

# CONTENTS

Units

Page No.

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1. Communication an Overview	1-37
2. Verbal and Non-Verbal	39-57
3. Business Etiquette	58-69
4. Ethics and Values in Business Communication	70-79
5. Business Letter Writing and Intra-Organizational Communication	80-158



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# 1. COMMUNICATION AN OVERVIEW

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## STRUCTURE

- 1.1. Introduction
- 1.2. Objectives
- 1.3. Definition of communication
- 1.4. Nature and Importance of Business Communication
- 1.5. Features of Technical Communication
- 1.6. Purpose of Business Communication
- 1.7. The Process of Communication
- 1.8. Dimensions and Channels of Communication
- 1.9. 7 “C”s of Communication
- 1.10. Barriers to Communication
- 1.11. Guidelines For Effective Communication Barriers

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## 1.1. INTRODUCTION

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Effective communication plays a vital role for every individual, groups and organizations to perform their day-to-day activity. The communication is an integral part human civilization. Communication is closely related with the human relations movement. No human relationship can be maintained in the absence of communication. Same in the case of organizations, no activity or coordination can be performed without communication. Communication is the main integrating constituent of any business. It is impossible for any business to nurture and inflate without proper communication among employees and other external associates of the Organizations. Communication is the base for everything we do, our success and failure totally depends on the effectiveness of communication. In an organization, the achievement or failure of the organizational goals, depends on the effective communication skills of its employees.

‘Business Communication’ is communication that takes place in an organizational context in order to exchange information, ideas, plans, and strategies, to offer the best of customer services and to make decisions, rules and regulations, proposals, contracts, and agreements, etc.

## NOTES

Communication is regarded as the “lifeblood” of every organization. We cannot think the existence of an organization without communication because it provides the information and that information becomes the basis of quality decision-making. Communication is crucial particularly to those who deal with people, work with and getting things done by people. Managers use communication to perform three basic functions:

- To gather and communicate information,
- To make decision and
- To endorse interpersonal relationship.

Managers are expected to work together with people to achieve organizational goals. All of these jobs happen through communication.

Effective managers are able to use a wide variety of media & strategies to communicate. The success of any organisation depends on the ability of its employees and managers to communicate effectively. Through effective communication, organisations increase productivity, anticipate problems, make decisions, coordinate workflow, develop relationships and promote products and services. In general, communication enables organisation to function.

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## 1.2. OBJECTIVES

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After reading the current unit, the students will be able to:

- learn what communication is,
- learn its definition, importance, features, purpose and process,
- learn its dimensions and channels,
- understand its 7 C's,
- understand its barriers, and
- know about guidelines of effective communication.

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## 1.3. DEFINITION OF COMMUNICATION

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Communication is the nervous system of an organization. Without communication, an organization is lifeless. It keeps the members of the organization informed about the internal and external happenings relevant to their task. The word ‘communication’ is derived from the Latin word ‘*communicare*’ or ‘*communico*’ both of which mean ‘*to share information or intelligence*’. In the Church, the word *communion* is called *holy communion*, which is the celebration of Jesus Christ’s Last Supper in which he shared his thoughts, feelings and his divine self with his twelve disciples. In general, *communion* means sharing and exchange of deep thoughts, ideas and feelings with fellow human beings. Thus **communication is the process of sharing goal oriented messages between two or more sources through a medium or media.**

Communication has been defined by many theorists. Some of these definitions are as under:

- *Communication is a process of passing information and understanding from one person to another.* —Keith Davis

- *Communication may be broadly defined as the process of meaningful interaction among human beings. More specifically, it is the process by which meanings are perceived and understandings are reached among human beings.*

—D. E. Mc Farland

- *Communication is any behaviour that results in an exchange of meaning.*  
—The American Management Association
- *Communication is an exchange of facts, ideas, opinions or emotions by two or more persons.*  
—George Terry

Thus communication is a network of interactions and naturally the sender and the receiver keep on changing their roles.

### Check Your Progress

1. What is communication?
2. What is the importance of communication in an organization?

### Summary

- Communication is the nervous system of an organization.
- **Communication is the process of sharing goal oriented messages between two or more sources through a medium or media.**
- The word 'communication' is derived from the Latin word 'communicare' or 'communico' both of which mean 'to share information or intelligence'.

### Keywords

- **Communication:** The imparting or exchange of information by speaking, writing or using some other medium.
- **Nervous system:** The very important part without which an organization can't function.

### Review Questions

1. Imagine you work in an organization. What will happen if communication is missing?
2. If everyone communicates to one another in an organization, what will happen examples?

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## 1.4. NATURE AND IMPORTANCE OF BUSINESS COMMUNICATION

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### Business Communication

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

### NOTES

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The main purpose of every communication in business is to obtain some result that is , to secure some action by the receiver. The sender expects him to do something on receiving the message, write a cheque, place an order, approve an action, send some information etc. To achieve this purpose, the language used is direct, plain, concised, to the point, the style concentrates on drawing attention, arousing interest or creating desire, developing conviction and inducing action.

The main features that lend business communication a distinct identity are as follows:

1. It deals with commercial and industrial subjects.
2. It is characterised by certain formal elements such as commercial and technical vocabulary, the use of graphic and audio-visual aids and conventional formats.
3. It is objective and impartial so as to convey the information accurately and concisely.
4. It has comparatively a high concentration of certain complex writing techniques and procedures.

Communication is important to all the managers, and it is needed by all employers. It pervades everything that the managers do. In fact, a large part of manager's time is spent in some form of communication: Writing, Reading, Speaking or Listening. Communication is the means by which he persuades, informs, motivates and leads employees towards organizational goals. Without communication a manager cannot perform his duties well. Communication is a process that oils the gears that turn the machinery of business.

