-up (as required by the employer) of the applicant's achievements and goals. The resume contains personal, academic and employment data.

Today information about vacancies, training and internship opportunities are available on the internet as well as newspapers, business and trade magazines. Apart from vacancies, it is equally important to learn about the organisation, its culture and style. This will help you to not only decide your career options but also highlight how your experience, education and skills qualify you for a position.

An application letter is nothing short of a sales letter the product being yourself. Application letters will vary according to jobs and hence have to be made job or company specific.

Your application letter has to stand out among the hundreds of applications received by recruiters. Remember first impressions last the longest.

## STATEMENT OF PURPOSE

After a graduate or post graduate course, students opt for higher education or research at institutions either within the country or abroad. Most institutions require applicants to submit a Statement of Purpose (SoP) or a Letter of Intent along with their application form. As the name suggests these are personal statements written by the applicant explaining their choice of the particular course and institution, experiences, achievements, strengths, weaknesses, ideas and goals. What is required in a statement of purpose will depend on the institution. Some institutions provide prompts or guidelines regarding what they would like to know, while some may not give any guidelines at all, some may want only a couple of paragraphs while some require detailed essays. Whatever the requirement, it is important to keep in mind that the statement of purpose is a very important part of the application form.

While the application form asks for the candidate's personal data, academic achievements and related information, the statement of purpose is a more detailed presentation by the applicant about himself. It provides the reader (the Dean/ Admission or Selection panel/faculty) more information to evaluate the applicant. They will look for the applicant's:

- Interest in the particular field and the institution
- Expectations regarding the course
- Experiences
- Achievements
- Areas of interest
- Personal uniqueness
- Writing ability
- Level of clarity, focus and depth of thinking

The applicant's justification about the choice of the field of study and of institution will inform the reader whether the applicant has given serious thought to what course to pursue and where, the level of commitment expected of him, what the course of study involves and how it will help in further studies or a career. The clarity of thought of the applicant will be apparent if

he has done thorough research about the course and the institution and is focused on what he wants to pursue. His experience at work, during a course, internship or research is an added asset especially when it is related to the course of study. The applicant should explain what skills or knowledge was acquired during the experience.

An applicant's areas of interest, achievements and accomplishments will give an insight into his personality. His involvement in various activities will show whether he can work in a team, take up responsibilities, lead a group, handle a crisis and so on. In addition to these, the statement of purpose displays the applicant's writing skill, focus and clarity of thoughts and ideas and analytical skills. Irrespective of the course / job these skills are very important today.

The statement of purpose must be as impressive as can be made, because it could help the institution assess the applicant's suitability for the course of study. Drafting a compelling essay about yourself to impress a specific audience may appear to be a little difficult but it is not impossible.

While drafting the Statement of Purpose keep in mind the following:

- Be clear about what you would like to discuss in your essay
- Decide on the order to present them
- Write about what interests and excites you
- Begin the essay with an attention grabbing quote, statement, question or anecdote
- Use specific examples from your life to make the essay distinct
- Conclude the essay with a reference to the beginning and re-state your main point
- Pay attention to grammar, vocabulary and spelling
- Read and revise your essay a few times, edit and reorganize if necessary
- Get someone else to read and critique what you have written
- Write clearly



Remember not to:

- > Write an autobiography or a resume in prose
- > Begin the essay with "I was born on...." or "My name is...."
- > Include information that is irrelevant
- > Make generalized statements
- > Try to impress the reader with your vocabulary
- > Give weak excuses for your poor performance at examinations
- > Exaggerate or play down your achievements

(1) A Statement of Purpose with questions to guide you may be as follows:

- Draft your Statement of Purpose with answers to the following questions (each about 50- 60 words )
  - (a) Describe your main academic interests, academic strengths and limitations.
  - (b) Explain why you wish to study for this course in this particular field?
  - (c) Explain why you have chosen – University/College?
  - (d) Specify what you personally hope to accomplish during your study here?
- Another one may be just one question like the one below:
  - (a) Provide a summary of your career objectives and relevant work experiences with reference to the chosen field of graduate study, and the leadership experiences and skills you will bring to your peer group.

### A FEW EXAMPLES OF STATEMENTS OF PURPOSE:

#### EXAMPLE 1:

*Born in a business oriented family, I consider myself very fortunate to have had the opportunity to take an active interest in my father's business from a very young age. This has helped me to not only acquire money-managing skills, but also the knack of investing wisely. I would now like to strive hard to develop a world class financial consulting firm in India and carve a niche in the finance industry.*

*Being an extrovert by nature has stood me well during my stint as a member of the Students' Council at college. My teachers recognized my capabilities as a good organizer because of the kind of interaction I shared with others.*

*The transition from high school to college was a new experience. My desire to interact and share my views led me to participate in debates. As part of my college curriculum I was exposed to the different and equally fascinating approaches of Book Keeping and Accountancy, Microeconomics and Macroeconomics, Mathematics and Statistics and Organization of Commerce.*

*I was exposed to Financial Accounting and Auditing during my Bachelor's degree course. The professor who taught me this course ignited my interest by involving the class in various interactive and interesting group discussions. Along with the course, I took the initiative to learn more about current financial markets and financial applications, by assisting my father in managing his portfolio of shares and equities. At the same time, I also started handling the banking transactions of my family run business. This was where I could define my core area of interest - Finance.*

*A defining moment for me was when I started working with one of India's premier banks - Industrial Credit and Investment Corporation of India (ICICI) Bank in the International Banking Group. My job profile here included, scrutinizing all Exchange House transactions to ensure these remained within the scope of Reserve Bank of India (RBI) guidelines, monitoring the pre-existing operations and processes; and undertaking significant measures for raising the efficiency levels. I was also involved in relationship management with Product and Relationship Teams for building greater process enhancements and service delivery. This enhanced my self confidence since I was readily able to meet deadlines and maintain a professional relationship with my colleagues and superiors. Working with ICICI bank, I developed the required managerial and analytical skills to grow in a corporate world.*

*My family has always been associated with activities for the welfare of the community. I have also been working as a member of a social service organization 'Sunday Friends' for nearly a decade now. This group works for the welfare of the disabled and the needy. Being part of this group has been a great learning experience for me. Its activities include organizing and managing medical camps and conducting tuitions for the mentally challenged and financially deprived children in the age group of 6-14. Having had a relevant educational background and practical exposure, I have held the responsibility of raising and allocating funds amounting to thousands of Indian rupees for the purchase and distribution of food and medicines for approximately 600 needy people.*

*My undergraduate background and familiarity with computer applications has helped me develop strong quantitative and analytical skills. My work*

experience with ICICI bank has helped me gain a significant amount of problem solving and professional skills. A master's degree in Finance with focus on financial markets and financial analysis will prove to be an exemplary tool to acquire the theoretical understanding and give an insight to the areas of corporate financial operations. My career goals include working as a financial analyst for an international firm. I plan to return to my home country and set up my own financial counseling firm with international standards. India has a large pool of foreign investors and investments which can be effectively utilized to meet the objectives of a world class firm. I believe India has a tremendous potential to emerge as a developed country if its available financial and human resources are more organized.

Your program on finance would help me professionally and help me attain my career objective. Exposure to good learning environment with competitive and revered faculty like yours has drawn my interest towards your university. I look forward to being part of your university.

BIJAL GANATRA

### EXAMPLE 2:

"Our doubts are traitors, And make us lose the good we oft may win By fearing to attempt." - William Shakespeare.

I've always believed that the answer to my destiny lies in creating the results that I desire. To tread upon the hallowed grounds of a successful and fruitful career, I must determine the shape that my actions will take, and trust in their finality. This, I am confident will lead me on to the roads of my destiny.

By the time I was 10, I realized that the only thing I could do really well was write. When I recall my days at St. Elena's (my school till class 10), I discover that the one subject I performed particularly well in was English. Excellent grades in English in school helped me gain admission to one of the best Arts colleges in my country, St. Joseph's. My love for the language also encouraged me to take up higher studies in British, American and Indian Literature.

A summer training at CRAX, an advertising multinational firm, set off my interest for Advertising and Public Relations (PR) which developed slowly and steadily into a career option. During the latter half of my graduation years, I was introduced to the dynamic and metamorphic consumer market as well as the Advertising and PR scenario in India. I realized the need to adapt my career angle to suit its ever-changing needs. So I did a short term course in Marketing and Advertising Management from Amity, Mumbai. My interests took me next into the field of media management and I took up post-graduate studies in 'Social Communications' at Amity, Mumbai. I also attended many workshops, including a well-recognized and reputed 4-month workshop on Copy-writing

conducted by the Advertising Agencies Association Of India (AAAI) to gain expertise in the field of creative copy writing.

Introspecting today, I believe that my study in the field of Literature, Copy-writing, Advertising Management and 'Social Communications Media' has provided me with a good base for further study in Public Relations.

A true picture of the corporate world and an exposure to the media environment in India push me into thinking about the interaction between business houses and professional advertising and public relations agencies for commercial success. Today, since the need for corporate communication is inherent in the very nature of present day industry and the government, the many 'publics' with their conflicting interests need to be managed by professionals with result-oriented communication in different media. The Indian PR scene is fast starting to resemble the PR scenario in the developed world as many established companies are opting to tie up with foreign companies to globalize their operations.

I feel that a real career in Public Relations cannot be made until one studies it, not purely for its academic appeal but in the hope that it will shed light on the best road ahead. Since the excellence of corporate communications lies in its effectiveness, there is certainly a need for academically trained professionals who are taught to be more strategic and technologically competent.

Since the United States of America is a country known for its schools and advanced media systems, I find the need to train myself in a specialized institute in the U.S.A- one that will consider my knowledge as a stepping-stone to higher education, and help me expand my horizon. An advanced skill in communication in close co-ordination with the roots of management is what I believe is essentially something I will gain, when I acquire a master's degree in Public Relations. Your university fulfils all my requirements of a well-designed course: adequate facilities, broad curricula, flexible course structures and practical training opportunities.

I am aware that intensive study in a specialized field is a difficult task to achieve and excel at. But I strongly believe that what we persist in doing becomes easier for us to do; not because the nature of the thing has changed, but because the power to do it has increased.

With this in mind, I choose the only path that shall lead me to certain success in my pursuit.

VINAY MENDA

## APPLICATION LETTERS AND RESUMES

As mentioned earlier a job application letter is like a sales letter. Its main aim is to highlight the applicant's potential and

secure an interview where the candidate can elaborate on his/her usefulness to the organisation. The application letter may be a comprehensive one providing all the relevant information or accompanied by a separate resume. The letter is preferable because:

- (1) The letter enables you to describe yourself, your qualities, aims and aspirations.
- (2) The resume provides a ready reference of factual details

A resume is also known as a bio-data or curriculum vitae (CV). There are a few minor but significant differences between a resume and a job application letter.

- While the resume is a summary of all your qualifications, experience and personal background the letter shows how you can fit into the organisation and help meet its requirements. The letter can more clearly help to distinguish you from other applicants.
- The resume uses sentence fragments and short phrases whereas a letter uses complete sentences and is written in paragraphs.

**An application letter should be:**

- (1) Typed with an attractive yet formal layout.
- (2) Written with sincerity and in a friendly tone.
- (3) Concise, mention two or three outstanding qualifications or achievements and give the required information in a few words.
- (4) **Informative:**
  - (a) Details of education, training, work experience.
  - (b) Details of interests, activities, attitudes and qualities.

Both (a) and (b) must be related to job requirements. While turning the spotlight on yourself do not boast or exaggerate.
- (5) **Positive:** Apply because you want to do something interesting and challenging, not because you are bored or unhappy with your present job.
- (6) **Performance oriented:** Explain how you can make a difference. Focus on tasks and responsibilities and not on the

salary and perquisites (perks) expected. Mentioning your present salary will be enough to indicate what you expect.

- (7) **Accessible:** Suggest when you will be available for an interview. Provide your telephone, fax number, e-mail, postal address for convenience.

## TYPES OF APPLICATION LETTERS

Job application letters may be written in response to a advertisement or when you have been advised to apply by a professor, counsellor or well wisher. Such an application is called a **solicited letter**. You could also be interested in a particular type of job and so may write a **prospecting or unsolicited letter** to a firm that has not yet announced openings. Remember the jobs and positions can be created for talented individuals.

When answering advertisements, some reference to the advertisement must be made, usually in the subject heading or in the opening paragraph. If the application uses an introduction by a person this should also appear in the first paragraph. In an unsolicited application letter you should catch the reader's interest in the first paragraph but don't make the mistake of asking for a job right away. Instead highlight your skills and experience and identify a specific need or area that you could contribute to.

Today application letters can even be sent by e-mail. When using e-mail it is better to prepare your resume in a universally accepted word processing programme such as MS-Word rather than a special programme like PageMaker. Identify yourself and give your e-mail address both at the beginning and at the end of your letter.

All application letters should be typed unless otherwise asked. Check for spelling, grammar, punctuation and typographical errors. Find out the name and designation of the reader. Proof read your letter carefully.

You will find below an example of each of the above types.

**A Solicited Application Letter**

(1)

Block B, Godrej Estates  
Vikhroli  
Mumbai 400 079.  
15th February, 2022.

Mr. R. Narayan  
Sr. Accounts Manager  
VES Industries Ltd.  
Sion (E)  
Mumbai 400 022.

Dear Sir,

**Post of Junior Accountant.**

I am applying for the Accounting position advertised in the Times of India, dated 10th February, 2022. I will be appearing for the final year B.Com examination in March and plan to appear for the C. A. intermediate examination thereafter.

The B.Com curriculum has given me the necessary theoretical background in Accountancy and Financial Management. Moreover as a CA student and article clerk I have also acquired practical experience in auditing and income tax computation. I can interpret and analyse data to prepare accurate financial statements. I am familiar with accounting packages like Tally and MS office and can create computer graphics to provide reliable accounting data.

I have been an article clerk for two years with Messes Shah, Vora & Co., Chartered Accountants, Vile Parle and have been commended for my hard work and efficiency. In college I was on the organizing committee of the inter-collegiate cultural festival and successfully handled the responsibility of treasurer.

The enclosed resume summarizes my qualifications. I look forward to discussing with you my suitability for your firm on any working day after 4 p.m.

Yours faithfully,  
Tripti Mishra.

Encl.: Resume

(2)

**An E-mail Application Letter****To:** r\_narayan@ves\_ind.com**From:** tripti\_mishra@yahoo.com**Subject:** Application for Jr. Accountant (j off 232)**Attached:** D:\My Documents\Resume.doc

Attached is a resume for the Accounting position announced on VES's web site (j off 232). By June I will be a B.Com graduate and in December plan to take the CA intermediate exam.

I have combined theoretical knowledge of accountancy and financial management with practical experience in auditing and income tax computation.

I am familiar with Tally, MS Office and can create computer graphics, use data to analyse and predict trends.

As an article clerk for two years with Messrs. Shah, Vora and Co, Chartered Accountants, I understand better the working of an accounts department and also the value of hard work and discipline.

I can be interviewed on any working day after 4 p.m.

Tripti Mishra



(3) **A Solicited Application using an Introduction**

25, Harsiddh Apartments  
Vasant Kunj  
Thane 400010  
27th January, 2022.

Ms. R. Soeiro  
Sr. Manager  
P.R. Department  
German Machine Tools (I) Ltd.  
Thane - 400607.

Dear Ms. Soeiro,

Dr. M. Akbar, Professor of Journalism and Chairperson of the placement committee at Xavier's Institute of Communications (XIC) has informed me that your firm is looking for a mass communication graduate who is interested in public relations. I should like to be considered for a suitable opening in your department.

I am a first class B.Com graduate from Mumbai University and will receive a post graduate degree in Mass Communication from XIC in June this year. I have also studied German for five years at Max Muller Bhavan, Mumbai. The graduate programme gave me an overall understanding of Management Systems, H.R. Practices, Economics, Corporate Laws and Accounting methods. Studying for a post graduate degree in Mass Communication has helped me hone my communication skills. I am on the editorial board of the XIC newsletter just as I was for 'Spectrum' the SIES College magazine. I worked on the PR team for 'Koshish' a gala event organised by the Spastics Society of India.

My master's thesis is on 'PR Practice of multinational companies in India' and I feel that the insights I have acquired can be effectively used by your company. I am impressed by what I have read and heard about your organisation and hope to be a part of it. I would be happy to answer questions about myself during a personal interview at your convenience.

Yours sincerely,  
Siddhi Jolia

Encl.: Resume



(4)

**An Unsolicited Application Letter**

Flat No. 4, Bldg: No. 2  
Panchavati Housing Society  
Sion (E)  
Mumbai - 400022.  
3rd March, 2022.

Mr. P. Mishra  
General Manager (Marketing)  
ORG-MARG  
Regal House  
Colaba  
Mumbai - 400 005.

Dear Sir,

For the past five years I have been an executive in the Marketing Department of Bose and Sen Ltd., Thane. I am now looking for a change to improve my prospects. I feel that a well-known organisation such as yours might be able to use my services.

I am 28 years old and in excellent health. I graduated with a first class from the SIES College of Commerce and Economics, Mumbai. At the postgraduate level I specialised in Marketing and was awarded a first class degree by the University of Mumbai. I have also successfully completed a diploma course in Marketing from the SIES Institute of Management Studies, Mumbai.

As part of my summer project I thoroughly enjoyed working with Pathfinders India Pvt. Ltd., a reputed market research firm. My work involved researching consumer trends. I am familiar with the methods employed and understand their importance in the recording of buying habits and trends. I would be happy to be given an opportunity to work with you and continue this type of research. I hope to be called for an interview where I could then give you detailed information.

Yours faithfully,  
R. Krishnan

Encl.: Resume.

## RESUMES

The information in the resume gives the reader an overall picture of the applicant; who the person is, what he wants and what he has to offer to a prospective employer. A summary of biographical details such as education, experience, activities, and accomplishments is available in a resume. One should wisely place the most impressive qualities and qualifications first focussing on job related strengths. Information should be presented under headings, in phrases and devoid of personal pronouns as far as possible. Information can be detailed into the resume depending on job requirements and additional qualifications.

There is no fixed layout or design for a resume. Contents and layouts may vary. Work experience may follow a chronological or a functional pattern.

In a chronological arrangement, description of the current or most recent job is given first and then worked backwards. This format is appropriate when your work experience is long and closely related to your job objective. A functional arrangement is where the work experience is organised in the resume by type of function (like accounting or supervising) performed or type of skills (like communication skills or inter-personal skills). This format is appropriate when you are changing or moving into an entirely different line of work or taking up employment after a long gap. Most resumes use a combination of these two patterns. Regardless of the pattern followed the resume should provide complete information about the applicant's work history.

The purpose of providing details of your work experience is to let your prospective employer know what you have acquired that will benefit his organisation. Applicants with little or no actual work experience can show how their involvement with professional, social or civic organisations has helped develop skills that can be transferred to job situations. For example, volunteer work helps develop time management, working in a group, good inter-personal skills, responsibility and accountability. These valuable skills are transferable to most work places.

## Guidelines for a Resume

### (1) Personal data

Name, address, telephone number, e-mail address, birth date, marital status/family background.

### (2) Job or career objective.

### (3) Education and Training

Degrees and courses, specialisation years of passing, grades obtained, special skills acquired.

### (4) Work experience

Employer names, locations, duration, positions held, job profile and responsibilities. Voluntary/Honorary work, part-time/vacation jobs, research work ad publications.

### (5) Activities, hobbies, awards, travel, languages known.

### (6) References – Names and addresses (telephone numbers optional) of at least 2 persons who can provide information to the prospective employer regarding the applicant's suitability for the job. The best references are employers, especially present employers or professors with whom the applicant has had a good relationship.

A good resume must present a professional and attractive appearance and must be completely free of errors of any kind. It has to showcase your strengths and help you keep ahead of the competition.

Examples of the two types of resumes are as follows:

#### (1) A chronological resume for a new entrant in the job market

<p>Tripti Mishra Block B, Godrej Estates Vikhroli, Mumbai - 400079. Tel: 25730344 E-mail: tripti_mishra@yahoo.com.</p>	
<b>Objective:</b>	A junior management position in Accounting.
<b>Education:</b>	
<b>B.Com:</b>	69% Ist class, Mumbai University, SIES College of Commerce and Economics (2019-2022).

**H.S.C:** 85% Ist class, Maharashtra Board, SIES College of Commerce and Economics (2017-2019).

**S.S.C:** 89% Ist class, Maharashtra Board, K.V. Godrej High School (2017).

**Professional Training:**

C.A. Foundation Course: Passed in 2019. Will appear for CA intermediate examination in May 2023.

**Work Experience:**

Working as Article Clerk with Messrs. Shah, Vora and Company Chartered Accountants, Vile Parle, Mumbai, 400 056. (2019 to present)

**Skills:**

Familiar with computer and internet usage - MS Office, Tally etc.

Fluent in English, Hindi and Marathi

**Activities:**

Member of College Student's Council. Treasurer for inter-collegiate on-line cultural festival 'Fantasies-2020'.

Won first prize in stock-exchange game at inter-collegiate level, 2019.

**Hobbies:**

Coin collection, Music.

**Reference:**

Prof. R. B. Shah, Head Department of Accountancy, SIES College of Commerce and Economics, Sion (E), Mumbai 400022.

Tel off: 254014944 Res.: 254013333.

Mr. Praful Shah, Sr. Partner, Messrs. Shah, Vora and Company, Chartered Accountants, 5, Shrinath Towers, Vile Parle, Mumbai 400056.

Tel off: 26205423 Res.: 26211692.

\*Details of subjects studied and nature of tasks handled could be provided for organisations who may not be familiar with our system.

**(2) A skills or functional resume for a new entrant in the job market**

Siddhi Jolia

25, Harsiddh Apartments

Vasant Kunj

Thane - 400 010.

Tel: 9869200202 E-mail: Siddhit@vsnl.net

**Objective:**

To be a spokesperson and liaison executive.

**Education:**

B.Com, June, 2020, SIES College of Commerce and Economics, Mumbai University, 76%, 1st class.

**Core Subjects:**

Management and HR practices, Economics, Corporate Law and Accountancy.

MA in Mass Communication, 2020 – present, 'Xavier's Institute of Communication, Mumbai University. Will be awarded degree in June 2022.

**Core Subjects:**

Media Studies, Public Relations, Journalism – Print and Broadcast, Creative Writing.

**Specialisation:**

Public Relations.

**Thesis:**

"PR practices of multinational companies."

**Skills:**

Passed intermediate examination conducted by Max Muller Bhavan, Mumbai. Can speak, read and write German fluently. Working knowledge of Excel, MS Word, Power Point.

**Writing Experience:**

On the editorial board of the XIC Newsletter and the college magazine 'Spectrum'. Proficient in editing and proof reading Free lance correspondent on local issues for Thane Times, Mid-Day, After noon Despatch and Courier. Regular contributor of 'Middles' and 'Letters to the Editor' for the Times of India.

**P. R. Experience:**

Was on the co-ordination committee for 'Koshish' a gala event organised by the Spastic's Society of India. Helped collect Rs. 3 lakhs as sponsorship.

Prepared press release for the event.

**Activities and Hobbies:**

Photography, Indian classical music, Reading and Writing.

**References:**

Dr. M. Akbar, Prof. of Journalism, Xavier's Institute of Communication, D.N. Road, Mumbai 400001. Tel: 25201020, 9825206018.

Ms. Laila Vakil, PRO, Spastics Society of India, R.C. Church, Colaba, Mumbai 400005. Tel: 9533216767.

Employers prefer a well organised and chronologically ordered resume. Sample 3 highlights the drawbacks in presentation of data in a resume.

(3)

Name

Address

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Personal Details: \_\_\_\_\_

**Work Experience:**

(1) I have been Staff Accountant/Financial Analyst at Indo-Deutsche Imports in Nagpur from March 2019 to present.

— I have negotiated with major suppliers.

— I can speak Marathi and German fluently and have audited financial transactions.

— I am skilled in the use of Excel, Access, HTML and Visual Basic.

— I was given the responsibility for preparing accounting reports.

— I presented a paper in Hamburg.

(2) I was accountant with WITO Agro Products in Ratnagiri (October 2018 - March 2019).

— I was responsible for budgeting and billing and for auditing the expenses of the Sales Department.

**Education:**

I received my Masters of Business Administration from JMI.  
I have a BMS degree from SVT College of Mumbai University.

**Drawbacks:**

- Although the information is presented chronologically, the presentation does not draw the reader's attention to important points.
- Logical organisation is missing.
- Repetition of the word 'I'.
- Usage of too many words.
- Important facts missing.