*“Required effective organization skills and mastery of English language in written and oral forms.”*

Every job description for a new position on any managerial staff includes this above mentioned line. Studies have shown that the most common skill sought by MBA hiring organizations is effective communication.

- *“In our so called Information Age, no skill is more important than the ability to organize and convey information with clarity and coherence.”*

—Peter Post-The Etiquette Advantage of Business

All the big companies and other business organizations understand that achieving success in today's workplace is closely tied to the ability of employees and managers to communicate effectively with each other and with people outside the organization. However, the communication is effective only when the message is understood and when it stimulates action or encourage the receiver to think in new ways. The primary focus has been more on the importance of communication itself and less on its business application. For example, even in India all the multinational companies have opened call-centres to enhance their sale-prospectives. Through the medium of call-centres, the real time two way chat-sessions, customer reps can focus on each shopper's needs. Offering instant, two-way communication and one-on-one connections with a company rep, are just one of the ways to foster an open communication climate with the customers. In this way communication system infact plays a vital role in the promotion and production areas. As one project manager at NASA's Marshall Space Flight Center puts it, *“Knowledge may be power but communication skills are the primary raw material of good client relationships.”*

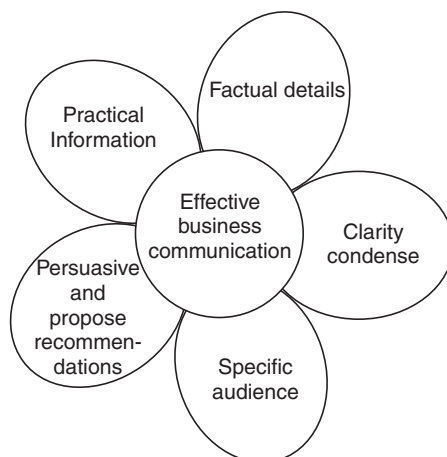
Effective communication is crucial in business. Those who are effective communicators rise quickly in their organizations. Those without such abilities—even

if they are functional experts—often are held back. The ability to write, speak and express can get you a job or a better job or a promotion, and can make you a better manager.

Before discussing the importance of effective business communication in different arenas. Let us have an insight into the basic characteristics or ingredients or principles of effective business writing/communication.

The basic characteristics or ingredients or principles of effective business writing/communication:

- 1. Provide practical information.** Effective business messages describe and give information about what is to be done, and how the things should go, what are the reasons behind that action or any change, what are the problems in the current status, possible solutions and expected consequences etc. In a way it is logical and practical.
- 2. Give facts rather than impressions.** Effective business messages have specific details, accurate facts and evidence, not just vague approximations and probabilities.
- 3. Clarity and condense information.** Business writings frequently include charts, datas, graphs, tables, diagrams, and photos to present the clear picture in condense form.
- 4. Directed to particular audience.** Business messages are always directed to a specific audience, stating clearly what is to be done and by whom.
- 5. Persuasive and offer recommendations.** Business messages frequently persuade employers, customers or clients to purchase a product or service or adopt a plan of action. To be effective, and influential, messages must show readers how a product, service or idea will benefit them or organization specifically. An effective message or writing is able to convince and influence the receiver to act in a desired manner.



## Check Your Progress

1. Define business communication.
2. How far is business communication important?

## NOTES

**Summary****NOTES**

- **Communication** is the process of sharing goal oriented messages between two or more sources through a medium or media.
- **Business communication** may be defined as the use of language to convey a commercial or industrial message to a well defined audience for achieving a pre-determined purpose.
- **Importance of business communication.** Communication is important to all the managers and it is needed by all employees. Because communication is a process that oils the gears that turn the machinery of business. All the big companies and other business organizations understand that achieving success in today's workplace is closely tied to the ability of employees and manager to communicate effectively with each other and with people outside the organization. As it has been said by one project manager at NASA's Marshall Space Flight Center puts it, "Knowledge may be power but communication skills are the primary raw material of good client relationship."

**Keywords**

- Approximation
- **Probability:** Possibility

**Review Questions**

1. How can business communication can be effective?
2. What are consequences of ineffect business communication?

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**1.5. FEATURES OF TECHNICAL COMMUNICATION**


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1. Technical communication is tailored to the specific needs of the audience. It is created, drafted, tested and revised according to their needs.
2. Technical communication focuses on the subject, not the writer or the speakers. It is the product of a writer or speaker who has a systematic understanding of the scientific and technical subjects and effectively transmits his information.
3. Technical communication supplies the right information at the right time at the right level of detail. The information development is a process in which the communicator refines the information so that it is conveyed in a right manner to the receiver. This way a message is created which matches a given purpose, audience and medium.
4. Technical communication involves many people working together. It is not the domain of a single communicator. The formation is needed to perform a task, answer a question, solve a problem or make a decision because information is to be used for a definite need and purpose.
5. Technical communication conveys one meaning only, it allows only one interpretation.
6. Technical communication is denotative, descriptive, multidimensional, dynamic and interactive. It is not passive since technical communicator is expected to actively engage himself in gathering and developing information for better understanding of the subject.



7. Technical communication is required in e-mails, business and official letters, reports, proposals, brochures, news letters, resume's, websites, user manuals, technical descriptions, journals, seminar etc.