**(4) Improved version**

**Work Experience:**

(1) March 2019 to present

Financial Analyst/Staff Accountant – Indo-Deutsche Imports, Nagpur, Maharashtra.

- Prepared accounting reports.
- Negotiated joint venture agreements with major suppliers.
- Audited financial transactions.

(2) October 2018 to March 2019

Accountant – WITO Agro Products, Ratnagiri, Maharashtra.

- Handled budgeting and billing functions for the entire branch.
- Audited the expenses of the Sales Department.

**Achievements:**

Presented a paper on 'Global Accounting – Then and Now' at the Euro-Asia Seminar at Hamburg on 14 April, 2021.

**Education:**

2016-2018: Master of Business Administration (International Business) from Jai Hind Management Institute, Mumbai.

2013-2016: Bachelor of Management Studies from University of Mumbai.



**Other Skills:**

Fluent in Marathi, English and German.

Knowledge of Excel, Access, HTML and Visual Basic.

Sample 4 is better organised than Sample 3.

- Highlights chronological arrangement along with employers' information.

- Avoids the word 'I' throughout.

- Uses active words to describe duties.

- Highlights skills separately.

The comparison shows the effectiveness of a well organised and chronologically ordered resume.

Traditional resume writing more or less follows the British pattern. However, the American formats are equally popular. The following are examples of both styles.

**(5) Traditional Format (British Format):**

**Name** : Ananya Das  
**Address** : 404, Sankalp Heights  
 M. V. Marg  
 Andheri (E), Mumbai - 400 059.  
 Ph.: 2818 4794  
**Date of Birth** : 10th September, 1999  
**Marital Status** : Married, one son aged 4  
**Nationality** : Indian

**EDUCATION:**

Examination	Institution/University	Year	Division
HSC	Mumbai Board	2013	I
BE (Chemical)	VJTI	2017	I
MMS	BITS, Pilani	2019	I

**TRAINING:**

August 2019 - Nov. 2020 Management Trainee at Avila Petro Products, Bangalore.

**WORK EXPERIENCE:**

Period	Designation	Company
December 2020 to January 2022	Assistant Production Manager	Avila Petro Products, Bangalore
February 2022 to present	Chemical Engineer	Maharashtra Chemicals, Pune

**REFERENCE:**

- (1) Dr. L. Vishwam, Director, BITS Pilani, Rajasthan - 720 001.
- (2) Mr. P. N. Gupta, Production Manager, Avila Petro Products, Bangalore - 530 009.
- (3) Mr. Varun Kapoor, Managing Director, Maharashtra Chemicals, Pune - 411 003.

The above resume in the American format would be as follows:

**(6) American Format:**

<b>Resume</b>	
Ananya Das	
404, Sankalp Heights	
M. V. Marg	
Andheri (E), Mumbai - 400 059.	
Ph.: 022 - 2818 4794	
email: anydas@yahoo.com	
<b>Objective:</b> To obtain a senior managerial position in a reputed company in the area of production management.	
<b>Date of Birth</b>	: 10th September, 1999
<b>Marital Status</b>	: Married, one child
<b>Nationality</b>	: Indian
<b>EDUCATION:</b>	
2007-2009	Master of Management Studies, Birla Institute of Technology and Sciences, Pilani in First Division.
2003-2007	BE (Chemical) from Veermata Jijabai Technical Institute, Mumbai in First Division.
2001-2003	HSC from the Mumbai Board in First Division.

**EXPERIENCE:**

- 2022 to Present Chemical Engineer, Maharashtra Chemicals,  
Pune.
- 2020 to 2022 Assistant Production Manager Avila Petro  
Products, Bangalore.
- 2019 to 2020 Management Trainee, Avila Petro Products,  
Bangalore.

**Languages Known:** English, Hindi, Marathi

**Interests** Gardening and Travelling

- Reference:** (1) Mr. Varun Kapoor  
Managing Director  
Maharashtra Chemicals  
S. V. Marg, Pune  
411 003.
- (2) Mr. P. N. Gupta  
Production Manager  
Avila Petro Products  
M. G. Road  
Bangalore - 530 009.
- (3) Dr. L. Vishwam  
Director  
BITS Pilani  
Rajasthan - 720 001.

**References:**

It is important to obtain prior consent of the persons you wish to cite as your references. It would be better if the request is made in writing.

**(7) Request for Reference:**

A-301, Sahayog  
60 Feet Road  
Ghatkopar (E)  
Mumbai - 400065.  
24th August, 2022.

Dr. Annie D'Souza  
Principal,  
Walia Women's College  
V. S. Road, Dadar  
Mumbai - 400 031.

Dear Madam,

I wish to give your name as a reference in my application for the post of Accountant/Financial Analyst with ICICI Bank. The work will require extensive knowledge of accounting standards.

I was a student of your college from June 2016 to April 2021. After graduation, I worked with M/s. Mehta and Sons, Sion as an accountant for a year. I am now pursuing an MBA course.

College records will show that I secured the highest marks in Accountancy at the T.Y.B.Com. examination. I was an NSS volunteer and the Secretary of the Cultural Forum (2017).

I shall be grateful if you convey your consent as early as possible.

Yours faithfully,  
Veena Nair.

## PERSONNEL LETTERS

### APPOINTMENT LETTERS

A candidate who has been selected for the job would be sent an appointment letter. This letter may mention.

- (a) the past offered to the candidate.
- (b) the date and time to join the organisation.
- (c) the person / designate to report to
- (d) the work expected of the candidate
- (e) whether the appointment is probationary / permanent / temporary.
- (f) the period of probation
- (g) salary, work benefits and perquisites.

The letter could conclude requesting the candidate to confirm his acceptance.



(2) (a)

**TAMICO ASSOCIATES**

42, Agar Enclave, Dr. Ambedkar Road, Matunga  
Mumbai – 400 029.

Ph.: 24132491

Ph.: 24132492

tamiass@g.mail.com

Ph.: 24132493

Ref. No. H008

20th November, 2022

Mr. Vinod Gade  
17, Bakay Apartments  
McNichols Road  
Bandra (E), Mumbai – 400 077.

Dear Mr. Gade,

Sub: Post of Accounts Executive

We are pleased to inform that you were successful at the interview held on 3rd November and would like to offer you the post of Accounts Executive. We would like you to report at our office at Bandra on 15th December 2022 at 10 a.m.

You will undergo a two month training programme at our Training College at Bangalore after which you could be posted at any of our branches in Mumbai. During the training period you will receive a consolidated amount of Rs. \_\_\_\_\_. On confirmation, you will begin with the basic pay of Rs. \_\_\_\_\_. Besides you are also entitled to Dearness Allowance, House Rent Allowance and Medical Allowance. You can avail of canteen and club facilities as per the company's rules applicable to employees of your category. After the completion of 12 months you are entitled to 31 days paid leave.

Kindly confirm acceptance of the post by 28th November.

We look forward to your joining us.

Yours sincerely,

Sd/-

Seema Kishen

(V. P – Accounts)

**(2) (b) Appointment Letter for a Senior Post:****TAMICO ASSOCIATES**

42, Agar Enclave, Dr. Ambedkar Road, Matunga  
Mumbai - 400 029.

Ph.: 24132491

Ph.: 24132492

tamiass@g.mail.com

Ph.: 24132493

20th November, 2022

Mr. Vinod Gade  
17, Bakay Apartments  
McNichols Road  
Bandra (E), Mumbai - 400 077.

Dear Mr. Gade,

It is a pleasure to offer you the post of Vice President (Administration). We look forward to your joining us on 15th December 2022 at 10 a.m.

You will be in charge of the Administrative Section with 5 assistant vice-presidents reporting to you. You in turn will report directly to the CEO, Dr. Atul Mehra. All Vice-Presidents fall in the pay scale of Rs. \_\_\_\_\_ to Rs. \_\_\_\_\_, besides which you are also entitled to Dearness Allowance, Medical Allowance, Conveyance Allowance, Club Memberships and House Rent Allowance. The details of medical and other benefits are enclosed. You may avail of the residential facility provided by the company in the Bandra-Kurla Complex area. Once in two years, you and your family are entitled to full air fare to travel anywhere in India and back.

For any further clarifications please contact Ms. Kasturi Iyer at 9822334152. Kindly confirm acceptance of post by 28th November.

We look forward to a long association with you.

Yours sincerely,

Sd/-

Seema Kishen

(V. P. - HRD)

Encl.: Manual

**LETTER OF ACCEPTANCE**

(a)

17, Bakay Apts.  
McNichols Road  
Bandra (E)  
Mumbai - 400077.  
28th November, 2022.

Ms. Seema Kishen  
Vice President,  
Tamico Associates  
D.A. Road, Matunga  
Mumbai - 400 029.

Madam,

Thank you for your letter offering me the post of Accounts Executive at your Bandra office and I am pleased to accept the post.

However I will find it difficult to report on 15th December 2022 as I need to give a month's notice to my present employer. I hope you will consider my situation and allow me to join duty from 1st January 2023 onwards.

I look forward to a positive response.

Yours faithfully  
Vindo Gade.



(b)

17, Bakay Apts.  
McNichols Road  
Bandra (E)  
Mumbai - 400055.  
28th November, 2022.

Ms. Seema Kishen  
Vice President,  
Tamico Associates  
D.A. Road, Matunga  
Mumbai - 400 019.

Dear Ms. Kishen,

I was happy to receive your letter of 27th November 2022 offering me the post of Vice President (Administration) and look forward to being part of Tamico Associates from 15th December 2022 onwards.

I hope you have considered my request for a week's leave from 20th December to 27th December 2022 so that I can bring my family from Delhi. I have conveyed the same to Ms. Kasturi Iyer too.

I look forward to your quick response so that I can plan my movements.

Thank you,

Yours faithfully  
Vindo Gade.

**LETTER OF PROMOTION****ROLOVORO**

(The Travel People)

Rani Manzil, S. S. Bang Junction, Mahin

Mumbai – 400 042.

Ph.: 022-24244422

Ph.: 022-24344433

roltravels@yahoo.co.in

Ref. B 938

26th November, 2022

Ms. Sunita Chavan  
53 – Daffodils  
T.M.T Avenue, Malad (W)  
Mumbai – 400 079.

Dear Ms. Chavan,

I have great pleasure in informing you that you have been promoted as Chief Accountant with effect from 5th January 2023. I would like to place on record the Board's appreciation of your efficient and competent performance during the past four years. Please accept our congratulations on your promotion.

You will now be placed on the basic pay scale of Rs. \_\_\_\_\_ and will be entitled to all allowances and perquisites applicable to the Executive Staff-II of our company.

We look forward to your continued co-operation in all company matters.

Kindly acknowledge receipt of this letter.

Yours sincerely,

Sd/-

Mira Nair

(AGM-Accounts Dept.)

**TERMINATION LETTER****ROLOVORO**

(The Travel People)

Rani Manzil, S. S. Bang Junction, Mahin  
Mumbai - 400 042.

Ph.: 022-24244422

Ph.: 022-24344433

roltravels@yahoo.co.in

Ref. No. T-901

13th March, 2022

Ms. Sunita Chavan  
53 - Daffodils  
T.M.T Avenue, Malad (W)  
Mumbai - 400 079.

Dear Ms. Chavan,

You have been with the organisation since 2019. However, I regret to inform you that your services as Accounts Officer will be terminated from 14th June 2022.

You will recall that during the past year you had been orally warned and three letters of warning issued to you regarding your shoddy work and irregularity. In spite of these repeated warnings your behaviour and performance have shown no change or improvement. So the Board has been compelled to issue you this three month notice of termination as per the terms of your appointment.

Yours sincerely,

Sd/-

Mira Nair

(Dy. Gm - Account)

(V. P. - Finance)

**RESIGNATION LETTER**

32, Tulips  
V.G.P. Marg  
Malad (E)  
Mumbai - 400078.  
3rd February, 2022

The Chief Executive Officer,  
Oxfam Pvt. Ltd.  
49, Miff Buildings  
Nelson Road, Worli  
Mumbai - 400011.

Dear Sir,

I have been with Oxfam since 2019 as Accounts Officer. During these three years I have learnt much from my colleagues and on the job. I have also been sincere in all my endeavors and have never shirked my responsibilities at any time. However, now I have received an offer from an organisation that promises me a higher post and better salary.

The proximity of the office will help me continue the MBA program I have enrolled for, without difficulty. So I wish to submit my resignation from the post of Accounts Officer. Keeping with the terms of the company I am giving two months' notice so that I will be relieved of my responsibilities from 4th April 2022.

Once again I would like to thank the organisation for all the support it had provided me during these three years.

Thank you.

Yours faithfully,  
Sd/-  
Vinay Patkar.  
(AGM-Accounts Dep.)

**RECOMMENDATION LETTER**

Carnal College  
41, M. G. Road  
Bandra (E)  
Mumbai - 400 032  
23rd July, 2022

Mr. Antony Bourdain  
Trade Attache  
The French Consulate  
Breach Candy  
Mumbai - 400 020.

Sir,

**Sub.:** Post of Assistant Liaison Officer.

I have known Mr. Kartik Parmeswaran ever since he joined our college in 2018. He is currently enrolled here as an M. Com student.

He has a first class academic career and was among the top scorers in the college at the final year B. Com. examination. He has studied French for over 8 years beginning in High School. He studied French as an elective subject in college and also completed the Advanced Diploma at the Alliance Franciase. He was the only student from Mumbai to be sent to France as part of their Student Exchange Programme.

He is fluent in French as well as English and was the editor of the French section of the college magazine. His linguistic skills coupled with a background in Economics and Business Studies makes him a suitable candidate for your organisation.

Kartik is a pleasant, hard-working and persevering young man and I have no hesitation in recommending him most highly.

Yours faithfully,

Jenny Paul.

## QUESTIONS FROM UNIVERSITY PAPER

- (1) Draft a Letter of Application with Curriculum Vitae for the post of an IT Administrator at Cloud Computech. Use the complete Block layout. (Nov. 16)

314/B-Wing  
Sona Building  
5th Road  
Govandi  
Mumbai 400073

19th November 2017

The Personnel Manager  
Cloud Computech  
1109, Ryan Towers  
D. H. Road  
Nariman Point  
Mumbai-400021

Sir,

**Sub:** Post of IT Administrator

**Ref:** Times of India -18th November 2017

I have read the advertisement and details regarding the above post in your organisation and wish to apply for the post, as I feel I have the required qualifications.

I completed my graduation in Computer Science/IT from the University of Mumbai in June 2016 securing above 90% in all my core subjects. During the VI semester I was selected by TechTrainers for a nine month internship.

During the 3 years in college I was involved in organising many programmes of the department and the college and was mainly in charge of computer games. I have won prizes at the intercollegiate level in singing and animation. I have been an NCC cadet from XI standard and have attended a number of camps and have represented the state at the National camp.

The internship at TechTrainers has provided me with much practical experience. I feel I will be able to do justice to the job given to me.

I am attaching my curriculum vitae and look forward to a positive response from you.

Yours faithfully  
Richa Verma

Encl.: Curriculum Vitae

### Curriculum Vitae

**Name** : Richa Verma  
**Address** : III/C- Arya Apartments, R. C. Road,  
 Mahim, Mumbai 400033  
 Ph.: 09763215664  
 richyma@ gmail.com  
**Date of Birth** : 13 August, 1997  
**EDUCATION:**

Examination	Institution/University	Year	Percentage/Class
SSC	Maharashtra Board	2011	93%
HSC	Maharashtra Board	2013	89%
BSc	University of Mumbai	2016	88.7%

**ADDITIONAL QUALIFICATIONS:** Completed a diploma course in Computer Networking from Symtech, Dadar

Was selected for a 9 month internship at Tech Trainers from July 2016- March 2017.

**EXTRA CURRICULAR ACTIVITIES:**

Won the First prize in Quickie Animations at an inter-collegiate competition organised by Symbiosis, Pune.

Won the First prize in Quizwiz, an inter-collegiate quiz organised by Jai Hind College.

Was a member of the team that won Third prize at Unifest for Patriotic songs

Was part of organising the college festival, Dhristi and IT festival, That's IT from 2014 to 2016.

As an NCC cadet has participated in various camps, was Group Leader at the camp held in Nasik(2014) and represented the state at the National camp in Patiala (2016).

**REFERENCE:**

(1) Prof. Anil Kulkarni Head, Dept. of IT  
 Vigyan College of Sciences  
 Vikhroli, Mumbai -400063



(2) Ms. Saina Dutt

Chief Manager(Training)  
TechTrainers  
Vikas Building  
Fort, Mumbai-400001.

(2) Mr. Kuber Sharma has been offered the post of an IT Administrator in Cloud Computech. Draft a Letter of Job Acceptance on his behalf. Use the Modified Block layout. (Nov. 16)

314/B-Wing  
Sona Building  
5th Road  
Govandi  
Mumbai 400073

3rd December, 2017

The Personnel Manager  
Cloud Computech  
1109, Ryan Towers  
D. H. Road  
Nariman Point  
Mumbai-400021

Dear Madam,

**Sub:** Post of IT Administrator

I would like to thank you for the letter appointing me as IT Administrator at your Mumbai office. I have read the job details and am ready to accept the job.

At present, I am in the middle of a project with an NGO which will be completed by the end of this month. So, I request you to kindly extend my date of joining to 2nd January, 2018. I hope you will oblige.

I look forward to joining the organisation and assure you sincerity in all the jobs assigned to me.

Yours faithfully,  
Richa Verma





- (3) Draft a Letter of Application with Curriculum Vitae for the post of an Accounts Manager in Kalkaji Films Pvt. Ltd. Use the complete Block layout. (Nov. 16)

314/-Wing  
Sona Building  
5th Road  
Govandi  
Mumbai 400073

19th November 2017

The Chief Manager( Accounts)  
Kalkaji Films Ltd.  
1109,Ryan Towers  
D.H.Road  
Nariman Point  
Mumbai-400021

Sir,

**Sub:** Post of Accounts Manager

**Ref:** Times of India -18th November 2017

I have read the advertisement and details regarding the above post in your organisation and wish to apply for the post, as I feel I have the required qualifications and experience.

I completed my graduation in Commerce from the University of Mumbai in June 2015 securing above 90% in all the 3 Accounts papers. After graduation, I had worked as an accountant with Sparsh, an NGO. At present I am pursuing M.Com. Part II as well as handling a part-time job at the Accounts section at Big Bazaar, Fort. I have also done a diploma course in Tally.

During the 3 years at college I was part of the organising committee for the college festival, Kalotsav, as head of various committees. I have participated in cultural activities and won prizes for quiz and singing. I have been an NSS volunteer and organised Blood donation camps and participated in many activities related to social issues.

I am attaching my curriculum vitae and look forward to a positive response from you.

Yours faithfully

Satish Dule

**Encl.:** Curriculum Vitae

### Curriculum Vitae

**Name** : Satish Dule  
**Address** : III/C- Arya Apartments, R. C. Road,  
 Mahim, Mumbai 400033  
 Ph.: 09763215664  
 satishd@gmail.com  
**Date of Birth** : 13 August, 1997

#### EDUCATION:

Examination	Institution/University	Year	Percentage/Class
SSC	Maharashtra Board	2010	93%
HSC	Maharashtra Board	2012	81%
B. Com.	University of Mumbai	2015	88.7%
M. Com	University of Mumbai	2016	87%

**ADDITIONAL QUALIFICATIONS:** Completed a diploma course in Tally Advance from Aptech, Dadar

Will be completing M.Com. Part II in May, 2018

#### EXTRA CURRICULAR ACTIVITIES:

Won the First prize in Quizwiz, an inter-collegiate quiz organised by Jaihind College.

Was a member of the team that won Third prize at Unifest for Patriotic songs

Was part of organising the college festival, Kalotsav from 2012 to 2015.

As an NSS volunteer organised Blood Donation camps in the college in 2013 and 2014 and also participated in camps.

#### REFERENCE:

- (1) Prof. Reshma Madan Head, Dept. of Accountancy  
 SreeJai College of Arts & Commerce  
 Churchgate, Mumbai 400002.
- (2) Mr. Charles D'sousa Chief Manager(Accounts)  
 Big Bazaar  
 Vikas Building  
 Fort, Mumbai-400001

- (4) Mr. Hiralal has been working as an Accounts Manager with Kalkaji Films Pvt. Ltd. since the past five years and would now like to resign from his post. Draft a Letter of Resignation on his behalf. Use the Semi Block layout. **(Nov. 16)**

88, C Block  
R.K.Complex  
RanaPratap Road  
Wadala, Mumbai-400030.  
20th December, 2017.

The Chief Manager( Accounts)  
Kalkaji Films Ltd.  
1109, Ryan Towers  
D. H. Road  
Nariman Point  
Mumbai-400021

Dear Sir,

I joined your esteemed organisation in 2012 and has been working as Accounts Manager since then. During this period, I have learnt much from my colleagues in the organisation.

However, I have now received an offer from National bank for a senior post and would like to take it up. Kindly consider this as my resignation letter and according to the rules, my last working day at this organisation will be 20th February, 2018. During these 2 months I assure you that I will complete all the work that I have undertaken.

I would like to thank my senior and junior colleagues for all the guidance and support they provided me during these 5 years. I wish the organisation all success.

Yours faithfully,  
J. Hiralal.

- (5) Draft a Letter of Application with Curriculum Vitae in reply to the following advertisement: 'Wanted young graduates to work as Sales Representatives for a reputed media house.' Apply to Box no. 45140, The Times of India, Mumbai. Use the Complete Block layout. **(March 17)**

45/IV  
Mukund Complex  
V.S. Road  
Vikhroli  
Mumbai 400059

19th April 2018

The Advertiser  
Box No.45140  
The Times of India  
Mumbai-400001.

Sir,

**Sub:** Post of Sales Representative

**Ref:** Times of India -18th April 2018

I have read the advertisement and details regarding the above post in your organisation and wish to apply for the post, as I feel I have the required qualifications and experience.

I completed my graduation in Commerce from the University of Mumbai in June 2017 securing above 79%. After graduation, I worked as a representative at Techno Electronics and I have travelled all over Maharashtra.

During the 3 years in college I have taken part in extra-curricular activities like Singing and debates. I have been an NSS volunteer and organised blood donation camps and participated in many activities related to social issues.

I enjoy travelling and meeting people.

I am attaching my curriculum vitae and look forward to a positive response from you.

Yours faithfully  
Sameer Hirani

**Encl.:** Curriculum Vitae

## Curriculum Vitae

**Name** : Sameer Hirani  
**Address** : 45/IV, Mukund Complex  
 V.S. Road  
 Vikhroli, Mumbai 400059.  
 Ph.: 09763215664  
 sameerh@ gmail.com  
**Date of Birth** : 22 May, 1998

**EDUCATION:**

Examination	Institution/University	Year	Percentage/Class
SSC	Maharashtra Board	2012	93%
HSC	Maharashtra Board	2014	81%
B.Com.	University of Mumbai	2017	88.7%

**EXTRA CURRICULAR ACTIVITIES:**

Won the First prize in Quizwiz, an inter-collegiate quiz organised by Jaihind College.

Won the Third prize at Malhar in Solo singing.

Was an NSS volunteer and had organised and participated in many camps.

**HOBBIES:**

Singing, Travelling and reading.

**EXPERIENCE:**

Worked as representative at Tech Electronics from April 2017- January 2018.

**REFERENCE:**

- (1) Dr. Kunal Ranade      Head, Dept. of Commerce  
 A. V. M. College of Arts & Commerce  
 Dadar, Mumbai 400032.
- (2) Mr. Charles D'sousa      Manager  
 Tech Electronics  
 Vikas Building  
 Fort, Mumbai-400001



- (6) Mr. Sameer Hirani has been selected for the post of a Sales Representative in a reputed media house. Draft a letter of Acceptance on his behalf, using the Semi Block layout. (March 17)

12/IV, 608  
Dhara Apartments  
Sector 7, Vashi  
Nigdi, Pune  
411033

23 March, 2017

The Chief Manager  
Newznet  
16, Cama Road  
Worli  
Mumbai- 400044.

Dear Madam,

**Sub:** Post of a Sales Representative

I was very happy to be selected as Sales Representative at your media house. I have read the details in the appointment letter and am ready to accept the post.

According to the letter I have to report at the Worli office on 2nd April and meet the Personnel Manager. I request you to extend the joining date by 10 days as I need a few days for shifting and settling in Mumbai. I assure you that I will join by 12th March and I hope you will consider my request.