## Check Your Progress

### Fill in the blanks appropriately:

1. Business communication is created, drafted, tested and revised as per the requirements of the \_\_\_\_\_.
2. Business communication focuses on the \_\_\_\_\_.
3. Business communication supplies the \_\_\_\_\_ information at the \_\_\_\_\_ time at the \_\_\_\_\_ level of detail.
4. Business communication involves \_\_\_\_\_ people working together.
5. Business communication conveys \_\_\_\_\_ meaning or allows only \_\_\_\_\_ interpretation.

## Summary

- Technical communication focuses on the subject.
- Need to definite. It consists of reporting specialised information.
- It is for the practical use.
- It conveys one meaning only.
- It is at the technical level.
- It is understood by the specific audience.
- It involves the systematic understanding of the subject.
- Information will stay fresh if it is valuable, valid and credible.
- Know your audience and base you information on their specific needs, preferences, environment nad background.
- Understand the macro and micro-structure of the content.
- Wherever possible, use active voice because it creates a direct and concise message.

## Keywords

- **Clarity:** Understandable
- **Professional appearance:** Format, design and print of the document
- **Accuracy:** Factual, correct, unbiased
- **Conciseness:** Without any wordiness, repetition or details
- **Correctness:** Conventions of grammar, punctuations, spelling and usage
- **Accessibility:** Headings, indexes, table of contents
- **Comprehensive:** All necessary information included
- **Appropriate:** Related to the topic

## Review Questions

1. What are the features of business communication?

## NOTES

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## 1.6. PURPOSE OF BUSINESS COMMUNICATION

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### NOTES

Business communication is important to managers as it helps them carry out their basic functions within the organization. They should have all the information pertaining to the specific tasks as well as the entire organization and must then seek to communicate this information to the employees of the organization. They should seek to communicate their goals to their subordinates in order to make sure every member of the organization is working to achieve the goals of the organization.

A great part of the time spent by a manager in an organization is devoted to communication. Whether that communication is face to face or using some other channel, it takes up a healthy chunk out of the manager's day.

The purpose of business communication can be summarized into a few main functions:

### 1.6.1. Motivation

Managers need to communicate to employees the tasks they need to carry out, the timelines of these tasks, and the manner in which the tasks should be carried out. However, communication isn't just about allowing them to do this. It is also about allowing them to do it in a way that motivates the employees to work harder and better. A good communicator knows how to lace their message with just the right amount of motivation to make the receiver genuinely want to accept the message.

### 1.6.2. The Sharing of Information

Communication represents the cogs in the wheels of an organization that allow information to flow from one place to another. In order for decisions to be made more effectively within the organization, there should first be a smooth flow of information. That way, the major decision-makers know that the decisions they are making have taken all of the facts into consideration and are up to date.

### 1.6.3. Socialization

Business isn't all about work. Sometimes it is also about play and getting people to open up and simmer down. Communication helps with the socialization aspect of business as well. It is a normal part of human nature that we will always want to open up and communicate when we are in the presence of other individuals. Whether it is regular banter between employees or socialization for the purpose of networking at business parties, communication makes it possible for business people to talk to each other casually in social settings and is involved in creating goodwill in business communication.

### 1.6.4. Control

One of the key functions of a manager is control. Typically, a manager will want to control the behaviors and actions of the employees within an organization. However, these employees are not robots, and they cannot be controlled or be coerced to do anything. That is where communication comes in. To get your employees to do anything, you have to communicate what you want to your employees.

### 1.6.5. Communication Brings Business Alive

While you're thinking about the bottom line for your business, think as well about communication. You may find that communication is the crucial factor in deciding the future of your business. As long as it is effective, everything else will work out well.

#### Check Your Progress

1. What is the purpose of business communication?
2. What elements are necessary to achieve this purpose?

#### Summary

- Business communication is important to managers as it helps them carry out their basic functions within the organization.
- A great part of the time spent by a manager in an organization is devoted to communication.
- The purpose of business communication can be summarized into a few main functions: motivation, the sharing of information, socialization, control communication brings business alive.

#### Review Questions

1. When does the purpose of business communication fail?

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## 1.7. THE PROCESS OF COMMUNICATION

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Communication is a process that involves certain distinct steps. In its simpler form, it relates to stimulus and response. The stimulus arises from the communicator, and the receiver responds. Communication is not complete till the message conveyed by the sender is properly understood by the receiver. Communication involves participants (a sender and a receiver), message to be sent, a medium to carry the communication signals and the environments in which the message is sent and received. These elements act and interact in the five-step process. Whether you are speaking or writing, listening or reading, communication is more than a single act. Instead, it is a chain of events that can be broken into five phases as:

- The sender has an idea
- The idea becomes a message
- The message is transmitted
- The receiver gets the message
- The receiver reacts and sends feedback to the sender

### 1.7.1. The Sender Has an Idea

The sender is the individual who initiates the communication. This person is sometimes known as the "encoder", two things must happen before the sender wants to send a message which are as follows.

First, an internal or external stimulus prompts sender to send a message. This prompt may arrive in the form of letters, memorandum, penciled note, electronic mail,

fax, telex, or even casual conversation in the hallway. Regardless of the stimulus source; it could be a business transaction, a written question, a meeting, an interview, or unexpected request for a favour. Whatever the case might be, sender will start thinking of ideas for the message.

## NOTES

The second requirement to send message is sufficient motivation. Think of times when a manager asks a question, and some of the people present were fairly sure they knew the answer (were stimulated), but did not respond. Why didn't they respond? Probably, because they were not sufficiently motivated, i.e. they saw no personal benefit in answering. Or they saw greater benefit in not answering.