I look forward to a long association with the organisation.

Yours faithfully,  
Sameer Hirani.

- (7) Draft a Letter of Application with Curriculum Vitae for the post of a Senior Clerk with Proconnect Productions Pvt. Ltd., Andheri West, Mumbai. Use the Full Block format. (Nov. 17)

74, M Block,  
Apsara Building,  
Sector 6, Vashi,  
Navi Mumbai – 400 703.

7th September, 2018

The Manager,  
Proconnect Productions Ltd.  
S. M. Road  
Andheri (W)  
Mumbai – 400 047.

Sir,

**Sub:** Post of Sr.Clerk.

**Ref:** India Times dated 6th September 2018

I have seen the advertisement for the above post and would like to apply for it, as I feel I have the qualifications and experience for the post.

I am a graduate in Commerce from the University of Mumbai and completed my course in 2015 securing a first class. I had also completed certificate courses in MS-CIT and TALLY while doing graduation. After graduation I joined Delna Textiles as a clerk and have been dealing with all administrative and accounting work. I have also completed M.Com. Part I.

I am enclosing my curriculum vitae and look forward to a positive response.

Yours faithfully,  
Megha Sane.

**Encl.:** Curriculum Vitae

### Curriculum Vitae

**Name** : Megha Sane  
**Address** : 74, M Block, Apsara Building, Sector 6, Vashi,  
 Navi Mumbai 400 703  
 Ph.: 08760822500  
**Date of Birth** : 3rd April, 1995

#### EDUCATION:

Examination	Institution/University	Year	Percentage/Class
SSC	Maharashtra Board	2010	86%
HSC	Maharashtra Board	2012	77%
B.Com.	University of Mumbai	2015	72%
M.Com. (Part I)	University of Mumbai	2017	63%

**ADDITIONAL QUALIFICATIONS:** Completed MS-CIT and Tally ERP9 from NIET, Vashi in 2013-14.

**EXTRA CURRICULAR ACTIVITIES:** Represented the college in Rangoli and Singing competitions at Unifest and Malhar (intercollegiate) in 2013 and 2014.

Won the I Prize for Rangoli and II Prize for Poster making at Malhar in 2015.

**HOBBIES:** Singing, Painting and Reading

**WORK EXPERIENCE:** Delna Textiles, Kurla as clerk from January 2016 – June 2018.

#### REFERENCE:

- (1) Mr. Nikhil More  
 Faculty NITE,  
 Vashi Branch,  
 Navi Mumbai – 400703.  
 Mob.: 09733200641
- (2) Mrs. Laxmi Bandarkar  
 Manager, Accounts Section,  
 Delna Textiles,  
 Kurla, Mumbai 400070.  
 Mob.: 08220907602



- (8) Ms. Mahivish Shah has been offered the post of a Senior Accountant with Synergy Productions Pvt. Ltd., Bandra West, Mumbai. Draft a Letter of job Acceptance on her behalf. Use the Modified Block format. (Nov. 17)

44, F Block  
Majestic Building  
Mahim  
Mumbai – 400 016.

23rd November, 2018

The Managing Director,  
Synergy Productions  
Mittal Road  
Bandra (W)  
Mumbai – 400050.

Dear Madam,

**Sub:** Post of Senior Accountant.

I received your letter of 22nd November, 2018 appointing me as Senior Accountant in your esteemed organization and I am thankful to you for the same.

I have read the details and am ready to accept the post. However, I request you to extend my joining date by 20days as I need to give a month's notice to my present employer. I assure you that I will join by 24th December, 2018. I hope you will consider my request.

I look forward to joining your organization and assure you of my sincere contribution.

Yours faithfully,  
Mehvish Shah.



(9) Draft a Letter of Application with Curriculum Vitae for the post of a Senior Manager at Sophya Films Pvt. Ltd., Lower Parel, Mumbai. Use the Complete Block Format. (Nov. 17)

74, A Block  
Suvama Towers  
Sector 6, Vashi  
Navi Mumbai – 400 703.

25th September, 2018

The Manager,  
Sophya Films Pvt. Ltd.  
D. G. Road  
Lower Parel  
Mumbai – 400 013.

Sir,

**Sub:** Post of Senior Clerk.

**Ref:** Times of India of 24th September, 2018

I wish to apply for the above post as I feel I have the necessary qualifications required for the post.

I completed my graduation in Commerce from the University of Mumbai in June 2015 securing 84%. In June 2018, I also completed M.Com. (Accounting and Finance). I have been working at Juita Studios as an office assistant since 2015.

During college I was actively involved in many extra-curricular activities and sports. I am enclosing my bio-data and look forward to a positive response.

Yours faithfully,  
Ankita Saha.

**Encl.:** Curriculum Vitae

## Curriculum Vitae

**Name** : Ankita Saha  
**Address** : 74, A Block, Suvarna Towers, Sector 6, Vashi  
 Navi Mumbai 400 703.  
 Ph.: 022 77314709      09760822563  
**Date of Birth** : 23rd June, 1995

**EDUCATION:**

Examination	Institution/University	Year	Percentage/Class
SSC	Maharashtra Board	2010	90%
HSC	Maharashtra Board	2012	88.6%
B.Com.	University of Mumbai	2015	82%
M.Com. (Acctg. Fin.)	University of Mumbai	2018	64.4%

**ADDITIONAL QUALIFICATIONS:** Completed certificate courses in Tally ERP 9 from Avia Academy, Vashi.

**EXTRA CURRICULAR ACTIVITIES:** Secured the 2nd position in High jump and 1st position in Javelin throw in 2014 and 2015 respectively at the National College Sports Meet.

Was a member of the Finance Committee in 2013 and Head of Logistics in 2015 for the college festival, Kala Sparsh.

**HOBBIES:** Reading and travelling

**WORK EXPERIENCE:** Juita Studios, Dadar as Office Assistant (December 2015 till date)

**REFERENCE:**

- (1) Dr. Mohan Yadav      Head of Dept. of Commerce,  
 N. P. S. College,  
 Thane – 400 601.  
 Mob.: 09734991043
- (2) Ms. Vishaka Moitre      Dy. Manager,  
 Juita Studios,  
 Dadar – 400 030.  
 Mob.: 08825513746

- (10) Ms. Madhvi Singh has been working as Senior Accountant with Rajeshwari industries, Nahsik since the last seven years and would now like to resign from her post to seek a better career opportunity. Draft a Letter of Resignation on her behalf. Use the Semi Block layout. **(Nov. 17)**

503, Mitra Homes  
Veer Singh Marg  
Cantonment Area  
Nashik – 422001.  
17th November, 2018.

The Personnel Manager  
Rajeshwari Industries  
Main Road  
Nashik – 422001.

Dear Sir,

I joined this organization in August 2011 as an accountant and am now a Senior Accountant for the past 2 years. During these 7 years I have learnt much from my colleagues. However, I have now received a managerial position in a bank and so wish to resign.

As per the company requirement I am giving a month's notice and request you to consider this as my resignation letter. Accordingly my last working day will be 18th December, 2018. I assure you that I will complete all the work that was assigned to me by then.

It was a pleasure working at this organization and I wish to thank all my superiors and colleagues for their support and guidance. I wish the organization all the very best.

Yours faithfully,  
Madhavi Singh.

- (11) Draft an application with Bio-data in reply to the following advertisement 'Wanted a Secretary for Smith and Co. Exports Pvt. Ltd., Mumbai Graduates with good communication skills will be preferred. Knowledge of Marathi will be an added advantage. Apply to the Managing Director, Smith and Co. Exports Pvt. Ltd. Mumbai. Write the letter in the Complete Block layout. **(March 18)**

32-B, II Floor  
Navya Homes  
Central Avenue  
Naupada  
Thane (W) – 400607.

26th December, 2018

The Managing Director,  
Smith and Company Exports Pvt. Ltd.  
Walacha Road  
Mulund (E)  
Mumbai – 400067.

Sir,

**Sub:** Post of Secretary.

**Ref:** Times of India of 25 December, 2018.

I wish to apply for the above post as I feel I have the necessary qualifications required for the post. I completed my graduation in Commerce from the University of Mumbai in June 2017, securing 81%. Since then, I have also completed a Diploma course in Secretarial Practices.

Throughout my schooling and college I have performed well in academics and extracurricular activities.

My entire education has been in Maharashtra and so, I can read, write and speak Marathi fluently. I had participated and won prizes at debates and elocution at the college and intercollegiate levels. During the college festival I had been part of the organizing committee for 2 years.

I am enclosing my curriculum vitae and look forward to a positive response.

Yours faithfully,  
Nirav Mehra.

**Encl.:** Curriculum Vitae

### Curriculum Vitae

<b>Name</b>	: Nirav Mehra		
<b>Address</b>	: 32 B Navya Homes, Central Avenue, Naupada, Thane – 400067. Ph.: 022 21314724      08760822500		
<b>Date of Birth</b>	: 3rd April, 1997		
<b>EDUCATION:</b>			
<b>Examination</b>	<b>Institution/University</b>	<b>Year</b>	<b>Percentage/Class</b>
SSC	Maharashtra Board	2012	89%
HSC	Maharashtra Board	2014	72.7%
B.Com.	University of Mumbai	2017	78.6%
M.Com. (Part I)	University of Mumbai	2018	70%
<b>ADDITIONAL QUALIFICATIONS:</b>	Completed a Diploma course in Secretarial Practices from Minerva School of Office Supports in July 2017 securing A grade.		
<b>EXTRA CURRICULAR ACTIVITIES:</b>	<p>Won 2nd Prize at Elocution at Unifest in 2014 and 3rd Prize in 2015</p> <p>Won 2nd Prize at National Debate organized by TISS in 2016</p> <p>Was a member of the Finance Committee in 2016 and Head of Logistics in 2017 for the college festival, Funton.</p>		
<b>HOBBIES:</b>	Reading, cookery and travelling		
<b>WORK EXPERIENCE:</b>	-		
<b>REFERENCE:</b>			
(1) Dr. Pranita Yadav	Head of Dept. of Commerce, P.S. Mehta College, Thane. Mob.: 09734991043		
(2) Dr. Vishal More	Head, Det. Of Economics, P.S. Mehta College, Thane. Mob.: 08825513746		



(12) Ms. Lily White has been offered the post of Secretary with Smith and Co. Exports Pvt. Ltd., Whitefield, Bengaluru, Draft a Letter of Acceptance on her behalf. Write the letter in the Modified Block layout. **(March 18)**

6-D, Block II  
Safal Building  
F.M.Road, Mahim  
Mumbai – 400 016.

20 January, 2019

The Managing Director,  
Smith & Co. Exports Pvt. Ltd.  
45, Halls Road  
Whitefield  
Bengaluru – 500072.

Dear Madam,

**Sub:** Post of Secretary.

I received your letter of 17th January, 2019 appointing me as Secretary in your esteemed organization and am thankful to you for selecting me.

I have read the details and am ready to accept the post. However, I request you to extend my joining date by 10 days (to 25th February) as I require to appear for an exam on 22nd February, 2019. I hope you will consider my request.

I look forward to joining your organization to prove my abilities.

Yours faithfully,  
Lily White.

(13) Can Bank Financial Services Pvt. Ltd., Fort, Mumbai, requires a Junior Sales Executive, with excellent communication skills and an aptitude for sales for its newly opened branch office in Lower Parel, Mumbai. Draft a Letter of Application with Bio-Data addressed to The Managing Director, Can Bank Financial Services Pvt. Ltd., Fort, Mumbai. Use the Complete Block layout. **(March 18)**



87/VIII A  
CNG Quarters  
Kalia Junction  
Wadala (E)  
Mumbai – 400 031.

12th October, 2018

The Managing Director,  
Can Bank Financial Services Pvt. Ltd.  
Amar Building  
Fort, Mumbai – 400 001.

Madam,

**Sub:** Post of Junior Sales Executive.

**Ref:** The Hindu dated 11 October, 2018.

This is with reference to the above post advertised by you. Having read the advertisement I would like to apply for the post as I feel that I have the qualifications required by you.

I graduated in Management Studies with specialization in Finance from the University of Mumbai in June 2017 securing an A grade. I have actively participated in debates and elocution competitions in English and Marathi at collegiate and intercollegiate competitions. Throughout the 5 years in college I had been the main anchor for many programmes. I was in charge of sponsorship for a national seminar organized by the BMS department.

I am enclosing my curriculum vitae and hope it meets your approval. I look forward to a positive reply.

Yours faithfully,  
John Brittos.

**Encl.:** Curriculum Vitae



## Curriculum Vitae

**Name** : John Brittos  
**Address** : 87/VIII A, CNG Quarters, Wadala (E),  
 Mumbai – 400 031.  
 Ph.: 022-24401570 (R) 09811390466 (M)  
 E-mail: jobritt9797@gmail.com  
**Date of Birth** : 9th July, 1997

## EDUCATION:

Examination	Institution/University	Year	Percentage/Class
SSC	Maharashtra Board	2012	88.6%
HSC	Maharashtra Board	2014	87.7%
BMS	University of Mumbai	2017	82%

ADDITIONAL  
QUALIFICATIONS:EXTRA  
CURRICULAR  
ACTIVITIES:

Won the 1st Prize for Debate at Malhar (2015 in Marathi and 2017 in English)  
 Participated in several elocution competitions at college and inter college levels  
 Was the main compere for many college programs including a State level drama competition organized by the college and two Annual Day Programmes.  
 As the Team Head was appreciated for getting maximum sponsors for the National seminar organized by the department in 2016.

## HOBBIES:

Reading, Music and Trekking

WORK  
EXPERIENCE:

## REFERENCE:

- (1) Dr. Pallavi Krishnan Co-ordinator,  
 Dept. of BMS,  
 S.E.V.College of Commerce,  
 Sion, Mumbai – 400 022.  
 Ph.: 022-24033609 (O)
- (2) Mr. Sumit Parab Head,  
 Dept. of English,  
 S.E.V. College of Commerce,  
 Sion, Mumbai – 400 022.  
 Mob.: 0963441005(M)

- (14) Mr. John has decided to resign from his position as an Accountant with 'Growth Financial Services Pvt. Ltd.' Mumbai to seek a better position in a Multinational Company. Write a Letter of Resignation on his behalf. Use the Semi Block layout. **(March 18)**

6B, Heen Apartments,  
B. S. Marg,  
Mulund,  
Mumbai – 400 080.  
8th October, 2018

The Vice President (Finance),  
Growth Financial Services Pvt. Ltd.,  
Sion, Mumbai – 400 022.

Dear Sir,

I joined this organization in August 2016 as an Accountant and have learnt much from my colleagues. However, I have now received a better position in a multinational company based in Pune and so wish to resign. As per the company requirement I am giving 2 month's notice and request you to consider this as my resignation letter. Accordingly my last working day will be 9th December, 2018. I assure you that I will complete all the work assigned to me by then.

It was a pleasure working at this organization and I wish to thank all my superiors and colleagues for all their support and guidance during the 2 years I was here. I wish the organization all the very best.

Yours faithfully,  
John Thomas.

- (15) A leading multi-national company requires Management Trainees for its newly opened branch at Mumbai. The candidate should be a post-graduate with a minimum of 2 years work experience and should have excellent communication skills. Apply with Curriculum Vitae to P. O. Box No. 123, The Times of India, Mumbai. Use the complete Block layout. **(Nov. 18)**

504, D Block  
Gordia Housing Society  
B.V. Marg  
Manpada  
Thane (W) 400607.

26 October 2019

The Advertiser  
P.O.Box 123  
The Times of India  
Mumbai 400001.

Sir,

**Sub:** Post of Management Trainee

**Ref:** Times of India of 25 October 2019

I have read the advertisement for the above position and wish to apply for it as I have the necessary qualifications advertised by you. I completed my post graduation in Financial Management from the S.R.G Institute of Management, Mumbai in June 2016. Since then, I have been working in the Administrative section at Bodre Consultants.

Throughout school and college I have performed well in academics and participated in extracurricular activities. I have been an active debater and represented my college at the national level and won prizes. I headed the Organising Committee of the inter-collegiate college festival for 2 years. An avid sportsperson, I had also represented the college at inter-university football and cricket tournaments.

I am interested in getting trained for management positions in organisations in Mumbai. I am enclosing my Curriculum vitae and look forward to a positive response from you as soon as possible.

Yours faithfully,

Arvind Iyer

**Encl.:** Curriculum Vitae



## Curriculum Vitae

<b>Name</b>	: Arvind Iyer		
<b>Address</b>	: 504, D Block, Gordia Housing Society, B.V. Marg, Manpada, Thane (W) 400607 Ph.: +91 08225760800 arviyer@gmail.com		
<b>Date of Birth</b>	: 3rd April, 1993		
<b>EDUCATION:</b>			
<b>Examination</b>	<b>Institution/University</b>	<b>Year</b>	<b>Percentage/Class</b>
SSC	CBSE	2009	89%
HSC	Maharashtra Board	2011	77%
B.Com.	University of Mumbai	2014	78.6%
M.B.A.	S.R.G. Institute	2016	Grade A
<b>EXTRA CURRICULAR ACTIVITIES:</b>	<p>Won the 2nd prize at Debate at the National Talkathon 2014 and 1st prize in 2016.</p> <p>Won the 2nd prize at National Debate organized by TISS in 2016.</p> <p>Was the Head of the Organising Committee for the inter-collegiate festival in 2013 and 2014.</p>		
<b>HOBBIES:</b>	Reading, Trekking and Travelling.		
<b>REFERENCE:</b>			
(1) Dr. Sachin Rane	Head, Dept. of Commerce, H.T. College Thane. Mob.: 09734991043		
(2) Dr. Rita Vaze	Principal, S.R.G. Institute, Thane. Mob.: 08825513744		

**(16)** You have received an offer for the position of a Senior Sales Executive at U Foam Mattresses. Write a Letter of Job Acceptance. Use the Modified Block layout. **(Nov. 18)**

6D, Block II  
Safal Building  
F.M. Road  
Mahim  
Mumbai 400016

20th July, 2019

The Managing Director  
U Foam Mattresses  
45, H.R. Marg  
K.S.R. Layout  
Bengaluru-500072.

Dear Madam,

**Sub:** Post of Senior Sales Executive

I am thankful to receive your letter appointing me as Senior Sales Executive in your esteemed organization. I have read the details and am ready to accept the post. However, I request you to extend my joining date by a month as I require to give a month's notice at my present position. I hope you will consider my request.

I assure you that I will join by 1st September, 2019 and look forward to being a part of your organization.

Yours faithfully,  
Sunitha Rai.

**(17)** Draft a Letter of Application with Curriculum Vitae for the post of a Company Secretary at Fair Cosmetic Company Private Limited. Use the Complete Block layout. **(Nov. 18)**

1201 A Block  
Sea View Building  
P.M. Road  
Wadala (E)  
Mumbai-400031

19th August, 2019

The Managing Director  
Fair Cosmetic Company Pvt. Ltd.  
Pearl Arcade  
Worli  
Mumbai-400018

Madam,

**Sub:** Post of Company Secretary

Having read the advertisement in the Times of India for the above post, I would like to apply for it as I feel that I have the qualifications required by you.

I graduated in Business Management Studies with specialization in Finance from the University of Mumbai in June 2016 securing 83%. I completed the Company Secretary course in November 2016 and have been working with Indlaya Industries, Latur since then. With the experience gained over these years I would like to now work in bigger organisations.

I have represented the college at cricket and football matches. I have also participated and won prizes in quiz competitions at the collegiate and intercollegiate levels. Throughout the 3 years in college I was given the responsibility of organising quiz competitions.

I am enclosing my curriculum vitae and look forward to a positive response.

Yours faithfully,  
Amin Sayani.

**Encl.:** Curriculum Vitae



### Curriculum Vitae

Name : Amin Sayani  
 Address : 1201 A Block, Sea View Building, P.M. Road,  
 Wadala (E), Mumbai-400031  
 Date of Birth : 9th July, 1995

#### EDUCATION:

Examination	Institution/University	Year	Percentage/Class
SSC	Maharashtra Board	2011	90%
HSC	Maharashtra Board	2013	75.6%
BMS	University of Mumbai	2016	83%

#### ADDITIONAL QUALIFICATIONS:

Completed the Company Secretary course in November 2016 from the Institute of Company Secretaries of India, Mumbai.

#### EXTRA CURRICULAR ACTIVITIES:

Was the QuizWiz at the inter collegiate quiz competitions organised by the Maharashtra University Quiz Forum in 2014 and 2015.  
 Was part of the team that won the runners up trophy at the intercollegiate cricket matches organised by the University of Mumbai (2015).  
 Was part of the team that represented the college at inter collegiate football matches (2015 and 2016).

#### HOBBIES:

Travelling and Painting.

#### WORK EXPERIENCE:

Working at Indlaya Industries, Nashik from December 2016 till present.

#### REFERENCE:

- 1) Prof Sudha Hande, Faculty, Institute of Company Secretaries of India, Worli, Mumbai - 400018.  
Mob.: 09733200641(M)
- 2) Mr. T. Laxminarayan, Company Secretary, Indlaya Industries, Atola, Latur, Maharashtra 413524.  
Mob.: 08220907602 (M)

8) After a commendable service as a Personal Secretary for the past 10 years, you have decided to quit your job due to unavoidable domestic circumstances.

Write your letter of Resignation. Use the Modified Block layout. (Nov. 18)

23 - II Wing  
Grihajyoti  
Sai Road  
Bhandup (E)  
Mumbai 400042

23rd September, 2019

Ms. Varsha Mhatre  
Chief Executive Officer  
Vittal and Sons  
54, Altro Building  
Veer Marg  
Nariman Point  
Mumbai 400021

Dear Madam,

I joined this organization in July 2006 as a clerk and have been your Personal Secretary for the past 10 years. During these years I have learnt much from you and many of my colleagues. I am most grateful to you for encouraging me to pursue my studies. However, I am forced to resign now as I have to shift to my village in Akola to take care of my ailing father.

As per the company rules, I am giving two month's notice and request you to consider this as my resignation letter. Accordingly, my last working day will be 24th November, 2018. I assure you that I will complete all the work that was assigned to me by then.

It was a pleasure working for you and I wish to thank you and all my colleagues for the support and guidance during these years. I wish the organization all the very best.

Yours faithfully,  
Mithra Thakre.

**(19)** Draft a Letter of Application with a Curriculum Vitae in reply to the following advertisement:

'A reputed engineering firm requires a telephone operator.'





Applicants should be graduates from a recognized University and must have minimum two years' experience in a similar capacity.' (Use the Complete Block Layout). **(March 19)**

9-B, Daffodils  
Garden Apartments  
Ali Javed Road  
Mulund (E)  
Mumbai-400067.

20 October, 2019

The Vice President (HR)  
Marvel Electronics  
S.V.P Road, Fort  
Mumbai-400001.

Sir,

**Sub:** Post of Telephone operator

**Ref:** Employment News of 20th October, 2019

I have come to know that there is a vacancy for the above post and would like to apply for it. I completed my graduation in BA (Economics) from Sri Guru College, Thane in June 2016, securing 77%. Then I completed a secretarial course from SNDT University, Churchgate. Since January 2017 I have been working as a receptionist at Madhav Trading Company.

An active debater and orator I have represented my college at intercollegiate competitions and won prizes. I have organised many literary events as head of the Literary Committee in 2015 and 2016.

At my present position have been managing the reception for over 2 years. I am enclosing my Curriculum vitae and look forward to a positive response from you as soon as possible.

Yours faithfully,  
Pratiksha Sen.

**Encl.:** Curriculum Vitae

### Curriculum Vitae

<b>Name</b>	: Pratiksha Sen		
<b>Address</b>	: 9-B, Daffodils, Garden Apartments, Ali Javed Road, Mulund (E), Mumbai 400067. Ph.: +91 08225760800 senpra88@gmail.com		
<b>Date of Birth</b>	: 3rd April, 1995		
<b>EDUCATION:</b>			
<b>Examination</b>	<b>Institution/University</b>	<b>Year</b>	<b>Percentage/Class</b>
SSC	Maharashtra Board	2011	78%
HSC	Maharashtra Board	2013	69%
BA	University of Mumbai	2016	77%
<b>ADDITIONAL QUALIFICATIONS:</b>	Completed a 6 month course in Secretarial Practice from VITA Academy, Thane.		
<b>EXTRA CURRICULAR ACTIVITIES:</b>	<ul style="list-style-type: none"> <li>• Won the 2nd prize at Debate at Unifest in 2015 and 2016.</li> <li>• Won the the 1st prize for elocution in English and Hindi at Malhar 2015.</li> <li>• Was the Head of the Literary Committee in 2015 and 2016.</li> </ul>		
<b>HOBBIES:</b>	Reading, Trekking and Travelling.		
<b>REFERENCE:</b>			
(1) Dr. Minal Pande	Head of Dept. of Economics, Sri Guru College, Thane – 400601. Mobile 07534981104		
(2) Mrs. Sucheta Dixit	Director, VITA Academy, Thane – 400603. Mobile 07823513744		

- (20) Draft a Letter of Job Acceptance on behalf of Mr. Khanna for the post of a Senior Supervisor in a multinational company.  
(Use the Modified Block layout) (*March 19*)



522, Tridev Flats  
44, Nariman Marg  
Worli  
Mumbai 400018.