### 1.7.2. The Idea Becomes a Message

After being stimulated and motivated to communicate, the sender must decide how best to convey a message to the specific receiver. The message is the information or core idea being transmitted. The process of putting a message into the form in which it is to be communicated is called **encoding**. It consists of both verbal (written or spoken) symbols and nonverbal (unspoken) symbols. Verbal information is the part of the message that is read heard. Nonverbal information entails such things as body language and the surrounding environment. Whenever we compose a message, we need to consider what content to include, how the receiver will interpret it, and how it may affect your relationship.

*“A simple ‘Thank you’ message will be relatively easy. In contrast, to inform 200 employees of bad news about salaries will require much more complicated, carefully planned message.”*

To some extent, the choice of words also depends on our cultural background. The nature of our code—our language and vocabulary—imposes its own limits on our message. For example, the language of a lawyer differs from that of an accountant or a doctor, and the difference in their vocabularies affects their ability to recognize and express ideas.

### Challenges of Formulating Messages

Several things can go wrong when we are formulating a message. Typical problems involved are indecision about message content, lack of familiarity with the situation or the receiver, emotional conflicts, or difficulty in expressing ideas.

**1. Indecision about content:** Deciding what to say is the first difficulty in the communication process. Many people make the mistake of trying to convey everything they know about a subject. When a message contains too much information, it is difficult to absorb. If you want to get your point across, therefore, you have to decide what to include and what to leave out, how much detail to provide, and what order to include and what order adequate background. Include only the information that is useful to the receiver, and organize it in a way that encourages its acceptance.

**2. Lack of familiarity with the situation or the receiver:** Can we deliver our message equally well when we are not very familiar with the subject we are talking about: or when we do not know the receiver very well? Creating an effective message is difficult if we don't know how it will be used. Let's say we are writing a report on the market for sports equipment. If we don't know the purpose of the report, it's hard to know what to say. Some of the things you should be clear about before writing the report are:

- What sort of sports equipment should be covered?
- Should you include team sports as well as individual sports?

- Should you subdivide the market geographically or according to price ranges?
- How long should the report be?

Unless we know why the report is needed, we really cannot answer these questions intelligently. We are forced to create a very general document one that covers a little bit of everything.

Lack of familiarity with our audience is an equally serious handicap we need to know something about the biases, education, age, status, and style of the receiver in order to create an effective message. If we are writing for a specialist in our field, for example, we can use technical terms that might be unfamiliar to a layperson. If we are addressing a lower-level employee, we might approach a subject differently than if we were talking to our boss. Decisions about the content, organization, style, and tone of your message all depend, at least to some extent, on the relationship between us and our audience. If we don't know the audience, we will be forced to make these decisions in the dark. As a result, at least part of our message may miss the point. Hence, ask why we are preparing the message and for whom we are preparing it.

**3. Emotional conflicts:** Another potential problem in developing the message arises when the sender has conflicting emotions about the subject or the audience. Let's say we've been asked to recommend ways to improve the organization of our department. We conclude that the best approach is to combine two positions. But this solution will mean eliminating the job of one of our close associates. As we prepare our report, we find ourselves apologizing for our recommendation. Even though we believe our position is justified, we cannot make a convincing case. Thus, in business communications try to maintain your objectivity.

**4. Difficulty of expressing ideas:** Most of us might think that to write and to speak are not so difficult. We only learn that they do not come easy when we have to make public speeches or when we are a required to write an influential letter on a particular matter. Lack of experience in writing or speaking can also prevent a person from developing effective messages. Some people have limited education or a lack of aptitude when it comes to expressing ideas. Perhaps they have a limited vocabulary or are uncertain about questions of grammar, punctuation, and style.

Or perhaps they are simply frightened by the idea of writing something or appearing before as they lack expertise in using language.

*Problems of this sort can be overcome, but only with some effort. The important thing is to recognize the problem and take action. An inability to put thoughts into words can be overcome through study and practice.*

### 1.7.3. The Message is Transmitted

The third step in the communication process is physical transmission of the message from sender to receiver. How will we send our message? Should one write or speak? What is the appropriate channel for any given message? The channel is the means used to convey the message. The forms of communication may be verbal, or non verbal. Beyond that, we can convey a message by phone, computer, face-to-face exchange, or other medium.

### 1.7.4. The Receiver Gets the Message

The receiver is the individual to whom the message is directed, also known as the *decoder*. When the encoder's message is picked up, the receiver tries to make sense out of it, i.e. to decode it. Decoding is the process the receiver goes through in trying to

## NOTES

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interpret the exact meaning of the message. Everyone tries to read between the lines in an effort to interpret what the sender means by the message. If we send a letter, the recipient has to read it before she/he can understand it. If we are giving a speech, the people in the audience have to be able to hear us, and they have to be paying attention.

But physical reception is only the first step. The receiver also has to absorb the message mentally. In other words, the message has to be understood and stored in the receiver's mind. If all goes well, the message is interpreted correctly. The receiver assigns the same basic meaning to the words as the sender intended and responds in the desired way.

Like transmission problems, problems during the reception phase often have a physical cause. Competing sights and sounds, an uncomfortable chair, poor lighting or some other irritating condition may distract the receiver. In some impairment, for example, or even a headache, can interfere with reception of a message. These annoyances do not generally block communication entirely, but they may reduce the receiver's concentration.

Perhaps the most common barrier to reception is simply lack of attention on the receiver's part. We all let our minds wander now and then, regardless of how hard we try to concentrate. People are especially likely to drift off when they are forced to listen to information that is difficult to understand or that has little direct bearing on their own lives. If they are tired or concerned about other matters, they are even more likely to lose interest.

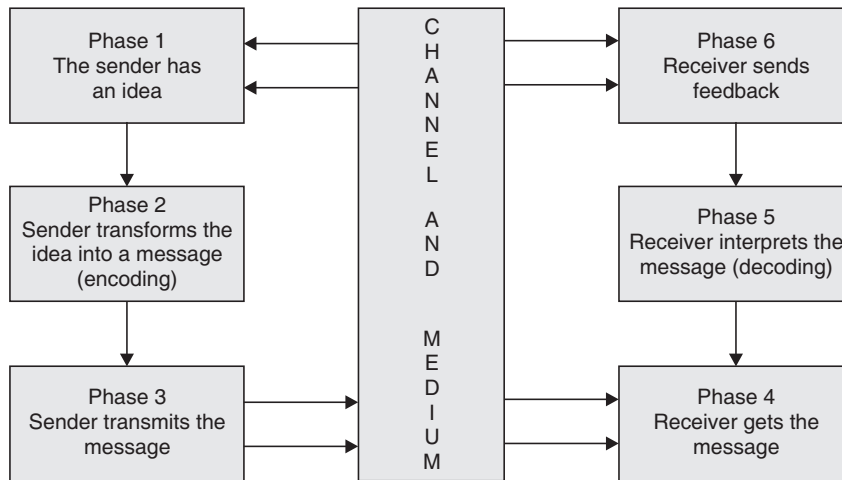
### 1.7.5. The Receiver Reacts and Sends Feedback to the Sender

Feedback is the receiver's response to a message. It is the final link in the communication chain. However, the feedback response involves a reversal of the communication process so that the receiver now becomes the sender and the sender becomes the receiver. After getting the message, the receiver responds in some way and signals as a response to the sender. The signal may take the form of a smile, a long pause, a spoken comment, a written message, or an action. Even a lack of response is, in a sense, a form of response.

Feedback is a key element in the communication process because it enables the sender to evaluate the effectiveness of the message. It provides guidance for the next message that you send to the receiver. If your audience doesn't understand what you mean, you can tell by the response and refine the message. Feedback plays an important role by indicating significant communication barriers: differences in background, different interpretations of words, and differing emotional reactions. So when the receiver of the message has made feedback and the sender is sure that the message has been communicated in the way intended, we say communication has existed.

Therefore, from the above phases, you can think of communication as a process consisting of identifiable links, with ultimate objective of influencing behavior, attitudes, and beliefs. Each element of the communication process is critical: the sender, encoding, channel, the receiver, decoding, and feedback.

The communication process has been illustrated in the figure given below:



## NOTES

### Check Your Progress

1. What do you know about the process of communication?
2. What are the phases of communication?

### Summary

- Communication is a process that involves certain distinct steps. In its simpler form, it relates to stimulus and response.
- Communication involves participants (a sender and a receiver), message to be sent, a medium to carry the communication signals and the environments in which the message is sent and received.
- Instead, it is a chain of events that can be broken into five phases as:
  - The sender has an idea
  - The idea becomes a message
  - The message is transmitted
  - The receiver gets the message
  - The receiver reacts and sends feedback to the sender
- The sender is the individual who initiates the communication.
- After being stimulated and motivated to communicate, the sender must decide how best to convey a message to the specific receiver.
- Several things can go wrong when we are formulating a message. Typical problems involved are indecision about message content, lack of familiarity with the situation or the receiver, emotional conflicts, or difficulty in expressing ideas.
- The forms of communication may be verbal, or non verbal. Beyond that, we can convey a message by phone, computer, face-to-face exchange, or other medium.
- The receiver is the individual to whom the message is directed, also known as the *decoder*.
- Feedback is the receiver's response to a message.



**Keywords**

- **Sender:** One who sends a message.
- **Receiver:** One who receives a message.
- **Sender:** The sending something out or passing something on from one person, place or thing to another.

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**Review Questions**

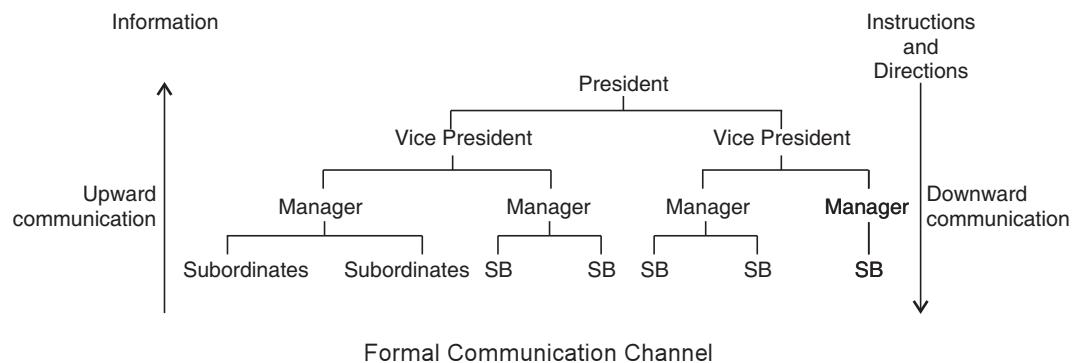
1. What will happen a message is not received within an organisation?
2. What is the importance of a message?

**1.8. DIMENSIONS AND CHANNELS OF COMMUNICATION**

As we have already discussed that communication is the process of sharing goal oriented messages between two or more sources through a medium or a channel or a network. Thus a **communication channel or a network is the pattern through which the members of a group communicate**. Whether an organization is large, small or virtual, sharing information among its parts and with the outside world is the glue that binds the organization together. In fact, communication is the lifeblood of an organization. It includes **Internal and External Structure** through which messages pass. Internal Communication refers to the exchange of information and ideas within an organization.