2nd November, 2019

The Director  
MacWrights Pvt. Ltd.  
45, Mass Chambers  
BK Complex  
Mumbai-400022.

Dear Madam,

**Sub:** Post of Senior Supervisor

I am happy to receive the letter appointing me as Senior Supervisor in your reputed organization. I have read the details and am ready to accept the post.

I will complete the medical tests and come with the required documents to join on 15th November. I look forward to becoming an asset to a multinational organization like yours.

Yours faithfully,  
Akshay Khanna.

**(21)** Write a Letter of Application letter with a Curriculum Vitae in response to the following advertisement:

"Wanted a Trainee Manage for a reputed company. Graduates may apply to Box no. 6795, The Times of India, Mumbai - 400 001.

(Use the Complete Block Layout) (*March 19*)

56, Monty Towers  
B.R. Marg  
Chembur  
Mumbai 400071.

17th October, 2019

The Advertiser  
Box No. 6795  
Times of India  
Fort, Mumbai 400001.

Madam,

**Sub:** Post of Trainee Manager

**Ref:** The Times of India dated 13th October, 2019

I have read the above advertisement and would like to apply for the post as I feel that I have the qualifications required by you.

I graduated in Commerce from the University of Mumbai in June 2019 with 79% marks. I have participated and won prizes in elocution and essay writing competitions at collegiate and intercollegiate competitions. I was the editor of Com.News.com, the on line bulletin of the Department of Commerce for 3 years.

I am enclosing my curriculum vitae and look forward to a positive reply from you.

Yours faithfully,  
Mala Sinha.

**Encl.:** Curriculum Vitae

#### Curriculum Vitae

<b>Name</b>	: Mala Sinha
<b>Address</b>	: 56, Monty Towers, B. R. Marg, Chembur, Mumbai 400071. Ph.: 022-25401570 (R) 09390466894 (M) 99malas99@gmail.com
<b>Date of Birth</b>	: 9th July, 1999

**EDUCATION:**

Examination	Institution/University	Year	Percentage/Class
SSC	Maharashtra Board	2014	83%
HSC	Maharashtra Board	2016	73%
B.Com.	University of Mumbai	2019	79%

**EXTRA CURRICULAR ACTIVITIES:**

- Won the 1st prize for essay writing in English and Marathi at the State level inter collegiate competition organised by St. Annes College, Pune (2017 and 2018) and the 2nd prize for elocution in English at the inter collegiate competition organised by the University of Mumbai in 2018.
- Represented the college at many inter collegiate Quiz competitions.
- Won the 1st prize for elocution in English and Hindi (2018 and 2019) at Raaga, the literary festival of the college.
- Was the editor of Com.News.com, the online bulletin of the Department of Commerce (2016-19)
- Was an NSS volunteer from 2016 – 2019 and was part of many social service activities.

**HOBBIES:**

Reading and Travelling.

**REFERENCE:**

- (1) Dr. Jayasri Ure      Head, Department of Commerce,  
Pant College, Chembur,  
Mumbai 400071.  
Mob.: 07936200645 (M)
- (2) Ms. Akshita Singh      Department of English,  
Pant College, Chembur,  
Mumbai 400071.  
Mob.: 09820907808 (M)

(22) You have got admission for the MBA course in a reputed Management Institute. Draft a Letter of Resignation addressed to your current employer.

(Use the Semi Block Layout) **(March 19)**

801, Amya Homes  
D.N. Road  
Fort  
Mumbai-400001.  
3rd March, 2019

Mr. Govind Shah  
Vice President (HR)  
Carvo Metal Works  
Worli,  
Mumbai- 400018.

Dear Sir,

I joined this organization as an accountant in January 2018 and have learnt much on the job. However, I have secured admission for the MBA (Finance) at S. P. Jain School of Management and so will have to resign now as the course begins in July.

As per the company requirement, I am giving three months notice and request you to consider this as my resignation letter. Accordingly, my last working day will be 4th June, 2019. I assure you that I will complete all the work that was assigned to me by then.

It was a pleasure working for the organisation and I wish to thank all my colleagues for their guidance during my time here. I wish the organization all the very best.

Yours faithfully,  
Prakash Bhide.

## QUICK RECAP

To start one's career one needs to write job application letters and prepare a resume. Preparing a resume in advance often helps to give structure and shape not only to an application letter but also to our career goals. The application letter and resume together highlight the applicant's qualities and suitability for a job. While the application letter is descriptive the resume is a concise summary of biographical details. Both must be honest and factual, properly written and checked for grammatical spelling and typographical errors. The layouts for application letters and resumes vary and you can select any one which you find suitable. Well written job application letters and resume help you to stay ahead of the competition.

## QUESTIONS

- (1) State giving reasons whether the following are TRUE or FALSE: (Other questions missing in the following?)
  - (a) A job application letter with bio-data is in a way a sales letter.
- (2) Write short notes on the following:
  - (a) 'You' Attitude. (Nov. 16, 17)
- (3) The Agency for Rural Development (ARD) in Assam, has invited candidates for the post of Development Officers. Draft an application letter for the post.
- (4) Ankit Patel was the captain of the college cricket team for 2 years and has represented the college at various athletic meets and won prizes. He was adjudged the best NCC cadet and best sports person of 2006. Draft a letter from Ankit to the Principal of the college requesting consent to mention him as reference.
- (5) Draft a letter to Vice-President (Finance) requesting him to give a letter of reference as you are applying for a job elsewhere. You are an assistant manager in the Finance department of the company.
- (6) "Wanted an experienced lecturer to teach Commerce and Accountancy to Junior College students at a reputed college in Mumbai. Post graduates with a degree in Education preferred. Apply with bio-data to Box 133, Times of India, Mumbai – 400 001.
- (7) Wanted an experienced sports instructor for a reputed boarding school in Panchgani. Only graduates with Bachelor of Physical Education qualification need apply. Previous experience in boarding schools preferred. Apply with bio-data to Box. No. 007. The Indian Express, Mumbai – 400 001.
- (8) Wanted an experienced aerobics instructor for a reputed health club in Mumbai. Apply with a detailed bio-data to Box No. 645, Times of India, Mumbai – 400 003.
- (9) Write a letter Ms. Mina Patel informing her of her appointment as Manager (Finance) at the IND Bank, Andheri.
- (10) Draft Ms. Patel's letter of acceptance.
- (11) Mr. Pritam Bedi has been promoted to the post of Sr. Manager (Administration) at the company's Bangalore office. Draft her letter of promotion.
- (12) Mr. Harith Sood has been found to misappropriating office funds for the past few months. Send him a letter terminating his services.

## **UNIT - IV**

# **LANGUAGE AND WRITING SKILLS**

### **CHAPTER 9**

# **COMMERCIAL TERMS USED IN BUSINESS COMMUNICATION**

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*In this Chapter:*

- ◆ **INTRODUCTION**
- ◆ **COMMONLY USED COMMERCIAL TERMS**



## INTRODUCTION

Business communication involves correspondence in the form of letters, memos and reports. It is important to know commonly used commercial terms so that there is no confusion between the receiver and sender. The following is a list of some of the commonly used commercial terms in business communication. They are terms from the field of commerce, law and accounts.

## COMMONLY USED COMMERCIAL TERMS

**Adjustment:** Settlement of claim by businessmen of a disgruntled customer.

**Agenda:** A list of items of business to be considered at a meeting.

**Accounting Principles:** Accounting principles have been defined as the body of doctrines commonly associated with the theory and procedure of accounting, serving as an explanation of current practices and as a guide for the selection of conventions or procedures where alternatives exist.

**Account payee cheque:** This type of crossing a cheque is a direction to the collecting bankers that the proceeds of the cheque are intended to reach the hands of the payee. He should therefore collect the cheque only by credit into the account of the payee. It is also a term used in double-entry book-keeping to indicate the records of the amounts charged to others for goods and services sold, and the amounts received.

**Accrued charges:** An accrued charge is the expense incurred by a creditor.

**Acquisitions:** Large stockholders in a closely held company want to convert their assets into marketable securities or cash, frequently in anticipation of high inheritance taxes. Poor health or old age makes them willing to merge at an attractive price.

**Added value:** This concept has become important since the introduction of *value added tax*. It refers to the value of the improvements made in goods or services at different stages of production.

**Affidavit:** A declaration in writing made on oath before a person entitled to administer oaths – a commissioner for oaths, normally a *solicitor*. It is a criminal offence deliberately to make a false statement in an affidavit.

**Appreciation:** A rise in value, especially of one currency in terms of another.

**Arbitrator:** A person chosen by the parties to a dispute to suggest a way of settling the dispute.

**Assets & liabilities:** Usually a Balance Sheet, the term is sometimes used by accountants to indicate a statement of what is owned and what is owed, prepared for single-entry books or sources other than double-entry books.

- Bank Correspondence:** Correspondence between banks and its customers, the Head Office of a bank to its branches and vice versa, from one bank to another and between a bank and the RBI.
- Bank Reference:** Inquiry from a bank regarding the financial standing of a bank customer made by a creditor through his own banker.
- Bargain Letter:** A letter from a customer to a supplier asking for better terms or prices if he is not satisfied with the ones quoted by the supplier.
- Balancing charge:** An amount that is added to the taxable trading profits of a person or company when an asset is sold and the writing-down allowances taken up to the date of sale exceed the difference between the cost of the asset and the proceeds of the sale.
- Bank note:** A financial document by which a bank promises to pay the bearer of the document, on demand, a specified sum of money. In England and Wales only the Bank of England may issue banknotes. In India only the Reserve Bank does so.
- Blue chip company:** A listed company which, because of its large size, long history of profitable trading and good management, commands a high level of confidence among stock-market investors. Also an ordinary share of such a company. (Highvalue chips for gambling – e.g. in poker – are coloured blue.)
- Boom:** A period of rapid increase in the output of producers in an economy, resulting in low unemployment and high prices for primary products.
- Branded goods:** Goods that are normally sold under the brands of their suppliers/manufacturers.
- Bulletin Boards:** Notice Boards in an organisation on which news and information are displayed periodically with the purpose of informing and educating the employees.
- Buyer:** A customer who purchases commodities from a supplier.
- "Buyer Beware":** Also known as the policy of Caveat Emptor which means that a supplier refuses to admit any error or accept any complaint from customer. It is the policy of "No claim whatsoever" and is adopted by irresponsible sellers.
- Case study:** The method of understanding theoretic aspects of a case by analysing and studying a particular case.
- Carat:** A unit measure of the quality of gold. Pure gold is twenty-four carat. Gold is theoretically divided into twenty-four parts, so that eighteen carat gold is eighteen parts gold and six parts alloy.
- Cartel:** A term implying bonding together of business houses producing similar type of goods with a view associate to secure a monopoly of the market.
- Cash discount:** The reduction given by a creditor on an account paid before a certain date, to encourage quick repayment. It is usually stated as a percentage.
- Circular letter:** Form letters that are used to inform customers about certain fundamental changes that have taken place in an organisation they

patronise. Circulars are normally cyclostyled impersonal letters and a copy is sent to each customer.

**Claim:** Expression of dissatisfaction with goods and services with the expectation of adjustment.

**Copyright:** This refers to an amalgam of legislation and common law which attempts to protect the work of one writer from being freely copied or in any way reproduced by another.

**Collection Letter:** A letter requesting payment for a past due account.

**Committee:** A group of people who consider together specific matters that have been assigned to them for consideration by other people. It is a formal body with a specific structure.

**Communication Log:** A table which records the work that has actually been completed by a person during the day.

**Compensation:** A concession given to a customer who has made a claim.

**Conference:** A meeting of people within or outside an organisation to solve particular problems, take specific decisions or discuss specific matters.

**Consensus:** A common agreement of opinion which is arrived at after mutual consultation, by people who hold different views.

**Covering Letter:** A letter which introduces a long document such as the bio-data in a job application or report.

**Credit:** An arrangement between a bank and a person under which the applicant's debts incurred a named third party are assured of payment.

**Credit squeeze:** A popular term for the state's interference with normal market forces (through Reserve Bank) in an attempt to regulate the level of economic activity by reducing the money supply.

**Dead freight:** It is the freight payable where the charterer fails to load a complete cargo and the ship-owner tends to charge freight for the space he would have otherwise sold.

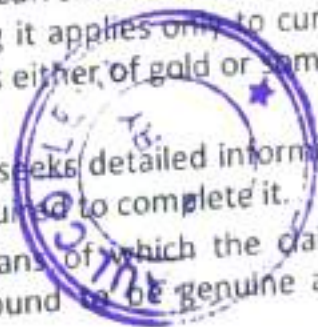
**Demonetize:** To declare something to be no longer legal tender.

**Depreciation:** It is a term used in business and may be defined as 'a gradual diminution, loss or shrinkage in the utility value of an asset due to wear and tear, efflux of time or obsolescence.'

**Devaluation:** This term is used with reference to currencies and their value on the international exchange. Strictly speaking it applies only to currencies with a rate of exchange that is fixed in terms either of gold or some other currency of international repute.

**Estimate Inquiry:** An inquiry in which the writer seeks detailed information of the estimated cost of a job and the time required to complete it.

**"Fair Claim, Fair Adjustment":** A policy by means of which the claim of a customer is granted if the complaint is found to be genuine after an investigation.



- Follow-up Letter:** A letter which the supplier writes after a reasonable time to a customer to whom he has submitted his quotation, but from whom he has not received any reply or an order.
- Four Cs of Credit:** Character, Capacity, Capital, Conditions.
- Hanging Indention Form:** A special letter style like the modified block from which paragraphs which have inverted indention. The dateline and the signature block are on the right. The inside address is blocked with open punctuation. The first line of each paragraph begins at the left margin and the subsequent lines are evenly indented two to five spaces and look as if they are hanging from the first line.
- Hierarchy or Line of Authority:** The different levels at which people work within an organisation.
- House Organs:** Periodic publications of an organisation which help to inform and educate the employees on various aspects of the organisation. They restrict themselves to the business and social activities of the organisation and they act as tools of internal communication.
- Inspection Report:** A routine report written by a person who inspects a particular department or branch of an organisation.
- Insurance:** A contract between two parties whereby one party called the Insurer agrees to pay to the other party a certain sum of money on the occurring of a specified event or agrees to indemnify the other party from loss arising from certain specified events.
- Investigation report:** A report written after the careful study, research and investigation of a problem.
- Jargon:** Technical language or vocabulary pertaining to a particular field.
- Memo:** A letter of warning given by the management to an employee who has failed in his duties.
- Minutes:** The written record of the proceedings of a committee or conference meeting.
- Morale:** The collective attitude of workers towards one another, towards their employer, their management and their work.
- Order:** A letter sent by the buyer to the seller requesting him to supply goods.
- Post-script (P.S.):** Information which is added after the letter is completed. A P.S. may be included either because the letter writer has forgotten to include important information, or in order to highlight or emphasis a message.
- Précis:** A composition which summarises and expresses, precisely the main points of a passage. The length of a précis is usually 1/3 of the original passage.
- Press Handout:** Information which the management hands out for publication in the press. Unlike advertisements, the organisation does not have to pay for press handouts.
- Prompt Pay Customer:** Customers who settle their accounts on time.

**Prospect:** A potential buyer.

**References:** Names and addresses of persons, usually one's seniors who are prepared to vouch for a person and give information about one's character and abilities.

**Reference Number:** That part of a business letter which helps to identify the department from which the letter is.

**Report:** A statement prepared by an individual or a committee in which a certain problem has been studied and analysed and in which suggestions for the future course of action have been given.

**Representation:** A polite protest made orally or in writing to a higher authority by a person or group of persons for a definite purpose to focus the attention of the authorities on a current problem and to seek a solution to it.

**Routine Order:** When the market for a product is stabilised and the dealer is satisfied with the trial order and the repeat order for the products of a particular firm, the dealer opens an account with the supplier for a regular order. This regular order is known as routine order.

**Routine Report:** It is a report that is submitted by persons working at different levels on the line of authority to their immediate seniors regarding the day-to-day progress of the working of the department. They are submitted periodically and at regular intervals.

**Sales Letter Series:** A series of sales letter designed to keep on reminding a prospect that a particular product or service is beneficial to him. There are three types of sales letter series - (i) The Campaign series, (ii) The Wear-out series, and (iii) The Continuous series.

**Stages of Collection:** There are four stages of collection: (i) Reminder stage, (ii) Inquiry discussion stage, (iii) Appeal stage, and (iv) Warning stage.

**Suggestion Schemes:** Methods by which the workers of an organisation can make suggestions to their seniors.

**Survey or Project Reports:** A special kind of report that is written by an expert after a great deal of research. It is usually prepared when a new industry has to be set up.

**Testimonials:** A written statement testifying to a person's merits, abilities and qualifications and is usually sent with a job application.

**Trade Discount:** A cash discount which is given to a customer if he settles his bill within an agreed period of time, generally seven to ten days. Trade discount is also offered when credit has to be refused to a customer.

**Trade Journal:** A journal published by an association of traders, manufacturers, factory owners, shareholders, Company secretaries, etc., which contain information about the existing conditions of the particular trade.

**Trade Reference:** Inquiry about the credit standing of a customer from other firms with which he has been doing business.

**Trial Order:** A small order on an experimental basis placed when a buyer wants to buy something from a new firm or when he wants to buy a new product.

**Types of Committees:** There are five types of committees: (i) Permanent and temporary committees. (ii) Formal and informal committees (iii) Executive committees (iv) Advisory committees (v) Line and Staff committees.

**Types of Customers/Debtors:** There are three types of customer debtors:

- (i) Good risks – Who are prompt pay customers and who have ample capacity and capital.
- (ii) Fair risks – Slow pay customers who have adequate capital and capacity, but who are careless about payment of debts.
- (iii) Poor risks – Uncertain or poor pay customers who have just enough capital and capacity to meet the creditor's requirements. They usually try to delay payments unnecessarily.

**Voluntary Offer:** An offer made by a supplier to old and valued customers or prospective buyers wherein he offers a new product for which the customer has not made an inquiry.

**WASP:** Technique to be adopted by an interviewer in order to make the interview effective. Its full form is Welcome, Acquire information, Supply information and Parting.

**Window Envelopes:** Envelopes with a transparent plastic panel through which the inside address of a letter can be read so that there is no need to type the receiver's address on the envelope.

**Embargo:** Any prohibition imposed by government on commerce or freight. When it is forbidden to export goods to certain countries, then goods are said to be subject to embargo.

**Endorse:** To make an endorsement on a negotiable instrument. To give one's endorsement to a product. To write an endorsement on a licence.

**Endorsee:** The person designated in an endorsement as the one to whom the endorser is transferring the right to receive money.

**Endowment:** It is a term used with reference to assurance policies. An endowment assurance is one where the holder of the policy, by paying a certain annual premium, is entitled to a fixed sum at the end of a stated period.

**Fiduciary:** Involving or depending on confidence or trust.

**Fiscal year:** The official government year of account usually ending on March 31.

**Forgery:** It means signature by a person other than the true person. Thus if A signs as B it is forgery. Forgery may also mean, under certain circumstances, signing without proper authority to do so.

**Franchise:** Licence given by manufacturers who wish to limit the distribution outlets of their products or who wish all their sales in one country to be handled by specified persons.

**Go slow:** Action by employees, involving doing less work than normal without actually stopping work, which is taken to bring pressure on their employers in a dispute.

**Guarantee:** A promise by one person (usually called the 'guarantor') that he will make good any failure by a second person (called the 'principal debtor') to meet financial obligations owned to a third person.

**Guarantor:** A person who promises that if a second person fails to fulfil some obligation then he will fulfil it instead or pay money up to a specified limit to compensate for any loss caused by the second person's failure.

**Hypothecation:** Hypothecation is a 'charge against property for an amount of debt where neither ownership nor possession is passed to the creditor.'

**Incentive:** Something that urges a person on to achieve some goal. Especially something such as a financial reward external to the person who is urged on.

**Indemnity:** An agreement whereby one person agrees to make good any loss suffered by a party to a contract to which he himself is a stranger.

**Inventory:** A quantity of something that is kept or stored for use as the need arises; especially quantities of raw materials, goods-in-process, finished goods and supplies. A detailed list of goods or articles in a particular place or of the assets of an organization.

**Issue:** A block of securities that are issued at the same time and all carry the same rights.

**Journal:** A book-keeping term for the book or books where details of transactions are first entered. There are several of these – Purchase Journal, Sales Journal, Private Journal.

**Keyword:** The work in the title of a book or article or other piece of information which is selected as best characterizing the contents of the item and is therefore used to index it in certain kinds of information retrieval system.

**Lay off:** A business which is in financial trouble may need to reduce its level of operations and in doing so it may be necessary to reduce its work-force.

**Lien:** A possessory lien can arise from a particular contract, or in some trades and professions, by custom. It attaches to the goods in respect of all sums owed to the holder by the owner, not just to the sum pertaining to those particular goods.

**Listed company:** A company that has issued securities that are listed on a stock exchange. Also known as a 'public company' or a 'quoted company'.

**Merger:** Action by which two firms come under common ownership or control. Similar terms include 'acquisition', 'amalgamation', 'consolidation' and 'take-over'.

**Mint:** The organization authorized by the state to manufacture and issue, on a monopoly basis, the Bank notes and coins which make up the legal tender of a nation.

- Mortgage:** It is a transaction by which land or any other property may be given as security for repayment of a loan.
- Negotiate:** To discuss with someone with whom one has a difference or dispute, possible terms for the settlement of the difference or dispute.
- Novation:** An arrangement by which a contract between two persons A and B is rescinded and replaced by a similar contract between A and a third person C.
- Oligopoly:** It is a situation in which a few independent organizations or business houses tend to control the market of a commodity.
- Overdraw:** To draw out money from one's current account at a bank to such an extent that the balance of the account is negative – i.e. one has borrowed money from the bank.
- Parent company:** A company that owns a majority of the shares or a good number of shares that carry a right to vote at general meetings of another company. Also known as a 'holding company.'
- Pay off:** The actual result of some past action, or the estimated result of some possible future action; especially when expressed quantitatively. In game theory, a measure of the value to a player of an outcome of a game.
- Payee:** The person who is to receive payment according to a bill of exchange, cheque or promissory note.
- Pie-chart:** A diagram showing the relative sizes of the components of some quantity by means of a circle divided into sectors the areas of which are proportional to the sizes of the components.
- Prospectus:** An advertisement for something that is to be sold in the future which is intended to persuade people to place advance orders.
- Power of attorney:** A deed by which one person called the 'donor' appoints another person called the 'attorney' to act on behalf in specified matters. Also known as 'letter of attorney.'
- Quality control:** Activity, process or study of ensuring that the output of production processes conforms to a prescribed standard in respect of raw materials used finishing done.
- Quorum:** The number of persons who must be present at a meeting in order that the meeting can officially be declared in order. In case of companies the quorum for members' meetings is fixed by the articles of association.
- Recession:** A mild tapering off of economic activity, not sufficient to mark a major phase of a business cycle.
- Red tapism:** Means delaying tactics used by the officials in disposing of management questions. Departmental management is usually taken to be a synonym for red-tapism.
- Reflate:** To take action to increase purchases of goods and services in the economy e.g., by making consumer credit more readily available.
- Royalty:** Money paid to someone in return for being allowed to exercise, but not to take over entirely, specified rights off his – especially the right to



work a mine, or the right to publish a copyright work. The amount of a royalty is almost invariably related to the benefit from exercising the specified right.

**Scrip:** A letter of allotment. Extended to mean any kind of security.

**Slump:** A situation in the Trade Cycle when prices and employment are at their low ebb. to prevent slumps, the governments are nowadays equipped with new powers to intensify any move to restore boom conditions by artificial doses of money supply or restriction.