In most of businesses, much information can be exchanged internally by phone, e-mail, fax, interoffice memo, notices, circulars or company internet. And **External Communications** carries the information into and out of the organization. Companies constantly exchange messages with customers, distributors, competitors, investors, journalists and community representatives.

The efficiency of an organization depends on a regular flow of messages. A unique feature of organization has a profound impact on the communication process—named, **their structure**. Organizational structure refers to the formally prescribed pattern of inter-relationships existing between the various units of an organization. An organizational structure may be described using a diagram known as an organizational chart.



An organization chart, such as shown above shows the formally prescribed patterns of communication in an organization.



On the basis of an organizational structure, the messages can flow in two ways or channels:

1. Formal communication channel
2. Informal communication channel

**1. Formal communication channel** is also called **vertical communication** which is further divided into three types on the basis of its direction. These channel are officially recognized by an organization.

- (i) Downward communication
- (ii) Upward communication
- (iii) Horizontal communication

(i) **Downward communication.** Information flowing from the higher levels to lower levels within an organization such as from president to subordinates, is referred to as downward communication. They may be written in the form of letters, notes, circulars, notices or they may be oral, face to face in meetings. The purposes of downward communication are to give:

- (a) Instructions about a specific task.
- (b) Routine information so that the employees can feel a sense of belongingness to the organization.
- (c) Information about procedures followed by an organization.
- (d) Information about the ideology and the goals of the organization, so that they can feel a sense of identification with the organization's goals, ethos and values.
- (e) Feedback about sub-ordinates performance. Feedback to the employee on performance, his or her achievements and ways in which he or she can learn further and improve. This can raise his morale and efficiency.

**Disadvantages of Downward Communication.** One problem in downward communication is that of **message distortion**. A great deal of loss of information occurs as messages move downward. When a message is passed from a senior to a subordinate then it passes through many levels of authority. It causes delay as well as distortion of message as shown in the table:

<i>Levels</i>	<i>Loss</i>
Vice President ↓	40%
Manager ↓	50%
Subordinate ↓	60%
Workers	70%

To avoid this problem communication can be passed downward in a cluster as in a meeting, so that everyone receives it at the same time. There is some opportunity to seek clarification ; loss of information is avoided.

(ii) **Upward communication.** Information flowing from lower levels to higher levels within an organization, such as from a subordinate to the manager is referred to as upward communication. The purposes of upward communication are:

- (a) To provide information and submission of reports to the top executives. Sometimes, managers at higher levels want the information about the performance of

## NOTES

NOTES

subordinates on the job in response to orders and instructions issued to them. It helps the top to know the attitudes, behaviour, opinions, actions and feelings of the workers on the job. On the basis of such information, the management may improve its behaviour, introduce motivational and other plans in the organization and improve its controlling function.

(b) The upward communication can also be used for voluntary communication from the subordinates to convey their ideas, suggestions, opinions, complaints and grievances. The mechanism for transmitting ideas include the well known suggestion box and grievance committees. In many cases the proper use of such methods increases people's involvement in work and results in excellent ideas being put forward and implemented.

Upward Communication in an organization can also be set up by:

- (a) Arranging periodical review meetings with individual and groups.
- (b) Setting regular reporting systems.
- (c) 'Open door' policy also provides an opportunity to the employees to approach directly to the top executives.
- (d) Exit interviews with employees who are leaving the organization.

But the communication does not move upward easily. Fear and shyness often prevents subordinates from conveying messages to higher authorities when messages pass upward through official channel, there is usually loss of information. At every level some filtration occurs. Besides, there may be a deliberate suppression of information out of jealousy. Many people frequently avoid communicating bad news to their superiors because they feel that they may be rebuked by them. This general reluctance to transmit bad news is referred to as the **Mum effect**. So if we want to set up the channel of upward communication in an organization then we will have to create a healthy relationship between the employees and the employer.

(iii) **Horizontal or lateral communication.** Unlike the vertical communication *i.e.*, upward and downward communication in which the parties are at different status levels, horizontal communication involves people at the same level and therefore tends to be easier and friendlier. Communication between peers also tends to be more casual and occurs more quickly because fewer social barriers exist between the parties. The purpose of horizontal communication is

- (a) To develop a collaborative and proactive culture in an organization.
- (b) To exchange information about activities, processes and progress among heads of departments or other peer groups.
- (c) To sort out existing or potential conflicts by discussion.

However, that even horizontal communication can be problematic *e.g.*, people in different departments may feel that they are competing against each other for valued organizational resources and may show resentment toward each other, thereby substituting competitive orientation for the friendlier, cooperative one needed to get things done.

**2. Informal communication channel.** The formal system is not the only communication network in a group or organization. There is also an informal one which is called the **Grapevine**. If an organization's formal communication represents its skeleton, its informal communication constitutes its central nervous system. It has no definite pattern or direction. It is a complex web of oral communication flow, linking all the members of the organization in one way or the other.

Keith Davis has identified four types of grapevine chains:

(i) **Single strand chain.** In this chain 'A' tells something to 'B' who tells it to 'C' and soon it goes down the line. This chain is the least accurate in passing on the information.

(ii) **Gossip chain.** In it one person tells everyone the information he or she has obtained.

(iii) **Probability chain.** In this type of chain, individuals are indifferent to or not really interested in, the persons to whom they are passing some information. They just tell at random and those people in turn tell others at random. This chain passes information which is interesting but not really significant.

(iv) **Cluster chain.** In this 'A' tells something to a few selected individuals and then some of these individuals inform other selected individuals.

Davis is of the opinion, that the Cluster Chain is the dominant grapevine pattern in an organization.

#### **Importance of Grapevine:**

1. **More information.** Research has shown that grapevine is not just a zigzagging, unreliable channel. It often carries more information about the management's policies, and plans, work programs, the company's performance than the official system of communication does.

2. **Speedy transmission.** It moves much faster because it is not hindered by the delays of the official channel.

3. **Feedback.** It is only through the grapevine that the managers or top executives of an organization get the feedback regarding their policies, decisions, memos etc. In this way they come to know about the pulse of the organization.

4. **Motivation.** Grapevine also helps in creating a significant force within the work group, helping to build team work, motivate people. Employees in an organization establish personal relations through it. They are motivated to work with enthusiasm. They also feel a sense of belongingness to the organization.

#### **Limitations:**

1. The grapevine does not carry the complete information. As it is very often based on gossip or guesswork or whispers in the corridors. It may not give the receiver the complete picture of the situation.

2. As the oral messages are communicated faster than written ones, but become increasingly inaccurate as they flow from person to person. This problem of inaccuracy is clearly responsible for giving the grapevine such a bad reputation. In many cases, information may be transmitted that is almost totally without any basis in fact and usually unverifiable. Such messages are known as rumors. Sometimes Rumors about company products may not only influence the value of a company's stock but also threaten its employee's feelings of job security.

#### *For Example:*

1. A rumor about the use of worms in McDonald's hamburgers circulated in the Chicago area in the late 1970. Although the rumor was completely untrue, sales dropped as much as 30 per cent in some restaurants.

2. In June 1993, stories appeared in the press slating that people across the United States found syringes in cans of pepsi-cola. Although the stories proved to be completely without fact. But the result was the complete loss of business.

## **NOTES**

## NOTES

**How to counter the effects of rumor?**

Although this is a difficult question to answer. Evidence suggests that directly refuting a rumor may not always counter its effects. Rumors are more difficult to disprove and do not die quickly. When you directly refute a rumor (e.g., I didn't do it) you actually may help spread it among those who have not already heard about it and strengthen it among those who have already heard it. In such case, **directing the public's attention away from the rumor may help minimize its adverse impact.** For example, the company can focus its advertising on other positive things that the public knows about. In research studying the McDonald's rumor e.g., it was found that reminding people of other things they thought about McDonald's (e.g., that it is a clear, family-oriented place) helped counter the negative effects of the rumor.

We can conclude from the above discussed importance and limitations of grapevine that grapevine is an important part of any group or an organization. It cannot be crushed entirely.

**Check Your Progress**

1. What is a communication channel?
2. What are internal and external communications?
3. What are formal and informal communications?

**Summary**

- Communication channel or network is the pattern through which the members of a group communicate.
- **An Organizational Structure** has a profound impact on the communication process.
- **Organizational Structure** refers to the formally prescribed pattern of interrelationships existing between the various units of an organization.
- **Internal Communication** refers to the exchange of information and ideas within an organization. By phone, e-mail, fax, memo, circulars etc.
- **External Communication** carries the information into and out of the organization.
- The messages or information can flow in two ways or channels:
  - (i) Formal Communication Channel.
  - (ii) Informal Communication Channel.
- Formal Communication Channel can be of three types:
  - (a) Downward Communication (From higher to lower level)
  - (b) Upward Communication (From lower to higher level)
  - (c) Horizontal Communication (Communication at same level).
- There is also an informal communication which exists, known as the **Grapevine**. It has no definite pattern or direction.
- Four types of grapevine chains have been identified by Keith Davis.
 

(i) Single Strand Chain	(ii) Gossip Chain
(iii) Probability Chain	(iv) Cluster Chain.

- Grapevine plays an important role in
  - (i) providing more information
  - (ii) speedy transmission of information
  - (iii) providing feedback
  - (iv) arousing motivation among the employees.
- Grapevine can be harmful because
  - (i) it does not carry the complete information
  - (ii) it may be inaccurate because it is oral
  - (iii) it may be described as rumor.
- The effects of rumor can be minimized by
  - (i) Directing public attention away from the rumor.
  - (ii) Focusing on other positive things that are known to public.

## NOTES

### Keywords

- **Downwards:** from higher to lower level.
- **Upward communication:** from lower to higher level.
- **Horizontal communication:** Communication at the same level.

### Review Questions

1. Define downward communication with an appropriate example.
2. Define upward communication with an appropriate example.
3. Define horizontal communication with a appropriate example.

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## 1.9. 7 “C”S OF COMMUNICATION

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Communication is an important part of our world today. The ability to communicate effectively with others is considered as a prized quality of the successful business people. To communicate and compose effective message, we need to follow certain scientific principles. As a leader or manager to make our letters, memorandums, reports, representations and any other form of communication we need to stick on these communication principles. They are also referred to as the 7 “C”s because all of them begin with the alphabet “C”.

**The 7 “C”s of communication are as follows:**

- |                 |                |
|-----------------|----------------|
| • Completeness  | • Conciseness  |
| • Consideration | • Concreteness |
| • Clarity       | • Courtesy     |
| • Correctness   |                |

### 1.9.1. Completeness

A business communication has to be complete. In business communication completeness of all necessary fact is absolutely necessary. Message is “complete” when it contains all facts the reader or listener needs for the reaction described. An incomplete message irritates the receiver. Due to incomplete messages there may be wrong actions, which may prove expensive to an organization.

## NOTES

We should prepare our messages in way that the receiver has no doubt about anything contained in it. For instance, you are ordering a shirt through mail, your mail must include all necessary facts such as color, size, quantity, mode of payment, and order date and so on without these details order may not be fulfilled as per your satisfaction.