**Strategy:** A general method or policy for achieving specified objectives. In games theory a rule by which one player selects his choice.

**Tariff:** Generally a list of charges, established by an organisation for services of goods.

**Tort:** A branch of law dealing with civil actions arising from breach of customs duty imposed by state law or statute.

**Trustee:** A person who handles monies or property on behalf of another in a trust. He usually has the title to the property but in fact acts merely as a steward and all the benefits belong to persons known as the beneficiaries.

**Underwriter:** One who underwrites the purchase of shares.

**Value:** The price which an item would fetch in an open market. Distinction should be made between value in present use and value in alternative use. Value is also determined by various other factors ranging from sentiment to long-term speculation.

**Wage freeze:** An attempt by government to hold wages and salaries at a certain level, usually as part of a general policy aimed at stemming inflation.

**White paper:** A publication of the British government with a white cover – usually a statement of policy.

**Window dressing:** A part from its literal meaning of displaying goods in a shop window in a manner that maximizes the chances of passers-by being tempted to buy them or at least to enter the shop, this term has certain specialised meaning in the world of commerce.

**Writ:** A legal document summoning a person to attend a certain court place or to perform a certain act. There are penalties for failure to comply.

**Xerography:** Making copies of documents.

**Zero defects:** A programme for persuading employees to produce faultless products.

**Zero rated:** Value added tax at a rate of 0%, Supplies in this category include the supply of most kinds of food (except in the course of catering), books, newspapers and power.

## **CHAPTER 10**

# **PARAGRAPH WRITING AND COMMUNICATION SKILLS**

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*In this Chapter:*

- ◆ INTRODUCTION
- ◆ PARAGRAPH WRITING
- ◆ INTERPRETATION OF TECHNICAL DATA
- ◆ REMEDIAL GRAMMAR
- ◆ SPEECHES AND PRESENTATION
- ◆ READING COMPREHENSION
- ◆ QUICK RECAP
- ◆ QUESTIONS

## INTRODUCTION

All prose compositions are divided into paragraphs. Each new paragraph indicates either change of topic or its elaboration. Paragraphs may be long or short. The number of sentences in a paragraph will depend on what and how much needs to be expressed. While the length is immaterial the construction of the paragraph is very important.

## PARAGRAPH WRITING

Paragraph structure depends on:

- (1) **Unity:** A paragraph takes up one topic, theme or idea at a time and all sentences in the paragraph are linked to it. Each paragraph has a topic or key sentence that expresses the subject.
- (2) **Order:** The sentences should correlate or connect the subsidiary ideas to the central idea and arrange them in order of importance. The first sentence is usually the topic sentence which introduces the idea and the last sentence is the conclusion.
- (3) **Variety:** To make a paragraph more interesting and easier to read sentence length and construction should vary.

In addition to paying attention to the unity, order and variety, while framing a paragraph it is equally important to keep the paragraph cohesive and coherent. Linking or connecting words and phrases help move the thoughts and ideas of the written in a meaningful and logical manner, especially when there are more paragraphs.

The first paragraph may begin with a generalization and then move on to a specific topic or from the specific to the general. As the ideas move from paragraph to paragraph one may give more ideas, may have contradictory statements, clarify further, compare and contrast and so on. Given below are some of the commonly used connecting phrases or linkers:

- (1) Adding ideas: Besides, also, in addition to, furthermore.
- (2) Same ideas: Similarly, likewise, in the same way.

- |                                |   |
|--------------------------------|---|
| (3) Comparing and contrasting: | However, on the other hand, though, in spite of, but, yet, still. |
| (4) Reasoning:                 | Because of, as, in view of.                                       |
| (5) Consequence:               | In that case, otherwise, if so, if not.                           |
| (6) Result:                    | So, therefore, as a result.                                       |
| (7) Clarifying:                | Specifically, in other words.                                     |
| (8) Illustrating:              | For example, namely, for instance.                                |
| (9) Sequencing:                | First of all, then, next, later, finally, eventually.             |
| (10) Summing:                  | To conclude, to summarise, in short.                              |

While looking at effective writing skills we have seen the importance of being clear and concise, while being correct and complete. A written piece has to be read, revised and rewritten at least a few times before the final draft. Editing written work will involve being clear – so remove ambiguous phrases, ideas or words.

being effective: make sure the words used serve the purpose (courteous, considerate, complete)

being correct: focus on correctness of facts and data, language, spelling and grammar.

being coherent: ideas should flow smoothly from one paragraph to the other.

having a good beginning and an end.

Jargon; outdated (redundant) usages, long sentences and words are to be avoided.

Business communication often requires the preparation of notices, abstracts, summaries etc. This requires writing a single paragraph. Though a detailed write up is not possible a single idea or characteristic can be taken up in one paragraph. Other rules such as unity order and variety, as well as topic sentence and concluding sentence are to be observed.

The following paragraphs will further illustrate this:

**(1) Negative Movies and Television Programmes:**

*Today's kids are learning their attitudes and values more from television and movies than from any other source. It is estimated that in the United States, by the time a youngster gets out of high school, he has*

watched more than 20,000 hours of television, witnessed 15,000 murders and watched 100,000 alcohol-related commercials.<sup>1</sup> Television programming and advertisements convey the message that drinking is fun, smoking is glamorous and drugs are the "in" thing. No wonder the crime rate is so high!

*You Can Win, Shiv Khera, Macmillan, Delhi, 2002, p. 38.*

The paragraph begins with the topic sentence which clearly states the subject. The following sentences develop the theme by giving reasons and the last sentence concludes by highlighting the negative impact.

### (2) **Central Banking:**

Although the origin of central banking may be dated back to 1894, when the 'the Governor and the Company of the Bank of England', the present day Bank of England was established, the art of central banking assumed new dimensions only during the 20th century. Central banking is essentially a 20th century phenomenon. The earlier institutions were, by and large, banks of issue with the sole or principal right of note issue. Modern central banking techniques were unknown to them. They were not much different from other existing institutions doing banking business except for the special relations which they had with their respective Governments. It was only through a process of trial and error did they come to occupy the pivotal and strategic status which they enjoy in the present day monetary and banking structure."

*Banking Theory and Practice by K. C. Shekhar, Lakshmy Shekhar, 191e, Vikas Publishing House, New Delhi, 2005, p. 27.*

The topic sentence appears first. The narrative that follows is an illustration of the topic sentence. The concluding sentence restates the idea of the origin and evolution of central banking.

### (3) **Our many possible selves:**

What is identity? Most traditional definitions – the ones that form the foundation for most career advice – are based on the notion of an "inner core" or a "true self". By early adulthood, these theories suggest, a person has formed a relatively stable personality structure, defined by his or her aptitudes, preferences, and values. Excavating this true self – often forgotten in a dead-end pursuit of fame, fortune, or social approval – should be the starting point of any career reorientation, according to conventional wisdom. With the appropriate self-knowledge, obtained via introspection and psychological testing, a person can more easily search

<sup>1</sup>As mentioned in Jerry Johnson's book *It's Killing Our Kids*, p. xvi.

for the right "match" and avoid the mistakes of the past. This true-self definition corresponds perfectly to the plan-and-implement method – once we find the self, all that remains is execution.

The work of Stanford cognitive psychologist Hazel Markus and other behavioral scientists, however, offers a different definition of identity, one that is more consistent with what I have discovered: We are many selves. And while these selves are defined partly by our histories, they are defined just as powerfully by our present circumstances and our hopes and fears for the future.

Our possible selves – the images and fantasies we all have about who we hope to become, think we should become, or even fear becoming – are at the heart of the career change process. Although conventional wisdom says pain – a self we fear becoming – is the only driver for change, in reality pain can create paralysis. We change only when we have enticing alternatives that we can feel, touch, and taste. That is why working identity, as a practice, is necessarily a process of experimenting, testing, and learning about our possible selves.

*How to stay stuck in the wrong career, Herminia Lbarra in HBR, Dec. 2002, p. 40-47.*

In the first paragraph the first sentence introduces the idea of identity and self while the last sentence sums up the traditional notion.

The second paragraph carries the idea of self and identity forward with a different definition of identity leading to a notion of 'selves'. In short the paragraph develops the argument of the article.

In the third paragraph the topic sentence appears as the first sentence and elaborates and explains the idea of 'possible selves'. The last sentence sums up the main theme or central idea of the article.

**(1) Read the extract and turn into indirect speech the whole of the dialogue that follows paragraph 1:**

For some time Mother had greatly envied us our swimming, both in the daytime and at night, but, as she pointed out when we suggested she join us, she was far too old for that sort of thing. Eventually, however, under constant pressure from us, Mother paid a visit into town and returned to the villa coyly bearing a mysterious parcel. Opening this she astonished us all by holding up an extraordinary shapeless garment of black cloth, covered from top to bottom with hundreds of frills and pleats and tucks.

'Well, what d'you think of it?' Mother asked.

We stared at the odd garment and wondered what it was for.

'What is it?' asked Larry at length.

'It's a bathing- costume, of course' said Mother. 'What on earth did you think it was?'

'It looks to me like a badly- skinned whale,' said Larry, peering at it closely.

'You can't *possibly* wear that, Mother,' said Margo, horrified, 'why, it looks as though it was made in nineteen- twenty.'

'What are all those frills and things for?' asked Larry with interest.

'Decoration, of course,' said Mother indignantly.

'What a jolly idea! Don't forget to shake the fish out of them when you come out of the water.'

'Well, I like it, anyway,' Mother said firmly, wrapping the monstrosity up again, 'and I'm going to wear it.'

'You'll have to be careful you don't get waterlogged, with all that cloth around you,' said Leslie seriously.

'Mother, it's *awful*; you can't wear it,' said Margo. 'Why on earth didn't you get something more up to date?'

'When you get to my age, dear, you can't go around in a two- piece bathing suit...you don't have the figure for it.'

'I'd love to know what sort of figure that was designed for,' remarked Larry.

'You really are *hopeless*, Mother,' said Margo despairingly.

'But I *like* it...and I'm not asking you to wear it,' Mother pointed out belligerently.

'That's right, you do what you want to do,' agreed Larry; 'don't be put off. It'll probably suit you very well if you can grow another three or four legs to go with it.'

(2) *Rearrange the sentence given to form the concluding paragraph of the extract given above:*

(1) Presently she called to us to come and see the effect, and we all trooped up to the bedroom.

(2) Mother snorted indignantly and swept upstairs to try on her costume.

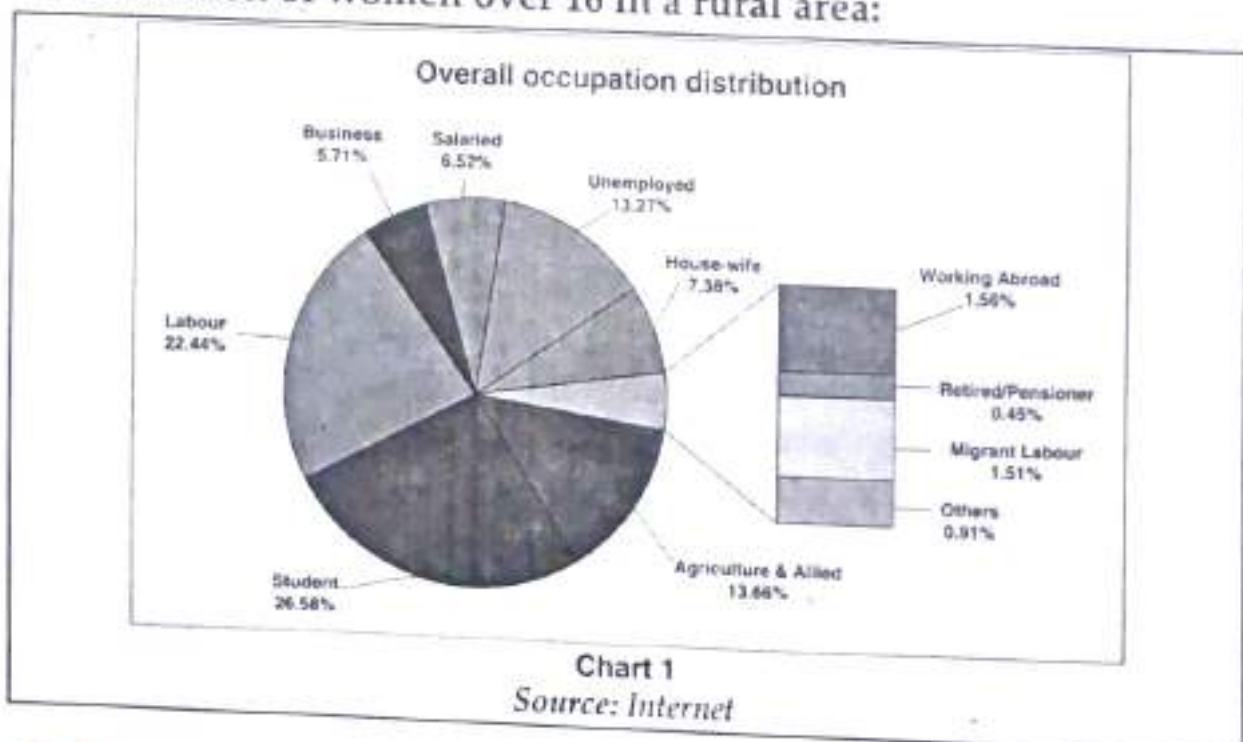
- (3) Roger was the first to enter, and on being greeted by this strange apparition clad in its voluminous black costume rippling with frill, he retreated hurriedly through the door, backwards, barking ferociously.
- (4) However, in spite of all opposition, Mother stuck to her tent like bathing-suit, and in the end we gave up.
- (5) It was some time before we could persuade him that it really was Mother, and even then he kept giving her vaguely uncertain looks from the corner of his eye.

## INTERPRETATION OF TECHNICAL DATA

We have already seen that much information can be represented visually using graphs, maps, diagrams and so on. These non-verbal cues may be used to support a verbal message or can be self-explanatory. Some background knowledge of the topic is required to interpret the message from these technical data. Visual data will have a title that indicates what it is about. A map will have a key or legend, a diagram will have parts marked, a graph will have the information on the 'x' and 'y' axis to help you understand it better. Geography classes have taught us how to read maps with the help of the key given. Google maps direct people to their destinations.

### Example 1:

Distribution of women over 16 in a rural area:





With the little information provided visually much can be understood. Take a look at the pie-chart given.

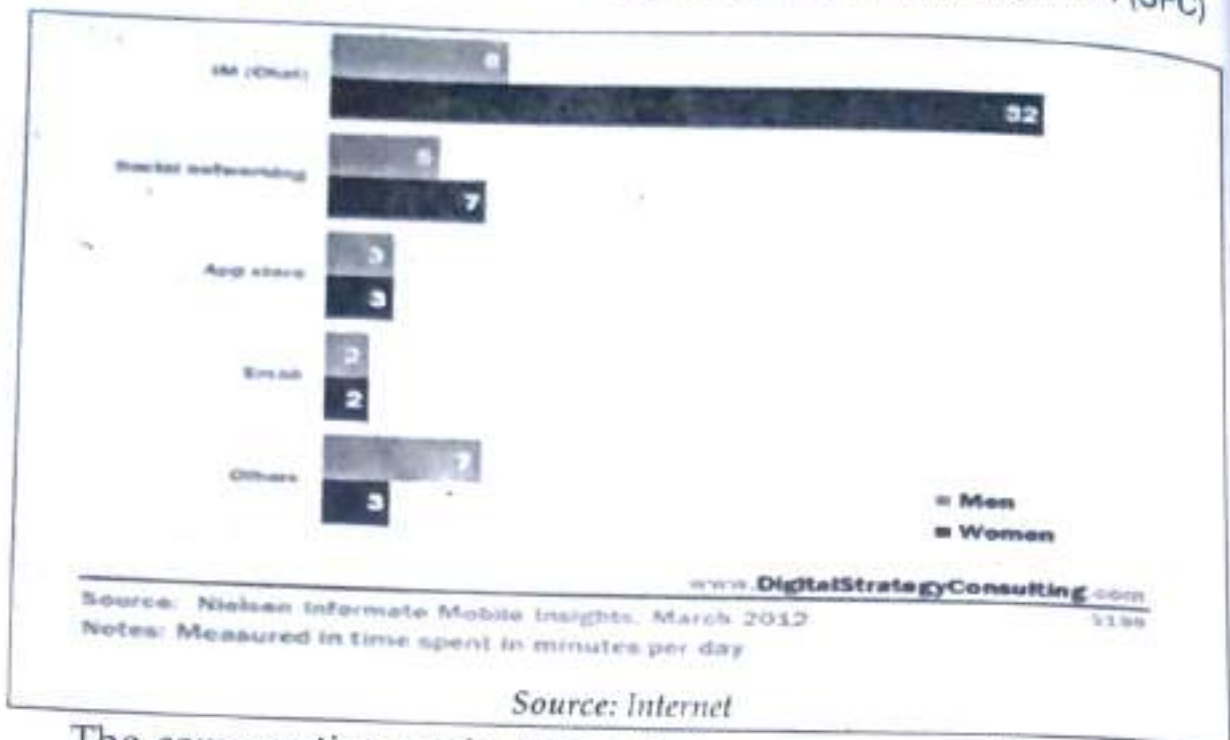
The heading tells that the information is about distribution of position or occupation of women in a rural area. The percentages indicate the most and least popular jobs. The smallest section is further divided into 4 more sub-sections. Based on the data one can explain the pie-chart as follows:

A survey of women above 16 years in a developing village in India shows that the maximum number of girls/women are studying at some level (that is more than a quarter of women population) and the retired, those working abroad, those who have come from outside the village and others constitute the smallest number. The number of women that are unemployed are almost the same as those employed in agriculture or related jobs. We may infer that these are women who are educated but not employed, and are not ready to take up labour or farming or jobs related to agriculture. There is a small number of women who are employed and draw regular salary and another small group that has ventured into business. At the same time there is a section of women in the village that have remained at home to be homemakers. There are a few who do not fall into any of the earlier mentioned categories and form a minority. They include women who work outside the country, those who had regular jobs and are now retired and those who are from elsewhere, but in the village for jobs. It is interesting to note that half the population of women in the village are engaged in some work, within the house, in the fields or outside and even abroad.

We may infer that the village is a developing one as a quarter of the girls over 16 are getting educated and this has led to them to jobs with regular salaries and some even abroad. There are women, though a small number, who have set up businesses of their own (self-employed). However almost a quarter of the population remains unemployed and are not ready to be employed in jobs in the village.

**Example 2:**

The one below is a chart comparing the usage of apps by men and women in use of internet.



The comparative study shows that women use online chatting much more than men, almost 4 times more. Women are also engaged in social networking more than men. However, both men and women use e-mails and app store equally, and the number is much less than other usage. Men engage in other usage more than women. As there is no information on 'others' we have to make our own inferences. We can also see from the chart that the email usage is much lower than all others, inferring that the on-line apps are used more for informal or casual needs.

It becomes easier to decode technical data if the reader/ audience is aware of the topic under discussion. However, poorly presented technical data may not be useful, and they can be misleading too. The title and the minimum, but complete details on it can provide a detailed information with just a visual.

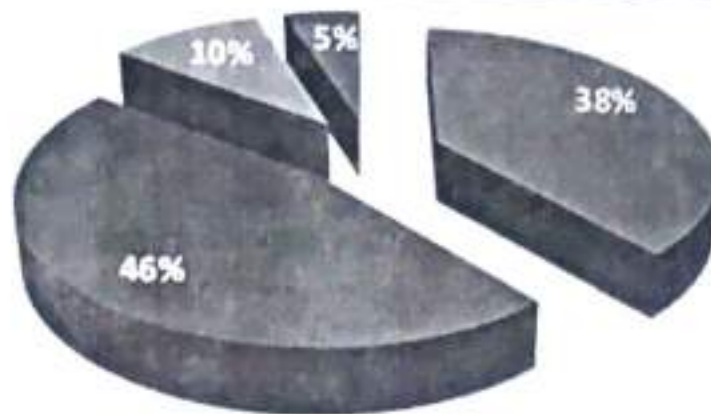
The first chart is clearer as the reader is clear about the categorisation of women above 16. It provides a further categorisation of 'others', however the reader has to guess what the 'others' are in the graph.

### Example 3:

The following is a question and its answers from a survey. 94 % have answered three of the four options given, but a small number are not aware of 'skimming device'. The fact is that the researcher had the 4th option in his questionnaire for the target

audience who may not be aware or clear about what is being asked. 46% is aware but the fact does not bother them, but 38 % is concerned and a smaller number does not want to be troubled by it at all.

**Q. Do you worry about someone using a skimming device to steal your card information and PIN when you're using the ATM?**



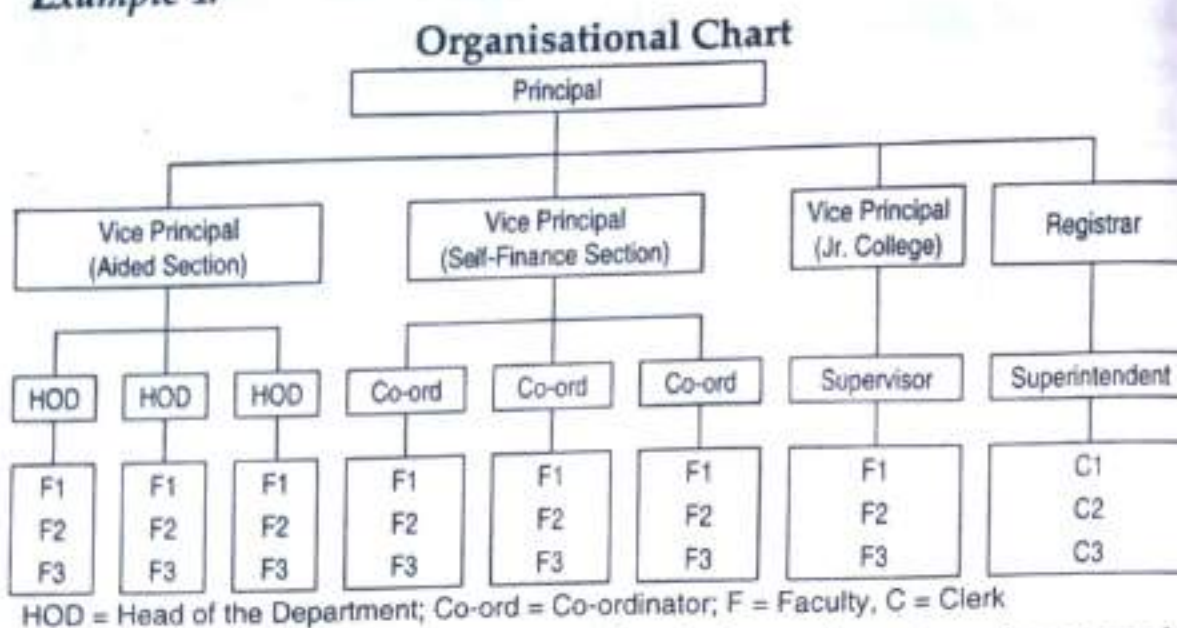
- Yes, I'm very concerned
- I'm aware but not that concerned
- I never even think about it
- What's a skimming device

Source: ATM Future Trends 2015, U.S. Consumer Survey Results, ATM Marketplace

*Source: Internet*

Technical data can be presented concisely and attractively to hold the attention of the reader. When it is complete, clear and concise it communicates the information well.

Studies and Project reports consist of voluminous data, information, statistics and complex ideas. These need to be analysed to arrive at a meaningful conclusion that is relevant to the context. Before analyzing the data the objective has to be defined and focus should be on applicability and usefulness of the data. The various tools for analysis are graphs, tables, charts and diagrams. Tables and graphs show quantitative relationships, whereas charts show non quantitative information. Organisational charts highlight information. Organisational charts highlight the formal structure of an organisation whereas flowcharts show the stages of a process or procedure.

**Example 4:**

The organisational chart provides information at a glance and facilitates understanding the structure of the organisation.

## REMEDIAL GRAMMAR

### RULES OF SPELLING

In order to write well and effectively it is necessary to focus on vocabulary, grammar and composition. It is necessary to expand our vocabulary, structure our sentences correctly and ensure correct spelling and pronunciation. Precise, concise, clear and correct communication is a direct outcome of intelligent use of verbal tools.

Here are a few tips to improving your word power:

The first step is to get to the origin of a word. The roots of words hold the key to understanding how words are put together. The words vitamin and vital are formed from the Latin root vit – meaning ‘life’! ‘Revive’ and ‘vivacious’ come from the Latin root viv – meaning “to live”. The words ‘agenda’ and ‘agent’ are derived from the Latin ag – which means “to do”. Thus we can extend our understanding of these roots to words formed by them. Understanding the use of prefixes and suffixes help us to further expand our vocabulary. Knowing the meanings of prefixes like ‘ante’, ‘circum’, ‘sub’, ‘super’, ‘ultra’, ‘intra’, ‘ab’, ‘ad’, etc. and

suffixes like 'acy', 'al', 'ion', 'less', 'ism', 'ment', 'tude', etc. will help us understand the meaning of words that begin or end with them.

While we learn new words and build our vocabulary we must remember to spell them correctly. Keep a dictionary handy and look up words whenever in doubt. Some commonly misspelled words are given below. Test yourself and find the correct answer.

- |    |          |          |
|----|----------|----------|
| 1  | separate | seperate |
| 2  | neice    | niece    |
| 3  | ceiling  | cieling  |
| 4  | speach   | speech   |
| 5  | truely   | truly    |
| 6  | ninty    | ninety   |
| 7  | writing  | writting |
| 8  | until    | untill   |
| 9  | wierd    | weird    |
| 10 | grammar  | grammer  |

The language used will have to be modified according to situations, functions and objectives. As they have to be tailored for specific purposes specialised vocabulary, terms and phrases have to be used. For a successful business outcome language must be effectively used. Language is necessary to establish and strengthen relationships, to communicate effectively within and outside the organisation and to portray a good image of not only the individual but also the organisation.

It is necessary to focus on grammar and usage to write and speak better. Besides being grammatically correct we should avoid commercial jargon and verbiage and focus on a natural style. Use the 'you' attitude, emphasize the positive, use bias free language and above all be polite.

The effectiveness of the message is enhanced when the right words are used. Using positive words changes the tone of the message. Using simple and familiar words instead of pompous ones makes it easily understood.

Using the right words for the right situations makes the message sound better. The following examples will show how the (✓) ones are better than the (X) ones.

- (1) Please inform us. (✓)  
Please let us know. (✓)  
Please be good enough to advise us. (X)
- (2) Please let us have your comments as soon as possible. (✓)  
Please favour us with a reply. (X)
- (3) We are sorry we cannot meet your requirements. (✓)  
We would like to express our regret at being unable to fulfill your requirements. (X)
- (4) I hope to hear from you soon. (✓)  
Hoping to hear from you soon. (X)
- (5) A committee of eight members is to be formed. (✓)  
A committee of eight members are to be formed. (X)
- (6) Neither of the applicants is suitable. (✓)  
Neither of the applicants are suitable. (X)
- (7) Thank you for your letter dated 2 July. (✓)  
Thank you for your letter of 2 July. (✓)  
Thank you for your letter dated on 2 July. (X)
- (8) Thank you for your letter of... (✓)  
We are in receipt of... (X)  
We beg to acknowledge receipt of... (X)
- (9) Your order (✓)  
Said order. (X)
- (10) We shall be able to (✓)  
We shall be in a position to (X)
- (11) During the next few weeks (✓)  
In the course of the next few weeks. (X)
- (12) Separately... (✓)  
Under separate cover... (X)
- (13) Letter... (✓)  
Communication (X)

- (14) Now/at present (✓)  
At the present time (X)

**Some Common Errors:**

- (1) Incorrect: Ramesh and myself will follow up on this order.  
Correct: Ramesh and I will...
- (2) Incorrect: He gave the order to Sheetal and myself.  
Correct: He gave the order to Sheetal and me.
- (3) Incorrect: The reason for this change is because the RBI now requires fuller disclosure.  
Correct: The reason for this change is that the RBI now requires fuller disclosure.
- (4) Incorrect: Each of the managers have three assistants.  
Correct: Each of the managers has three assistants.
- (5) Incorrect: I have tried to cope with problem.  
Correct: I have tried to cope with the problem.
- (6) Incorrect: Mr. Tambe is not in the office today. He is in foreign.  
Correct: Mr. Tambe is not in the office today. He is abroad.
- (7) Incorrect: Your performance was too good.  
Correct: Your performance was excellent.
- (8) Incorrect: A lot of equipments are required.  
Correct: A lot of equipment is required.
- (9) Incorrect: I am having this book.  
Correct: I have this book.
- (10) Incorrect: I am having a stomach ache.  
Correct: I have a stomach ache.
- (11) Incorrect: Lot of work remains to be done.  
Correct: A lot of.....
- (12) Incorrect: Five thousand rupees are a big sum.  
Correct: Five thousand rupees is a big sum.

**'You' Attitude:**

- Give more importance to the receiver than the speaker-keep their interest, preferences, wishes in mind when you speak.
- (1) We are pleased to announce our new flights from Mumbai to Nasik thrice a week.

Now you can fly from Mumbai to Nasik thrice a week.  
(Better)

- (2) We offer umbrellas in three sizes: Small, Medium and Large.  
Choose your umbrellas from three sizes: Small Medium and Large. (Better)
- (3) We have promoted you manager of Accounts Department.  
You have been promoted manager of Account Department (Better).

Using the pronoun 'You' alone doesn't show 'you' attitude. Sometimes using too much of 'you' may sound impolite.

- (4) You have not submitted the report.  
The report has not been submitted. (Better)

In this example 'You have not ..... ' is accusing, so using the passive voice tones it down.

#### Positive tone:

Say what you can do not what you cannot.

- (1) It is impossible to accept your form before Monday.  
We will accept your form on Tuesday. (Better)  
Avoid harping on people's mistakes and failures.
- (2) The problem with this department is lack of unity.  
The department's performance can be improved by getting people united. (Better)

#### Bias-free language:

Bias-free language avoids references to gender, race, age and disability.

- (1) The lady doctor visits Mrs. Shah every evening.  
The doctor visits Mrs. Shah every evening. (Better)  
Use words like chairperson instead of chairman, actor instead of actress, salesperson instead of salesgirl, artificial instead of man-made, etc.
- (2) My Bihari neighbour is very helpful. — — — — —  
My neighbour is very helpful. (Better)
- (3) Mr. Wan Tao, a Japanese is our new manager.  
Mr. Wan Tao is our new manager. (Better)
- (4) Mr. Keswani, 54 has just joined us.



- Mr. Keswani, has just joined us. (Better)
- (5) Mrs. Bhatt, elderly spinster of 63 led the group.  
Mrs. Bhatt led the group. (Better)
- (6) Blind employees face problems at work.  
Employees with visual disabilities face problems at work.  
(Better)

An important aspect of adaptation is the tone used. Depending on the audience speaker relationship and the content of the message, the tone could be formal and business-like, unemotional, friendly and conversational or authoritative.

For example:

- (1) I would like the file on my table by ten tomorrow. (formal)
- (2) Leave the file on my table by about ten tomorrow – okay?  
(conversational)
- (3) The file must be on my table by ten tomorrow (authoritative).

Though the message is the same, the tone and the words used convey the feelings of the speaker. Experienced speakers imply a positive tone in their messages by using the 'you' attitude, being courteous, using familiar words, choosing apt words and avoiding gender, racial, age and disability bias.

As mentioned earlier well constructed sentences make our communication meaningful and understandable. The basic rules of grammar learnt in school are enough to see us through. Emphasis on the right use of pronouns, singular and plural forms, proper use of verbs, adjectives and adverbs. Grammar and correct usage comes from practice and constant and careful use. Do not be afraid to make mistakes. Read as much as you can, listen to the way successful speakers use language and how good writers use words evocatively.

## PUNCTUATION

The frequent use of the internet, SMS language and the general debate on the importance of punctuations may have sidelined the use of punctuations in informal writing. However, proper punctuation is important to effective formal written

communication. Let us revise through some of the commonly used punctuations:

**(1) Capital Letters:**

- (a) Every sentence must begin with a capital letter.
- (b) Proper nouns, that is the names of people (*Ajay, Ms. Sinha*), places (*Andheri, Sydney*), books (*David Copperfield, Ravan and Eddie*), geographical areas (*Ganges, Grand Canyon*), movies (*Fast and Furious, Dil Dhadakne Do*), institutions / buildings / monuments (*Asiatic Library, Taj Mahal*) and so on. Titles and proper nouns with more than one word will all be in capitals except for small words like prepositions or articles (*The President of India, The Dawn of the Planet of the Apes*). Abbreviations or acronyms must be all in capital letters (*C.B.I., J.N.N.U.R.M.*)
- (c) The first person 'I' is always in capitals.
- (d) When beginning direct speech.

*She asked us, "How many tables are required?"*

- (2) The End Punctuation:** A sentence could end with a full stop (.) when it is a statement, an interrogation mark (?) when it is a question or an exclamation mark (!) when the sentence conveys strong emotions like surprise, shock, happiness, anger, disappointment or when giving orders.

*I am home.*

*Are you in Mumbai now?*

*Oh! My! I dropped it!*

- (3) The Comma (,):** The comma is used:

- (a) To indicate a pause in the sentence.  
– *The Prime-minister, Narendra Modi is arriving here tonight.*
- (b) To list a number of items.  
– *This bag has a purse, credit cards, keys and some documents.*
- (c) To separate one geographical area from another that is located inside.  
– *She stays at Vile Parle, Mumbai.*

(d) To separate an introductory phrase from the rest of the sentence.

- *After class, we went to the mall.*

(e) To separate two independent clauses.

- *The monsoon is delayed, and it is going to get hotter.*

(f) To separate direct quotations from the sentence introducing them.

- *Megha said, "I am not coming today."*

(4) **The Apostrophe ('):** It is used to show

(a) **Possession:** An apostrophe before the letter 's' indicates possession. (Gina's, cat's). While a singular noun will use the apostrophe before the 's' (boy's), the plural version of that singular noun will use the apostrophe after the 's' (boys').

*He broke the boy's pencil.*

*The boys were busy playing. Ravi ran off with the boys' bags.*

Nouns that do not have plural ending with 's' should have 's' after them to show possession.

*She checked the children's books.*

*Sheetal was scared when she heard people's voices.*

However possessive pronouns do not require 's' after them (*theirs, hers, its*)

*We bought this car, so it is ours.*

*The cat licked its paws.*

(b) **Contractions / Omissions:** It may be used between two words that join to form a contraction. The apostrophe represents the missing letters. (*You're, I'll*)

Be careful to use *your* and *you're* and *its* and *it's* in the right places.

*Now that you're (you are) here, I can return your (belonging to you) book.*

*I know it's (it is) my dog because it wags its (belonging to it) tail only for me*



Place the apostrophe in the place of the missing letters to avoid some common errors.

isn't (✓)

is'nt (X)

couldn't (✓)

could'nt (X)

- (c) To indicate a quotation within a quotation.

*Shyam said, "The teacher asked, 'Can you all finish by Monday?' "*

- (d) Double apostrophes or double quotation marks (" ") are used to indicate the exact words spoken (quotations) or words quoted from a book.

*The minister said, "Do not take my words as mere words, they are promises I will keep..."*

Do not add apostrophes to indicate plural.

GoatGoats(✓)

GoatGoat's(X)

- (5) **The Colon ( : ):** Colons are used

- (a) to introduce a list:

*You may choose from the following: flowers, purses, scarves, mobiles or pen sets.*

- (b) to introduce a new concept or an example. It is like introducing a list containing only one item.

*I believe there is only one person who knew the truth: our neighbor.*

- (c) to separate parts of a title:

*She has watched Lord of the Rings: The Fellowship of the Ring fourteen times !*

- (6) **The Semi- colon ( ; ):**

- (a) To separate two related but independent clauses.

*I could go to Worli to visit my uncle; I could also go to my school.*

A semi colon should not be used along with a co-ordinating conjunction like 'and', 'but', 'yet' etc.

- (b) To separate a complex series of items.

*She has invited Sudha, my cousin; her friend's mother Mrs.Chatterjee; the minister, Mr. Dabbang Singh and me.*

(7) **The Hyphen (-):** It is used

- (a) Between the parts of a compound word or name or between the syllables of a word, especially when divided at the end of a line of text.

*He entered the semi- finals.*

- (b) Compound numbers (21 to 99) or fractions

*He is visiting the Taj Mahal for the twenty- seventh time.*

*We could only complete one- third the project work.*

Punctuation marks like the Dash ( \_ ), the Parentheses ( ) , Brackets ( [ ] ) and Braces ( { } ) and Ellipses ( ..... ) are also used.

## PRONUNCIATION

English is the first language in several countries like England, Ireland and New Zealand and yet in each of these countries it is spoken differently. The difference is mainly in pronunciation and accent. The same could be said of our regional languages. The Hindi spoken in Uttar Pradesh, Mumbai and Hyderabad differs greatly. The Tamil spoken in Thanjavur is quite different from the Tamil spoken in Nagercoil. These are the dialects of languages.

Having been a British colony for long, the English spoken in India is more closer to British English than any other dialect of English, though today the tilt is more towards American English. As English is studied as a second language it is not surprising that the English we speak is affected by regional languages or mother tongue. It would not be wrong to say that in India, English is spoken as differently as the number of languages in India. The stress and accent on words and the way words are pronounced would differ depending on the regional tongue.

It is quite common to hear a Malayali pronounce 'college' and 'ball' with a more rounding of the 'O's, whereas a Tamilian may pronounce the same words with a more widened 'aa' sound as 'caalege' and 'baall'. A Bengali would pronounce 'curd' as 'card' and 'virus' as 'bhirus' while people from North Indian states may call a 'special school' an 'ispecial iskool'. Gujarathis may pronounce 'hall' and 'snack' as 'hole' and 'snake' while a Marathi

speaker would refer to 'sheep' as 'ship' and 'zero' as 'jheero'. Some of the alphabets of our languages do not have corresponding English alphabets or sounds. It is obvious why some of the names of our places were anglicized to suit their tongue. So we have Benares for Varanasi, Egmore for Ezhambur, Calicut for Kozhikode and Calcutta for Kolkata.

One has to make sure the pronunciation is right. This is more important than developing a new accent. One need not necessarily follow the R.P (Received Pronunciation) considered to be the socially accepted dialect of English but it is important to learn the right pronunciation of words. Daniel Jones' 'An Outline of English Phonetics' is one of the books which gives the correct pronunciation of words. Most dictionaries also give the phonetic script of the corresponding word, to help guide us with pronunciation.

Below is the phonetic script used in dictionaries to help with pronunciation:

CONSONANTS			VOWELS			DIPHTHONGS		
	symbol	key word		symbol	key word		symbol	key word
1	/p/	pen	1	/i:/	sheep	1	/ei/	make
2	/b/	back	2	/i/	ship	2	/əʊ/	note
3	/t/	tea	3	/e/	bed	3	/ai/	bite
4	/d/	day	4	/æ/	bad	4	/aʊ/	now
5	/k/	key	5	/ɑ:/	calm	5	/ɔ:/	boy
6	/g/	get	6	/ɛ/	pot	6	/!ə/	here
7	/tʃ/	cheer	7	/ɔ:/	saw	7	/eə/	there
8	/dʒ/	jump	8	/ʊ/	put	8	/ʊə/	tour
9	/f/	fat	9	/u:/	boot			
10	/v/	view	10	/ʌ/	cut			
11	/θ/	thing	11	/ɜ:/	bird			
12	/ð/	then	12	/ə/	China			
13	/s/	soon						
14	/z/	zero						

15	/f/	fish					
16	/s/	pleasure					
17	/h/	hot					
18	/m/	come					
19	/n/	sun					
20	/ŋ/	sung					
21	/l/	led					
22	/r/	red					
23	/j/	yet					
24	/w/	wet					

See how the letter 'a' takes different sounds in 'bad', 'calm', 'about' and 'make'. With practice one would be able to get rid of the regional tongue influence on the English language. Please remember the vowels and consonants mentioned here are different from our regular vowel and consonant alphabets. Diphthongs are those vowel sounds that would have a change in the quality of the vowels. E.g. Notice the difference when you say the words 'see' and 'sigh'. However, you prolong 'see' the quality of the vowel does not change but when we prolong 'sigh' you will notice a perceptible change. A diphthong may be termed as a vowel guide. When you read aloud the list of diphthongs you will notice how they differ from the vowels.

To get the right pronunciation one also needs to know the importance of word stress. This involves the amount of force in syllables within a word. Sometimes the stress may be on the first syllable, sometimes on the second or third. Quite often we tend to stress the wrong syllable and to the listener the word may sound wrong and this could lead to misunderstanding.

Words like 'tea' and 'dog' have only one syllable. However, in words like 'doc-tor' and 'en-close' there are two syllables and the stress is distributed. In 'doctor' the stress is on the first syllable while in 'enclose' it is on the second. Read out the words aloud and you will notice the difference. Let us look at some polysyllabic words where there may be more than one stressed syllables. 'con-ta-mi-na-tion', 'ex-a-mi-na-tion', 'ap-peti-zing'.

Look at the following words where the stress shifts although they are from the same root word.

'politics	po'litical	poli'tician
'photograph	pho'tographer	Photo'graphy

Another interesting aspect is the stress shift when the same words change from one part of speech to the other.

'conduct (n)	con'duct (v)
'object (n)	ob'ject (v)
'permit (n)	per'mit (v)

However, it is to be noted that such stress shifts is not common to all words. There are many words which have a fixed stress irrespective of whether they are derived forms of the same root word, or other parts of speech.

Speaking correct English is more difficult for non-native speakers because:

- (1) of mother tongue influence
- (2) lack of correspondence between spelling and pronunciation. (English)
- (3) lack of corresponding alphabets/sounds in regional language and English.
- (4) word stress.

To develop fluency in speaking English correctly, one has to listen to good speakers and practise, practise and practice again.

The study of phonetics, stress and articulation is an elaborate one which requires indepth study. You have been given only the very basic information regarding these topics.

Paralanguage may be called the expressions of the voice. It is the right pitch, tone, stress, volume and speed that can make what you speak more effective. Voice modulation also reduces monotony. It is equally easy to send a wrong message when the correct tone and pitch are not used. Stress on the wrong parts of words or sentences can also lead to misunderstanding. These non-verbal aspects of the voice used well, can create the right impact.



## SPEECHES

You may be required to address members of your organisation or outsiders. Your audience may be small or large. Your presentation may be formal or informal, long or short.

**Take a look at the following:**

More than height or looks or wealth or even charm, mastering public speaking is the one true X-factor that determines a leader. In fact, having strong communication skills can sometimes override the fact that there is nothing else a leader can do in a certain situation. Take, for instance, the case of New York City Mayor Rudy Giuliani during the 9/11 crisis. By every traditional measure of leadership (e.g., making unpopular decisions, encouraging the public to make sacrifices, anticipating and preventing future dangers), how did Giuliani fare?

Giuliani didn't take any of the actions most commonly associated with great acts of political leadership that we may associate with Lincoln or Churchill. So, why, in the aftermath of 9/11, was Giuliani hailed as a hero across the country and around the world? What did Giuliani actually DO to achieve such universal acclaim?

He talked. He communicated. He expressed emotions. He talked, without notes, from the head and the heart. For several weeks, Giuliani was the nation's talk-show-host-in-chief. A la Oprah, Giuliani was also a ratings hit, especially since he was more talented communicator than the New York governor or even the president of the United States at the time.

This is precisely the opportunity which many of our politicians miss out after a disaster has occurred. More than reaching out to citizens, more than empathising and taking measures to ensure that it is not repeated, the politicians are always on a blame game. There is just hollow talk without any feelings. Other political leaders missed on in the aftermath of the 26 emotionally connect with Mumbaikars and to let them know, a la Giuliani, that they genuinely cared.

People are so deeply convinced that outstanding communication skills are a hallmark of a great leader that

sometimes a single knockout speech or presentation is enough to etch an image of heroic leadership in their mind.

Courtesy: Ravi Shyam & T. J. Walker, 'Facing the Media', Turtle Books, Mumbai, 2008.

Some of the characteristics of a good speech are:

- (1) ***A speech should be clear:*** You should know the purpose of the speech. What do you want to convey? Do you want to inform, instruct, persuade, convince, generate goodwill or entertain? Why have you been selected as the speaker? How will your presentation be different from that of others?
- (2) ***It should be a talk not an essay:*** You will be facing a live audience so your presentation must be interactive, not a monologue. Body language, facial expressions, eye contact, proper vocalisation must be kept in mind to make your speech lively and conversational.
- (3) ***It should be precise and factual:*** Research is necessary to collect accurate data, facts and information. Do not take your audience for granted. Always provide relevant and the latest information to your audience. Use simple words, short sentences and concrete images.
- (4) ***It should be brief:*** If it is a short presentation your talk may vary from 1 to 10 minutes in length. Long presentations may go upto an hour. However a 20-30 minutes is the ideal duration for a formal presentation. Remember audiences appreciate brevity. Question time should also be factored in to enable audience participation.
- (5) ***It should be interesting:*** When you speak vary your tone, pitch, tempo and volume. This way you will avoid monotony. Be an enthusiastic speaker and use anecdotes and personal experiences to bond with the audience. Try to be as conversational as possible.
- (6) ***It should be audience oriented:*** Before writing and delivering any speech you must study and analyse your audience. Their age, education, social and cultural background etc. will determine how you present the topic. You must also make a note of the occasion and venue and relate it to your topic if possible.

- (7) ***It should be delivered distinctly with correct pronunciation:*** Your diction should be clear. You should be heard and understood by all. Modulate your voice. Rehearse aloud and record your speech then play it back and check for blemishes. Use words with which you are familiar and make sure you pronounce new or foreign words correctly. Names must be pronounced correctly at all times.

Before making your presentation you must prepare and organize your speech in the following manner:

- (1) ***Make a list of points to be covered:*** Your expertise and research along with the background of the audience will help you decide what needs to be expressed and explained.
- (2) ***Select the most important points:*** Due to constraints of time and the need for effectiveness and persuasion you should select and use only the most relevant and valid information.
- (3) ***Arrange your points and number them:*** Enumeration helps to order your facts and enables the audience to not only keep pace but also easily recall the information presented.
- (4) ***Analyse each point:*** Expanding, amplifying and explaining your main points with facts and figures, graphs, diagrams and other audio visual aids will help to get your message across and justify your presentation.
- (5) ***Convey the main message in the body of your speech:*** The main points are to be highlighted and developed with supporting facts.
- (6) ***Make your conclusion memorable:*** The conclusion will summarize and round off the presentation. The main points must be repeated for emphasis. You may conclude on a personal note, or with a quotation. Keep the best for the last. Remember 'all's well that ends well.'

Some commonly made business speeches and presentations are: welcome speeches, inaugural speeches, vote of thanks, farewell speeches, speeches at conferences and sales meetings, condolence speeches, presentations for the media and speeches to shareholders.

A presentation is now a regular feature in all organizations. Projects, proposals, product launches etc require presentations to highlight, explain, clarify, projects salient features, methodology,

progress, goals and future prospects both within and outside on organisation.

It encapsulates work done, work in progress, work ahead.

Since it provides a birds-eye view it is a preferred tool of business communication.

The principles of good presentation are:

- (1) A successful presentation does not just speak, but reaches out to the audience. Remember a speech isn't about the speaker, it is about the audience.
- (2) It is not enough to merely supply facts and figures. Focus on personal and emotional factors.
- (3) Abstract ideas and concepts do not strike a chord with the audience. Include human beings and real life situations to illustrate your point of view.
- (4) It is important to be simple and direct. Maintain a conversational tone and neutralise hierarchical barriers.
- (5) Effective presenters make good use of non-verbal cues to win over the audience. Use eye-contact, dress and body language to convey confidence, eagerness and willingness to engage with others.
- (6) Research and preparation is the hallmark of a successful presentation. Keep ample time – at least 10 days – for data collection, rehearsal and improvement.
- (7) Words do not carry the entire message. Use your voice, tone, diction, pauses to create maximize the impact of your words.

Effective presentation skills help you to put across your point of view in a lucid and cogent manner. It can help you to impress, convince, mobilize, motivate and transform.

A harmonious blend of message and messenger creates a lasting symphony.

## AUDIENCE

The receiver or audience is of great importance when you deliver a speech. A preliminary analysis of the audience could prepare you better. Knowing the size of the audience lets you know if the presentation has to formal or informal. A larger

audience, most of time requires formality. The age, gender, education, experience of your audience and their knowledge of the subject would also influence your presentation. The more you know your audience, the better you will be able to adapt your presentation to their needs.

During the presentation, build a good rapport with the audience. Maintain good eye-contact but remember not to stare or look only at one section of the audience or one person all the time. Look out for feedback. Smiles, blank stares, fidgety movements, rapt attention indicate whether they understand, agree with or are bored. If you are alert you can gather much information and use it to your advantage to make your speech audience friendly. If appropriate, (depending on the situation) plan ways to encourage audience participation. Make sure the questions are friendly, they should not embarrass, insult or dwell upon sensitive issues. Steer clear of controversial topics. Encourage sharing experiences, feelings and opinions. Ask thought provoking questions rather than difficult ones.

Most presentations are followed by questions from the audience. Anticipate questions and prepare responses. Even if you are challenged or drawn into controversial topics, remain calm, candid and firm. If required be assertive without being aggressive and be in control of the session. Do not hesitate to offer to obtain additional information and remember to follow up. You must ensure that the interaction is a mutually satisfying experience.

## PARALANGUAGE AND VOICE

We have already seen that the speaker's voice is most important in oral communication. Besides being clear and loud enough, the speaker must also concentrate on the paralanguage i.e. the pitch, tone, stress, volume and speed. Voice modulation is also a non-verbal feature that helps to emphasize and convey various emotions.

The rise and fall in the pitch level while speaking is not meaningless or without purpose. Through such modulations the speaker adds more meaning to the spoken word. When we write, we may use a full stop to signify a statement, an interrogation

mark indicates a question and the exclamation mark shows strong emotions (surprise, shock, excitement or extreme happiness). On the other hand, while speaking, the modulation of the pitch and tone can convey these varied shades of speech. The rise and fall of the voice will tell us whether you are asking a question, making a statement or are surprised or excited. The tone of the voice will tell whether the speaker is pleased, irritated, excited, hesitant or confident. The right pitch and tone convey the emotions of the speaker. The patterns of variation of the pitch is the intonation of a language.

Stress conveys emphasis. So, when the stress is on different words, different meanings are implied.

E.g. Rita drew a cat.

The sentence can have different meanings when the stress is (1) on 'Rita' (2) on 'drew' and (3) on 'cat'. In the first case it would specify that it was Rita and not someone else who drew the cat, the second would emphasize that the cat was drawn not painted or coloured and the third would show that the drawing was of a 'cat' and not any other animal.

We often use words to show emphasis. See how the meaning of the sentence changes with the change in position of the same word in the sentence.

E.g. (1) **Only** Prakash has the book.

(2) Prakash has **only** the book.

(3) Prakash has the **only** book.

(1) means that Prakash is the only one with the book,

(2) conveys that Prakash has nothing else but the book, and

(3) conveys that there is only one book and that is with Prakash.

So placing the words in the right place is also very important.

Repetitions are often used to drive home a point. Similarly varying the loudness and softness of the voice can be very effective. It is natural to believe that raising the voice is effective for emphasis, but softening the voice from loudness can also be an effective way to draw the attention of the listener.

E.g. (1) I have often told you, but you never listen.

a                      b                      c

Part *a* can be spoken in a normal tone, part *b* is followed by a pause and part *c* in a lower tone.

E.g. (2) Please leave, at once.

a                      b

Part '*a*' could be slightly loud and then part '*b*', softer to bring in the right effect.

Pauses in the speech are brief breaks that could be used to allow time for a particular point to sink in or for effect. In different situations pauses could mean different things. Silences and pauses are sometimes more expressive than the spoken word. Oral communication has to be clear. The speaker may vary the pace of his speech depending on what is being spoken. Known and familiar facts or information can be spoken at a faster pace while those that need explanation or are complicated require a slightly slower pace. It would also depend on the level of understanding and knowledge level of the audience. Whatever the pace of the speech, the words should be clearly spoken, enunciated.

The right use of paralanguage will enhance the quality of the presentation. Lack of variation in pitch, tone and stress and lack of variation in speaking speed can make the presentation monotonous and will not hold the attention of the audience. The pace of speaking also needs to vary. A slow presentation of simple information can be boring and a fast delivery of complicated information can confuse the audience. Repetitions and pauses bring in emphasis, provided they are used at the right time. Frequent pauses or fillers like *mm, uh, you know and okay* can be very distracting. The voice has to be clear and loud enough to be heard by the audience. The larger the audience, the louder your voice should be. However, variety in voice volume has to be maintained, irrespective of the audience size. The contrast in the volume will bring in emphasis. It is wrongly assumed that only loudness conveys emphasis. You can also show emphasis by going soft from loud.

Variations in paralanguage, volume and pace can be improved with practice. It is important to hear yourself speak and analyse

your style. Listen and watch your peers, news-readers, comperes and professional speakers who are good. Analyse their performance and try to imitate the good techniques. Never miss any opportunity you get to practice speaking. Consider every such opportunity as a chance to sell not only your ideas but also your competence and your value to the organisation.

## PERSONAL APPEARANCE

Presentations are formal. One has to be well turned out and carry oneself with elegance. The attention of the audience should not be detracted by your shoddy or gaudy dressing, your distracting accessories, your fidgety movements, your nervous or comical expressions or unpleasant mannerisms. On the other hand your body language should support your presentation. Have a good posture, use the right gestures and expressions. Practise your speech before a mirror, analyse your body language, improve the right ones and discard the unpleasant ones. Practise before your friends, get their feedback on your body language.

It is important to be comfortable with ones gestures and movements. Nervousness and discomfort will be obvious. Just remember that you are not the main focus, the topic is. Being comfortable with the topic will help you relax.

## VISUAL AIDS

Written and audio-visual aids support presentations. Use them with discretion – the quality and number of aids used should not distract the audience from the message. They may be graphs, pictures, maps, posters, diagrams, objects or written matter displayed using an OHP or an LCD.

Visual aids are used (1) to simplify complex information and (2) to emphasize and to add interest. Choose those aids keeping in mind their ability to convey your message better and make sure you know how best to use it. Never choose a particular visual aid because it can create a dramatic effect.

OHPs are still the most commonly used visual support as they are effective, relatively inexpensive, reliable and easy to use. LCDs



are also being used more often today. It is important to remember a few things when using visual aids.

**Dos:**

- (1) Make sure you know how to operate the equipment – you may not always have help.
- (2) Keep the adapters, lighting and other settings you would require, ready.
- (3) The visuals must endorse your presentation.
- (4) The information on the visuals must be explained if there is a likelihood for misunderstanding.
- (5) Use only one key point per visual unless you are sure the audience is familiar with the information.
- (6) Use bullets to highlight the points.
- (7) Bring in variety to hold the audience interest.
- (8) Everyone in the audience must be able to see the visuals.

**Don'ts:**

- (1) Try not to use more than 3 colours on one transparency / slide.
- (2) Do not clutter the slide with too much of written information or statistics or diagrams.
- (3) Avoid whole sentences or paragraphs except for quotes.
- (4) Don't speak looking at the visuals all the time; speak facing the audience.
- (5) Never use graphics for the sake of using them.

Visual aids can make presentations more effective if used with discretion. Remember to switch off the OHP or block the remaining part of the screen while you are explaining. If all the information is left on display, the audience would be more interested in reading or taking down notes rather than listening to the speaker. The visual aids should support the speaker, not substitute him.

Presentations may be made to inform, persuade, motivate or teach. Whatever the motive, the speaker has to be enthusiastic, convincing and informative. It is important to remember that how you present is as important as what you present.

**Make a presentation using the details given below:**

Stop trying to fight nature with the help of cosmetic surgeries and an endless cycle of botox. That does not mean you resign to it and prepare your mind to “age gracefully.” Instead, fight ageing the natural way. Anti-ageing expert Dr. Deepak Chaturvedi and fitness consultant and educator Dilip Heble tells you how to slow down the ageing process.

Fighting age has a lot to do with eating healthy. First, you must ‘know’ what’s healthy. So if ‘whole grains’ sounds like an alien term and you still consider *vada pav* as the best quick-fix solution to hunger, it’s high time you pull up the antenna. Get those health magazines out and get yourself educated. Chances are, unhealthy practices will come down drastically. And just like any investment, it’s bound to pay dividends (that will show on your body).

Merely counting calorie requirements as per body weight can be a huge mistake. Take into account the climatic conditions as well. What you eat in summer has to be different from what/how much you eat in other seasons. Moreover, your lifestyle and vocation have a significant role to play. When temperature goes up, the metabolic system slows down and there are high chances of energy being stored as fat – an express route to speedy ageing. To deal with such a problem, cut down on meat and increase the proportion of greens that will go easy on your metabolism.

Dedicate 40 minutes, thrice a week to outdoor exercise. If you plan to hit the gym, ensure you go four days a week, giving enough time to train different body parts on each day. Yes, you will feel fitter and your energy levels will be high, but the benefits don’t stop here. It will help you deal with stress – a term synonymous with fast ageing. Courtesy the high level of feel good hormones (endorphins), you will feel in control of yourself and the situations around you. You will have lower resting heart rate and also have a stable blood pressure. The production of testosterone levels in the body will be stimulated as well. Regular exercise will also help you get a toner skin, making you look younger and healthier.

Dehydration is known to fasten the ageing process. Ensure you have adequate water eight to ten times a day, and 12 to 15 times a day (if you are into a strenuous lifestyle). Bear in mind that it's not just about the 'amount' of water you drink. It is equally important to drink at regular intervals. Moreover, the heavier your body, the more is the amount of water that you must drink.

A major contributor to everlasting youth at one point of time was the abundant nutrition available in natural foods. However, with excessive usage of pesticides and other chemicals, nutrition levels aren't the same any more, which is why we need multi-vitamins, especially for Vitamin C and E. Fish and citrus fruits are the natural sources that can go along with your supplements. Also, ensure a good supply of anti-ageing anti-oxidants via cereals and whole grains.

Human beings aren't nocturnal nor can they see in the dark. Nature has made them so and for a reason. Why go against it? Our body clocks are timed according to sunlight, and our late night partying habits are a rebellion against our own bodies. The glands (that should ideally get rest after sunset) are forced into working overtime and as a result, speed up the ageing process. The undue interference with the body clock over time manifests itself in distorted sleep patterns. So turn off the lights and slow down the ageing.

Going by the same logic, do not schedule your exercise regimen for the end of the day. Get up an hour early in the morning if required.

Research has shown that dairy products aren't the best sources of proteins courtesy the natural make up of our intestines. Relying on dairy for long can induce allergies, make you lactose intolerant, and hence, speed the ageing process.

Hence, it is best to keep them in moderation and rely on red beans, egg and other natural sources instead.

Going for regular check-ups is the most undermined, yet most powerful method of slowing down the ageing process, especially among Indians. Regular BP and cholesterol check-ups can help pin down problems at their nascent stages itself. Why wait until it's too late?

To the people of India, whose representatives we are, we make an appeal to join us with faith and confidence in this great adventure. This is no time for petty and destructive criticism, no time for ill will or blaming others. We have to build the noble mansion of free India where all her children may dwell.

The appointed day has come - the day appointed by destiny - and India stands forth again, after long slumber and struggle, awake, vital, free and independent. The past clings on to us still in some measure and we have to do much before we redeem the pledges we have so often taken. Yet the turning point is past, and history begins anew for us, the history which we shall live and act and others will write about.

It is a fateful moment for us in India, for all Asia and for the world. A new star rises, the star of freedom in the east, a new hope comes into being, a vision long cherished materialises. May the star never set and that hope never be betrayed!

We rejoice in that freedom, even though clouds surround us, and many of our people are sorrow-stricken and difficult problems encompass us. But freedom brings responsibilities and burdens and we have to face them in the spirit of a free and disciplined people.

On this day our first thoughts go to the architect of this freedom, the father of our nation, who, embodying the old spirit of India, held aloft the torch of freedom and lighted up the darkness that surrounded us.

We have often been unworthy followers of his and have strayed from his message, but not only we but succeeding generations will remember this message and bear the imprint in their hearts of this great son of India, magnificent in his faith and strength and courage and humility. We shall never allow that torch of freedom to be blown out, however high the wind or stormy the tempest.

Our next thoughts must be of the unknown volunteers and soldiers of freedom who, without praise or reward, have served India even unto death.

We think also of our brothers and sisters who have been cut off from us by political boundaries and who unhappily cannot share at present in the freedom that has come. They are of us and will remain of us whatever may happen, and we shall be sharers in their good and ill fortune alike.

The future beckons to us. Whither do we go and what shall be our endeavour? To bring freedom and opportunity to the common man, to the peasants and workers of India; to fight and end poverty and ignorance and disease; to build up a prosperous, democratic and progressive nation, and to create social, economic and political institutions which will ensure justice and fullness of life to every man and woman.

We have hard work ahead. There is no resting for any one of us till we redeem our pledge in full, till we make all the people of India what destiny intended them to be.

We are citizens of a great country, on the verge of bold advance, and we have to live up to that high standard. All of us, to whatever religion we may belong, are equally the children of India with equal rights, privileges and obligations. We cannot encourage communalism or narrow-mindedness, for no nation can be great whose people are narrow in thought or in action.

To the nations and peoples of the world we send greetings and pledge ourselves to cooperate with them in furthering peace, freedom and democracy.

And to India, our much-loved motherland, the ancient, the eternal and the ever-new, we pay our reverent homage and we bind ourselves afresh to her service. Jai Hind [ Victory to India ] .

### (2) Abraham Lincoln:

Four score and seven years ago our fathers brought forth, upon this continent, a new nation, conceived in Liberty, and dedicated to the proposition that all men are created equal.

Now we are engaged in a great civil war, testing whether that nation, or any nation so conceived, and so dedicated, can long endure. We are met here on a great battlefield of that war. We have come to dedicate a portion of it as a final resting place for those who here gave their lives that that nation might live. It is altogether fitting and proper that we should do this.

But in a larger sense we can not dedicate - we can not consecrate - we can not hallow this ground. The brave men, living and dead, who struggled, here, have consecrated it far above our poor power to add or detract. The world will little note, nor long remember, what we say here, but can never forget what they did here.

It is for us, the living, rather to be dedicated here to the unfinished work which they have, thus far, so nobly carried on. It is rather for us to be here dedicated to the great task remaining before us - that from these honored dead we take increased devotion to that cause for which they here gave the last full measure of devotion - that we here highly resolve that these dead shall not have died in vain; that this nation shall have a new birth of freedom; and that this government of the people, by the people, for the people, shall not perish from the earth.

### (3) Martin Luther King:

Five score years ago, a great American, in whose symbolic shadow we stand today, signed the Emancipation Proclamation. This momentous decree came as a great beacon light of hope to millions of Negro slaves who had been seared in the flames of withering injustice. It came as a joyous daybreak to end the long night of their captivity.

But one hundred years later, the Negro still is not free. One hundred years later, the life of the Negro is still sadly crippled by the manacles of segregation and the chains of discrimination. One hundred years later, the Negro lives on a lonely island of poverty in the midst of a vast ocean of material prosperity. One

*hundred years later, the Negro is still languishing in the corners of American society and finds himself an exile in his own land. So we have come here today to dramatize a shameful condition.*

*In a sense we have come to our nation's capital to cash a check. When the architects of our republic wrote the magnificent words of the Constitution and the Declaration of Independence, they were signing a promissory note to which every American was to fall heir. This note was a promise that all men, yes, black men as well as white men, would be guaranteed the unalienable rights of life, liberty, and the pursuit of happiness.*

*It is obvious today that America has defaulted on this promissory note insofar as her citizens of color are concerned. Instead of honoring this sacred obligation, America has given the Negro people a bad check, a check which has come back marked "insufficient funds." But we refuse to believe that the bank of justice is bankrupt. We refuse to believe that there are insufficient funds in the great vaults of opportunity of this nation. So we have come to cash this check — a check that will give us upon demand the riches of freedom and the security of justice. We have also come to this hallowed spot to remind America of the fierce urgency of now. This is no time to engage in the luxury of cooling off or to take the tranquilizing drug of gradualism. Now is the time to make real the promises of democracy. Now is the time to rise from the dark and desolate valley of segregation to the sunlit path of racial justice. Now is the time to lift our nation from the quick sands of racial injustice to the solid rock of brotherhood. Now is the time to make justice a reality for all of God's children.*

*It would be fatal for the nation to overlook the urgency of the moment. This sweltering summer of the Negro's legitimate discontent will not pass until there is an invigorating autumn of freedom and equality. Nineteen sixty-three is not an end, but a beginning. Those who hope that the Negro needed to blow off steam and will now be content will have a rude awakening if the nation returns to business as usual. There will be neither rest nor tranquility in America until the Negro is granted his citizenship rights. The whirlwinds of revolt will continue to shake the foundations of our nation until the bright day of justice emerges.*

*But there is something that I must say to my people who stand on the warm threshold which leads into the palace of justice. In the process of gaining our rightful place we must not be guilty of wrongful deeds. Let us not seek to satisfy our thirst for freedom by drinking from the cup of bitterness and hatred.*

*We must forever conduct our struggle on the high plane of dignity and discipline. We must not allow our creative protest to degenerate into physical violence. Again and again we must rise to the majestic heights of meeting physical force with soul force. The marvelous new militancy which has engulfed the Negro community must not lead us to a distrust of all white people, for many of our white brothers, as evidenced by their presence here today, have come to realize that their destiny is tied up with our destiny. They have come to*

realize that their freedom is inextricably bound to our freedom. We cannot walk alone.

As we walk, we must make the pledge that we shall always march ahead. We cannot turn back. There are those who are asking the devotees of civil rights, "When will you be satisfied?" We can never be satisfied as long as the Negro is the victim of the unspeakable horrors of police brutality. We can never be satisfied, as long as our bodies, heavy with the fatigue of travel, cannot gain lodging in the motels of the highways and the hotels of the cities. We cannot be satisfied as long as the Negro's basic mobility is from a smaller ghetto to a larger one. We can never be satisfied as long as our children are stripped of their selfhood and robbed of their dignity by signs stating "For Whites Only". We cannot be satisfied as long as a Negro in Mississippi cannot vote and a Negro in New York believes he has nothing for which to vote. No, no, we are not satisfied, and we will not be satisfied until justice rolls down like waters and righteousness like a mighty stream.

I am not unmindful that some of you have come here out of great trials and tribulations. Some of you have come fresh from narrow jail cells. Some of you have come from areas where your quest for freedom left you battered by the storms of persecution and staggered by the winds of police brutality. You have been the veterans of creative suffering. Continue to work with the faith that unearned suffering is redemptive.

Go back to Mississippi, go back to Alabama, go back to South Carolina, go back to Georgia, go back to Louisiana, go back to the slums and ghettos of our northern cities, knowing that somehow this situation can and will be changed. Let us not wallow in the valley of despair.

I say to you today, my friends, so even though we face the difficulties of today and tomorrow, I still have a dream. It is a dream deeply rooted in the American dream.

I have a dream that one day this nation will rise up and live out the true meaning of its creed: "We hold these truths to be self-evident: that all men are created equal."

I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former slave owners will be able to sit down together at the table of brotherhood.

I have a dream that one day even the state of Mississippi, a state sweltering with the heat of injustice, sweltering with the heat of oppression, will be transformed into an oasis of freedom and justice.

I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character.

I have a dream today.

I have a dream that one day, down in Alabama, with its vicious racists, with its governor having his lips dripping with the words of interposition and



nullification; one day right there in Alabama, little black boys and black girls will be able to join hands with little white boys and white girls as sisters and brothers.

*I have a dream today.*

*I have a dream that one day every valley shall be exalted, every hill and mountain shall be made low, the rough places will be made plain, and the crooked places will be made straight, and the glory of the Lord shall be revealed, and all flesh shall see it together.*

*This is our hope. This is the faith that I go back to the South with. With this faith we will be able to hew out of the mountain of despair a stone of hope. With this faith we will be able to transform the jangling discords of our nation into a beautiful symphony of brotherhood. With this faith we will be able to work together, to pray together, to struggle together, to go to jail together, to stand up for freedom together, knowing that we will be free one day.*

*This will be the day when all of God's children will be able to sing with a new meaning, "My country, 'tis of thee, sweet land of liberty, of thee I sing. Land where my fathers died, land of the pilgrim's pride, from every mountainside, let freedom ring."*

*And if America is to be a great nation this must become true. So let freedom ring from the prodigious hilltops of New Hampshire. Let freedom ring from the mighty mountains of New York. Let freedom ring from the heightening Alleghenies of Pennsylvania!*

*Let freedom ring from the snowcapped Rockies of Colorado!*

*Let freedom ring from the curvaceous slopes of California!*

*But not only that; let freedom ring from Stone Mountain of Georgia!*

*Let freedom ring from Lookout Mountain of Tennessee!*

*Let freedom ring from every hill and molehill of Mississippi. From every mountainside, let freedom ring.*

*And when this happens, when we allow freedom to ring, when we let it ring from every village and every hamlet, from every state and every city, we will be able to speed up that day when all of God's children, black men and white men, Jews and Gentiles, Protestants and Catholics, will be able to join hands and sing in the words of the old Negro spiritual, "Free at last! Free at last! Thank God Almighty, we are free at last!"*

## READING COMPREHENSION

A lot of attention is paid to improving and perfecting writing skills. But it is important to remember that it is good reading and comprehension skills that will enable us to make effective presentations later. Effective reading and comprehension will ensure better assimilation of the vast amounts of information



available in books, magazines, journals, reports, etc. It will also improve performance at various examinations where reading and comprehension skills are routinely tested.

Good readers are better at analysis and therefore have a better understanding of the subject matter.

Everyone can become a good reader. What you really need to do is to be focussed, improve your vocabulary and increase your reading speed.

### Ways to improve your Reading Speed:

Increase your eye span and look at larger groups of words at a time. Do not go back to words you have just read. Try not to read aloud or to yourself, nor should you point at words while you read. All these habits slow down the reading process. Learn to skim and scan. Read quickly, cast your eye over the material to get a rough idea of the subject and select whatever is necessary.

### Tips to Improve Reading Comprehension:

- (1) **Previewing:** Determine the topic, scope and the author's purpose. Previewing will give you a general idea of the topic. To preview, read the first sentence of each paragraph and the last sentence of the passage. This will give you a general idea of the passage and also help to identify the topic.
- (2) **Mental Road Map:** Create a mental road map by labelling each paragraph. This will help you to locate specific details later.
- (3) **Contextual Reading:** Don't get bogged down with specific words. Look for the context in which words are written. This will enable you to grasp the general meaning of the passage.
- (4) **Scanning:** Read the questions, then go to the passage and look for the content words or key words. Content words contain the meaning of a sentence and direct you to the answers.
- (5) **Skimming:** Read a comprehension passage for the moment, not for memory. You can always go back for details.
- (6) **Summing Up:** Sum up what you have read and then answer the questions in your own words as far as possible.

Now test your reading and comprehension abilities.

**Comprehension 1:****The Tarantula Spider**

It happened in New Guinea. As I was walking through rather thick brush-wood, a large hairy spider ran in front of me. It was of the kind which is popularly called a bird-eating spider, and sometimes erroneously a tarantula. This was a female – males are much smaller.

It struck me at once that this spider which crossed my path must have been disturbed by something. The fact that it was running about in broad daylight was unusual, for these spiders are nocturnal. I waited and watched. In a few seconds a large purple-black, wasp appeared, evidently on the spider's trail for she flew low over the ground on a zig-zag course, examining objects from time to time for any sign of life. No movement could have escaped her keen eyes.

Something more than eyesight guided her, of course. It must have been sense of smell as well, for after following the direction which the spider had taken, she dropped to the ground, and crawled under the log at the exact spot where the spider had entered a hollow. As she disappeared the spider shot out from the opposite side and ran up a tree nearby, got into a crook of a bough and appeared to melt into the shadow. The wasp reappeared after a minute's search, but before she went on with the chase she flew upwards. She was only taking a closer look at the locality with its chief landmarks. Wasps do this at intervals, and with their extraordinary powers of memorizing they can retain an image of their surrounding so that they are not lost. I marked where the spider had melted into its background, and saw its tireless enemy follow exactly where it had run up the trunk. But as she pounced, the spider ran over the branch and down the trunk to the log where I had first seen it take refuge.

The wasp was aware that she had missed, but was not likely to give up at this stage. She drove the spider from under the log in a few moments. Then it bolted into a hollow in a mossy stump near the ground.

This spider had a fine position which would challenge all the wasp's cunning. A spider's vulnerable part is its soft abdomen, and this the wasp attacks, trying to place a sting where it can paralyse a nerve centre. The wasp was trying to get underneath the spider or pass along its side, and at the same time avoid the mandibles, or jaws, which can strike with incredible swiftness. The wasp would make a dart. The spider, with the armoured forepart of the body upraised to protect its hinder part, barred the way and tried to strike downwards. The wasp retired and made a fresh attempt on the other side, which was again frustrated.

This manoeuvre was repeated I do not know how many times. Suddenly I was aware of the climax, for the spider had its abdomen towards me and was slowly backing out of the hollow, moving only the legs on the left side, while those on the right were dragged over the ground for it was half paralysed.

There was a mix-up at the mouth of the hollow, but the end was not yet.

When the wasp crawled out, it was evident that she herself was in distress. She tried hard to clean her antennae, always the first movement of an insect when things go wrong, to sharpen its wits ready for action. She just managed to rise from the ground, but when attempting to settle on a twig she missed it and fell. When I picked her up, she was quite dead.

Then I went back to the spider, which had been feebly trying to get back into the hollow on two legs. It lay still in the entrance, and when I pulled it out it was dead too.

- (1) Explain why it was unusual to see this kind of a spider in daylight.
- (2) What was the wasp looking for?
- (3) Why does the writer think the wasp was using its sense of smell to help it find what it was looking for?
- (4) Explain in your own words 'appeared to melt into the shadow.'
- (5) Describe in your own words how wasps avoid getting lost.
- (6) Write in your own words the wasp's method of attack.
- (7) How did the spider defend itself?
- (8) Why did the wasp try to clean her antennae?
- (9) How did the writer know that the climax of the fight had been reached?
- (10) 'It struck me at once...' Explain this in your own words.
- (11) Are we told the correct name of the spider? Yes/No?
- (12) Make adverbs from the following words:
 

(a) keen	(c) incredible
(b) enormous	(d) vulnerable

### Comprehension 2:

The real crisis of our times is the crisis in management. I believe that the solutions to our problems lie in the development of the art and practice of management at all levels and in all facets of our national activities – from a small "bhat's" tea-shop to the multifaceted international organisation or the huge national government administration. I also believe that application of better and sound management skills and methods is of vital importance in resolving many huge and baffling economic and social problems that are beyond the reach of either government or business acting alone.

I strongly believe that the private sector can contribute something even far more important than money, that is, management – management raised to a whole new order of magnitude – in the attainment of the new social and economic objectives put forward by our government.

"But how do we do it?" The answer lies in developing a deeper sense of social responsibility on the part of our men in management. Management must act in concert with a broad social interest and serve the objectives of the society. The various socio-economic measures now being taken in the fields of

licensing, price regulation and distribution of essential commodities, etc. will not lead us towards attainment of our new social objectives unless we ensure that the benefits of these measures go to the ultimate consumer – the common man. This is possible only through right management, proper understanding and, of course, above all, through co-operation among all concerned.

Indian management has the skills, know-how and capacity to cope with new challenges. We must make a start now. The opportunities are there if we will but see them, and see them quickly.

#### Questions:

- (1) In what sense is the crisis of our times the crisis in management?
- (2) What contribution can the private sector make towards the attainment of economic objectives?
- (3) What does Indian management lack?
- (4) How can we ensure that the common man gets the benefit of various socio-economic measures?
- (5) What is the central idea of the passage?

#### Comprehension 3:

The surge witnessed in mergers, amalgamations and takeovers of companies during the past few years is indicative of the *shape* of things to come. While these concepts are not new and were recognised even in the Companies Act of 1913, the compulsions have undergone a *dramatic* change. In the past, mergers and acquisitions were used largely as an instrument for revival of sick units or for obtaining tax benefits. It was not uncommon for a business house to merge a sick company with a profit making one and claim tax benefits. The objective was not necessarily to achieve faster growth. The liberalization process witnessed during the late seventies and the eighties, and, particularly the relaxation of some of the restrictive provisions of MRTP Act and FERA, brought about a qualitative change in the mergers and amalgamations of companies. Even so, the incentive to grow was almost non-existent and in fact some companies preferred to "demerge" by splitting one company into two or more so as to escape from the harsh provisions of the MRTP Act.

The fast pace of liberalization since July 1991 and the time-bound programme of structural reforms under pressure from the IMF and World Bank have shaken the Indian industry from a *slumber* by exposing it to internal as well as international competition. Not surprisingly, the pressure is building up on every enterprise to modernize and expand to cut cost. Gone are the days of the licence and permit raj, high import duties and the prosperity guaranteed by a "sellers' market". With the rising threat of competition and the "sellers' market" giving way to a "buyers' market" in a large number of industries, the compulsion to look for economies of scale in production and cutting down the

selling cost is increasing. Simultaneously, the virtual scrapping of the MRTP provision and relaxation in FERA have removed the disincentives to grow. Hence mergers, amalgamations and takeovers have assumed great importance. Mergers and acquisitions have now come to represent a short cut for companies to achieve accelerated growth. This is the trend world over and India cannot remain an exception as it moves towards globalization.

- (1) What was the motive of some companies to resort to demerger?
- (2) What does the phrase "sellers' market giving way to buyers' market" mean?
- (3) What was the Indian industrial scenario prior to July 1991?
- (4) Why were amalgamations largely used in the past?
- (5) What does the term "demerge" as used in the passage mean?

Choose the word that is most nearly the same in meaning as the word given below as used in the passage.

- (6) Shape:
 

(a) Dimensions.	(b) Gravity.	(c) Direction.
(d) Size.	(e) Volume.	
- (7) Slumber:
 

(a) Dormancy.	(b) Activity.	(c) Optimistic.
(d) Vibrant.	(e) Steady.	

Choose the word that is most opposite in meaning as the word given below as used in the passage.

- (8) Restrictive:
 

(a) Generous.	(b) Ample.	(c) Pragmatic.
(d) Permissive.	(e) Liberalized.	
- (9) Dramatic:
 

(a) Slow.	(b) Conservative.	(c) Affiliation.
(d) Drastic.	(e) Uneventful.	

#### Comprehension 4:

What happens when we touch one billion, the possibility seems frightening. Today, the greatest crisis the country faces is the increase in population. There are many problems which are being caused by population, like health, unemployment, shortage of food, malnutrition, housing problem, illiteracy, ecological imbalance, etc.

The country is outstripping China in population growth, adding the population of Australia almost every year and making sure that one person in every four is an Indian, According to India's census of 1981 the country has a population of 985 million, which is double the 1947 figures. Between 1995 and 2000 A.D. India is expected to add 22 million mouths.

The rapid increase in population has serious implications for the overall socio-economic development of the country. India has a multilingual society with wide variations in demographic situation. People practice different religions and there are numerous cultural identities. Various social customs and beliefs favour large families and impede the process of change for adoption of modern methods of birth control. A universal desire to have at least one or two male children and the mean age of marriage of women at 17.3 years, the lowest in the world, help in raising large families. Mass illiteracy also contributes to the growth of population. Poverty, too, has something to do with it. To the very poor, every child is an earner and a helper. By 2000 A.D. we would well be 1022 million, says the Planning Commission Report. What would happen to our cities which are already bursting at the seams? Millions of people in these cities are living in slums. *How much more can the slums take, before they give in?* There is a shortage of 28.5 million dwelling units as per the latest report of National Building Organization. About 1.4 billion people live in Jhuggi Jhopris in Delhi alone.

What happens to our poverty curve, our standard of living, our per capita gross national product? And the biggest difference would be made by unemployment. The live registers of employment exchanges listed 26.2 million unemployed in 1985 in India, against 16.2 million in 1980, a 60% rise for five years. If we take a conservative 50% rise for five years, by 2000 A.D. the unemployment figure would be 65.5 million. Where would these additional millions be absorbed? Where will they work? Would they boost the crime graph?

- (1) The author does NOT say
  - (a) Population increase has created a crisis
  - (b) Population increase causes many problems.
  - (c) Australia has outstripped, in population
  - (d) India is a multilingual society.
- (2) What can we infer from the passage?
  - (a) Population growth causes unemployment
  - (b) Our social customs favour large families
  - (c) India will be doomed if population is allowed to explode
  - (d) Unemployment has increased.
- (3) What does the Planning Commission's report say about population?
  - (a) Population growth is natural
  - (b) Some funds should be diverted to check population growth
  - (c) Population in India will be 1022 million in 2000 A.D.
  - (d) None of these
- (4) *The attitude of the writer towards the problem is that of a/an.*
  - (a) Social reformer

- (b) Lay man  
 (c) Economist  
 (d) Concerned man
- 5) What does the italicised sentence "How much more.....give in" mean?
- (a) People accept their inability  
 (b) Slums will fail to accommodate people  
 (c) Slums will expand  
 (d) Slums will be abolished.

## QUICK RECAP

Business communication requires the preparation of notices, abstracts etc. which are often composed in single paragraphs. The structure of a paragraph depends on unity, order and variety. It is important to keep the central idea in mind and focus on the first and last sentence while writing the paragraph.

## QUESTIONS

- (1) Write a paragraph on:
- (a) Preparation for examinations.  
 (b) The Bandra-Worli Sea Link.  
 (c) Dress code in colleges.  
 (d) Senior citizens.  
 (e) Mumbai – The Financial Capital.
- (2) Re-arrange the following sentences in the right sequence to make a logical paragraph:

Add sugar as required. Your cup of tea is ready. The amount of tea powder, sugar and milk could differ from person to person. This is how you make two cups of tea. Place the vessel on the stove and light the stove. After two minutes, pour the tea through a strainer into the cups. Take a vessel and pour in one and a half cups of water and half a cup of milk. When the water boils, add two teaspoons of tea powder, allow it one boil and switch off the stove.

- (3) Rewrite the following sentences in the proper sequence (in different paragraphs) to form a reply to an inquiry the letter:

Dear Sir,

We have a variety of furniture and I can assure you that each one is made from good quality wood. We are enclosing the latest brochure. They are sturdy but light. They are painted in bright but soothing colours with non-toxic paint. I received your letter this morning and was glad to know about your interest in furniture for small children. The regular furniture and animal shaped furniture have no sharp edges or loose parts. We look forward to your visit and an early order. If required we can fix them to the floor so that they do not fall and hurt children. In addition we also have wooden educational toys for ages 2 to 6 years. It would be best if you could visit our showroom and see for yourself.

Yours faithfully,

**(4) Re-arrange the following paragraphs in a logical sequence:**

So it is not surprising that Origami is taught in many schools. Patience, control and following directions precisely help in the mental discipline of a child. Unconsciously the child's focus and attention is directed towards the creation of a beautiful product. The child looks forward to the success of his own creativity.

Origami requires imagination and precision. If you go through any book on origami you will find familiar things created with imagination, style and fun by folding colourful paper. Anyone can do this by carefully following the directions given. The result is gradual, but gives great happiness to a child.

It is not only schools and children who are fond of Origami. Adults too enjoy this paper art. It could be an absorbing, creative and entertaining hobby. The more creative a person is, the more creations he can come up with. So Origami can be an engaging hobby that sharpens your senses and challenges your imagination.

Paper was introduced to the Western world by the East; to be precise by the Chinese. It was the Chinese and Japanese who introduced a form of paper art, 'Origami', to the world. Origami literally means 'folding paper'. It was popular in the Eastern world from the time paper was used.

**(5) Edit the following:**

Once upon a time there lived a ferocious lion in the forest. It was a greedy lion and started killing animals in the forest indiscriminately. So the animals gathered and decided to offer one animal to the lion every day. So every day it is the turn of one of the animals and in the end came the rabbit's turn. The rabbit chose an old rabbit among them. The rabbit was wise and old. It took its own sweet time to go to the lion. The lion was getting impatient to not see any animal come and roared, 'I'm hungry where is my food? I will kill every animal tomorrow.'

Slowly the rabbit came to the lion by sunset. The lion was angry on him. But the wise rabbit was calm and told the lion, 'O lord, I'm sorry I am late but what I can do... Before he could finish the lion roared, 'Not your fault you come so late and say it's not your fault?' The rabbit pretended to tremble and said, 'My lord, my family of rabbits are coming to say me good-bye when suddenly a lion jumped in front of us. He is so big and we are so frightened. My friend requested him to let me come to you, we told him that you will be hungry and... The lion wanted to know about the other lion, what did he say? He roared, the wise rabbit said that the other lion proclaimed that he was the king of the jungle and attacked them all. All rabbits including him ran here and there and so he got lost. He is wandering without knowing the way and so becomes late. The lion was naturally very enraged and asked to be taken to meet the other lion.'

The wise rabbit agreed and led the lion towards a deep well filled with water. The lion looked in and saw his reflection in the water of the well. Furious he started growling and naturally his image in the water roared back angrily. The angry lion jumped into the water at the other lion to attack it, and drown. Thus the wise rabbit saved the forest and all other animals from the cruel lion.



# ADDITIONAL EXERCISES

Match the Columns:

A		B	
(1)	Channels		Fax
(2)	Communication		Jargon
(3)	A.I.D.A.		Visual communication
(4)	Permanent record		Medium
(5)	Telegraph		Two-way process
(6)	Specialised vocabulary		Testimonial
(7)	Picture and charts		Reference
(8)	Character certificate		Morse code
(9)	Full block form		Written communication
(10)	Newsletter		Flushed to the left margin
(11)	Facsimile		Closed punctuation
(12)	Indented form		Sales letter
(13)	Informal Communication		Periodic publication
(14)	Bio-data		Optional part
(15)	Proxemics		Grapevine
			Response
			Space

## LANGUAGE EXERCISE

(A) Correct the following and rewrite them:

- (1) An easier arrangement was given to we, younger students.
- (2) Goods were shipped as per your order of recent date.
- (3) No one was at home making it impossible for me to deliver the package.
- (4) I have taken several long trips with my mother when I was a small girl.
- (5) We hope you will give favourable consideration to our suggestion.
- (6) He was convicted and hung for murder.
- (7) Please accept our humble apologies for the delay in delivering your order.
- (8) Both his son-in-laws are in Chile.
- (9) Neither of them were willing to do the job.
- (10) We are honoured to receive your esteemed favour of 12th instant and we revert to you promptly.
- (11) This bus is reserved for military personal.
- (12) Each of these students attend lectures regularly.



- (13) The books are being sent under separate cover.
- (14) No advices have been received in this matter.
- (15) We have gathered here to facilitate the Nobel Prize winner.
- (16) We look forward to receive an order from you.
- (17) The spare parts have to be obtained from foreign.
- (18) Your esteemed order of the 15th instant is at hand and we wish to thank you for the same.
- (19) We are in receipt of a letter from your good self.
- (20) Please accept our best apologies for the delay caused in writing the letter.
- (21) Enclosed please find herewith my bio-data.
- (22) As per your instructions given vide your letter of 14th instant regarding our over-due account we are enclosing herewith our cheque for Rs. 25,000.
- (23) One should do his duty honestly.
- (24) Shakespeare is better than all the English dramatists.
- (25) This is one of the chapter that is important.
- (26) He is a man whom I know is trustworthy.
- (27) If you will get above 70% in Accounts I will give you a prize.
- (28) The manager is available only from 9.30 a.m. and 4 p.m.
- (29) Your esteemed order of the 12th instant is at hand and we wish to thank you for the same.
- (30) He not only built bungalows but also flats.
- (31) We would like to express our regrets for being unable to fulfill your requirements.
- (32) He is suffering from typhoid since the past two days.
- (33) Please affix your signature at the bottom of the form.
- (34) In the normal course of our procedure we would have taken a decision by now.
- (35) We have to refuse your request in view of the fact that there is no such provision in our contract.
- (36) Will you be kind enough to pass this on?
- (37) You are expected to be here on the afternoon of 19th February at 2.30 p.m.
- (38) One of his friends are to blame.
- (39) Every student of the college carry their identity card.
- (40) Having failed in 2 subjects the principal cancelled my name from the list.
- (41) The five first chapters of this book deal with the oral communication.
- (42) He had leave of four days.
- (43) He will spend his remaining life here.
- (44) Both men have not come.
- (45) He is elder than I.
- (46) I shall see the brakes whether they work well.
- (47) I was trying to work at that time he was disturbing me.
- (48) I am ill since three months.

- (49) My brother is superior than you in strength.
- (50) This is a comfortable house to live.
- (51) Why is there so many errors in your letter?
- (52) The buildings windows were protected by iron bars.
- (53) He told us he will be here next week.
- (54) The chairman gave his ascent to the proposal.
- (55) He works for us on alternative days.
- (56) The employees would like an advancement before the end of this month.
- (57) The CEO was facilitated by the company for his innovative ideas.
- (58) Ahmedabad is an industrious town.
- (59) Each and every person wore a hat.
- (60) He found hundred rupees.
- (61) I have an urgent business.
- (62) Each of us loves our/their home.
- (63) None of the boys had learnt their lesson.
- (64) Ganges is a river.
- (65) Leave the horse's reins.

**(B) Rewrite as directed, keeping in mind the various C's of communication:**

- (1) We want to congratulate you on your promotion. ('You' attitude)
- (2) We do not make exchanges for purchases before 11 a.m. (Remove negative tone)
- (3) My bio-data with my personal details is enclosed herewith for your consideration. (Use simple language/Remove redundancy)
- (4) We would like to express our regrets for being unable to fulfill your requirements. (Use simple language)
- (5) I am writing to request you to forward to me an up-to-date catalogue and price-list of all your goods. (Use simple language)
- (6) I think your work is accurate. ('You' attitude)
- (7) The receiver's name should not be misspelt. (Remove negative tone)
- (8) Do not call the doctor during the weekend. (Remove negative tone)
- (9) I have promoted you to senior auditor. ('You' attitude)
- (10) It will be appreciated that owing to fluctuations in price, it is impossible for us to give you a quotation. (Simple language)
- (11) Our new scheme will give you a substantial saving. (Use concrete words)
- (12) I am giving you the prize for the best energy saving suggestion. ('You' attitude)
- (13) Do not leave your table scattered with books. (Remove negative tone)
- (14) A large number of delegates from Pune attended the meeting. (Use concrete words)
- (15) They will not visit us before May. (Remove negative tone)
- (16) In the event of this occurrence taking place, we may have to cancel your programme. (Use simple language)

- (17) No other tap except this one has water in it. (Remove negative tone)  
 (18) The number of students in the school have reached a good number. (Use concrete words)  
 (19) We want you to join the group as soon as possible. (Concrete words)  
 (20) Please affix your signature in the right hand column. (Simple language)

**(C) Choose the correct word from the brackets to fill in the blanks:**

- (1) Which \_\_\_\_\_ of the book are you talking about? (edition, addition)  
 (2) Your behaviour will not \_\_\_\_\_ my decision. (affect, effect)  
 (3) We had \_\_\_\_\_ received their petition. (all ready, already)  
 (4) The breeze blew the \_\_\_\_\_ papers away. (loose, lose)  
 (5) She was \_\_\_\_\_ the assistant manager here. (formally, formerly)  
 (6) He prefers to type because his handwriting is \_\_\_\_\_. (illegible, eligible)  
 (7) No \_\_\_\_\_ calls allowed during working hours please. (personal, personnel)  
 (8) The professor was \_\_\_\_\_ pleased with my presentation. (quiet, quite)  
 (9) The court will \_\_\_\_\_ with the case. (precede, proceed)  
 (10) I hope you have brought your own \_\_\_\_\_. (stationery, stationary)  
 (11) Ramu's class teacher \_\_\_\_\_ Ravi for his excellence score in the annual examination. (complimented, complemented)  
 (12) When the umpire ordered "\_\_\_\_\_ please", everybody obeyed. (quiet, quite)  
 (13) Suresh was worried that his injured knee would not \_\_\_\_\_. (heel, heal)  
 (14) The patient complained of a \_\_\_\_\_ throat. (sore, soar)  
 (15) A lawyer is paid to \_\_\_\_\_. (counsel, council)  
 (16) The dancer did not receive her \_\_\_\_\_ from the choreographer. (queue, cue)  
 (17) Even with his best efforts, he could not \_\_\_\_\_ the violent horse. (rein, reign)  
 (18) The enemy aircraft was quickly \_\_\_\_\_. (cited, sighted)  
 (19) Poor performance is a result of lack of \_\_\_\_\_. (practice, practise)  
 (20) \_\_\_\_\_ factories supply the military with weapons. (ordnance, ordnance)

## VOCABULARY AND LANGUAGE EXERCISE

Spot the error and correct the sentence:

- (1) While walking slowly in the park on a quiet summer afternoon, a mad dog suddenly attacked him from behind.
- (2) Since the introduction of air-conditioned sleeping cars to all important trains, travelling become very pleasant, especially during the summer season.
- (3) The collusion between the political rivals became serious and ended in blows.
- (4) The boy and the girl married without the ascent of their parents.
- (5) The principal asked me to repeat the oath word by word.
- (6) The reporters copied out every word, spoken by the judge.
- (7) Emotion prevented her completing her sentence.
- (8) The three first instalments of the rent will be paid in advance.
- (9) Dr. Ravikanth was formally a professor of electrical engineering.
- (10) The steam engine was discovered by James Watt.

Choose the right pronoun to complete the sentence:

- (1) Let Vijay and (myself, me) clean your house.
- (2) I hurt myself ad much as I did (her, herself).
- (3) It is time I realised that Saritha is smarter than (me, I).
- (4) John, Michael and (I, me) are elected to the Students' Council.
- (5) Father met my sister and (me, I) at the airport.
- (6) She is the kind of leader (who, whom) we admire.

Fill in the blanks with appropriate articles:

- (1) A man and woman were sitting opposite me. The man was Indian but I think the woman was \_\_\_\_\_ African.
- (2) Would you like to join \_\_\_\_\_ University of Chennai?
- (3) I came across \_\_\_\_\_ one-eyed man at a fair.
- (4) \_\_\_\_\_ man I met on the train told me a rather unusual story.
- (5) \_\_\_\_\_ longer the climb, tastier the success.
- (6) Dravid is \_\_\_\_\_ better cricketer than Vinay.

**Fill in the blanks with words that are synonymous with those given below:**

Who Moved My Cheese? is a story about change that takes place in a Maze where four a \_\_\_\_\_ g<sup>1</sup> characters look for "Cheese" – cheese being a m \_\_\_\_\_ r<sup>2</sup> for what we want to have in life, whether it is a job, a relationship, money, a big house, freedom, health, recognition, spiritual peace, or even an activity like jogging or golf.

Each of us has our own idea of what Cheese is, and we p \_\_\_\_\_ e<sup>3</sup> it because we believe it makes us happy. If we get it we often become a \_\_\_\_\_ d<sup>4</sup> to it. And if we lose it, or it is taken away, it can be t \_\_\_\_\_ c<sup>5</sup>.

<sup>1</sup>funny, <sup>2</sup>symbolic, <sup>3</sup>chase, <sup>4</sup>bound, <sup>5</sup>very painful.

*From "Who Moved My Cheese" by Spencer Johnson (Vermilion, London, 1999)*

**Cloze Test: Fill in the blanks with appropriate words:**

### LOOKS:

**Looks can be killing.** I had always believed this statement to \_\_\_ an adage used \_\_\_ handsome-looking hulks and sweet, lovely beauties, but realised \_\_\_ could be used otherwise. I learnt \_\_\_ Prashant Ragavnath (name changed) who \_\_\_ with us in the B-school, a genius of \_\_\_ kind in studies, but not the best person to be sharing \_\_\_ room with, had \_\_\_ given an expulsion notice from \_\_\_ organisation \_\_\_ repute as he failed \_\_\_ comply with regular "proper bath, shave, clip fingernails, tie knot..." norms of \_\_\_ organisation. Different organisations have different dress codes, \_\_\_ like fads and trends these do change. But our looks \_\_\_ a lot of talking for us since everyone around \_\_\_ is but human and can easily fall \_\_\_ the perception trap.

Hasn't someone said "**God made Adam and Eve but tailors made Gentlemen and Ladies**". I don't mean that \_\_\_ you are born with Pierce Brosnan's or Aishwarya Rai's looks you are any better communicator, but you sure should \_\_\_ a pleasing, smiling personality \_\_\_ endears you to \_\_\_ you communicate with. In China you don't open shop if you \_\_\_ smile. You shouldn't anywhere else \_\_\_. When I enter my office every morning, I must see a smiling face \_\_\_ each of the 110 MBAs in our office to reassure me that all \_\_\_ fine and business is happening \_\_\_ usual.

*From Count Your Chickens Before They Hatch, by Arindam Chaudhuri (Vikas Publishing House Pvt. Ltd., New Delhi, 2001)*

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