There are several grounds necessary for the completeness of messages:

- Complete message are more likely to bring the desired results without the extra cost of additional messages.
- Complete messages serve in developing and building goodwill.
- Complete message develops a sense of concern for other party as both the reader and sender may have different background, culture, viewpoint, needs and experience.
- They can help prevent costly lawsuits that may result if important information is missing.
- Papers that seem inconsequential can be surprisingly important if the information they contain is complete and effective.

**The following important guidelines to make a particular message complete:**

### 1.9.1.1. Answer all Questions Asked

Whenever responding to an inquiry, the inquiry may for the information or for the product we have to clearly answer the entire question asked. It is always better to make separate paragraph for each query. Try to answer all questions-stated and implied. A prospective customer's reactions to an incomplete reply are likely to be unfavorable. The receiver may think we are trying to hide the weak point of our organization or we are careless in preparing the message. Incomplete message may generate suspicion in the mind of the receiver.

*Examine the following pairs of sentences where the second is an improvement over the first one in being complete:*

- I did not receive any response for the complaint I lodged.
- I made a complaint to the Branch Manager on March 29, 2014 on the excessive delay at the cash counter. Can I get a response?

### 1.9.1.2. Give Something Extra, when Desirable

In some conditions answering only the questions asked may not make a message complete. We have to provide something additional; it seems desirable to provide the additional information. Sometimes you must do more than answer the customer's reaction to an incomplete reply is likely to be unfavorable.

**Example:** Suppose you are the coordinator of an event, try to cover all the aspects while providing the information such as:

- Direction how to reach the place of event.
- Where is the parking place for the vehicle?
- Date, timing and day of the event.
- Programme schedule of the event.

### 1.9.1.3. Checking for the Five “Wh” Questions

Another way to make your message complete is to answer, whenever desirable, the “five Wh questions”, who, what, where, when, why and any other essentials, such

as how. The five question method is especially useful when you write requests, announcements or other informative messages. Example: While ordering some material from the supplier we have to make clear the following question:

- What material is needed?
- When the required material is needed?
- To whom and where the materials should be sent?
- How the payments of the material will be made and other necessary details.

## 1.9.2. Conciseness

**Conciseness refers to elimination of unnecessary words and inclusion of interesting topics for the recipients.** Conciseness refers to saying whatever we want in fewest in possible words without sacrificing the other C qualities. A concise message saves time and expense for both sender and receiver.



A message should be as brief as possible to gain the attention of the receiver. A receiver should not feel that he is going through unnecessary lengthy messages and wasting his time. Conciseness contributes to emphasis. By eliminating unnecessary words, you help make important ideas stand out.

To achieve conciseness, the following points should be considered as suggestions:

### 1.9.2.1. Include Only Relevant Facts and Expressions

The effective, concise message should omit not only unnecessarily wordy expression but also irrelevant material. To be sure you include only relevant facts, observe the following suggestions:

- Stick to the purpose or objectives of the message
- Avoid irrelevant words and long-winded sentences
- Omit information obvious to the receiver; do not repeat at length what that person has already known to the receiver.
- Eliminate lengthy introduction, unnecessary explanation, excessive adjectives and prepositions.
- Get the important point tactfully and concisely.

*Avoid unnecessary repetition:* Repetition induces monotony but sometimes repetition is necessary for emphasizing an idea but when same thing is repeated two or three times without any reason the message becomes wordy and boring. These can be done by sticking to the following points.

(i) *Use shorter name:* use short name after mentioning the long name once. For example, if once you have mentioned “*Sony Manufacdturing Share Private Limited Company*” once, you can write “*Sony Company*” instead of such a long name.

## NOTES



**NOTES**

(ii) *Make use of initials:* Use pronouns or initials rather than repeating long names i.e. for example you should write “AMU” instead of writing “Arba Minch University” again and again.

(iii) *Avoid repetition of sentences:* Cut out all needless expressions and repetition of phrases of sentences.

• *Eliminate wordy expressions:* Use single word substitute instead of phrases whenever possible without changing meanings. **Examples:**

Wordy	Concise
At this time	Now
Due to the fact that	Because
In due course	Soon
In many cases	Often
In most cases	Usually
Under the circumstances	Because

**Examples**

**Wordy:** *We hereby wish to let you know that our company is pleased with the confidence you have reposed in us.*

**Concise:** *We appreciate your confidence*

**Wordy:** *Please be advised that your admission statement has been received.*

**Concise:** *Your admission statement has been received.*

**Wordy:** *In most cases the date of the inquiry is indicated in the upper right corner.*

**Concise:** *The policy date is in the upper right corner.*

**Wordy:** *She bought desks that are of the executive type.*

**Concise:** *She bought executive type desks.*

**Wordy:** *Please be advised that your admission statement has been received.*

**Concise:** *Your admission statement has been received.*

**1.9.3. Consideration**

**Consideration means that you prepare every message with the recipient in mind and try to put yourself in his place.** The interrelationship between sender and receiver profoundly affects the communication. Try to visualize your readers or listeners with their desire, problems, circumstances, emotions, and probable reactions to your requests. Then handle the matter from their point of view. In the broad sense, consideration underlies the other six “C”s of good business communication.



**The followings are the points to be considered in order to make the message considerate:**



### 1.9.3.1. Focus of “You” instead of “I” or “We”

As we know that the primarily our receivers are usually more concerned about themselves than about you or the company you represent. They are more likely to read your message when they see their names and the pronoun “you” rather than “we” or “us”. Therefore, in writing letters to others, we have to write from the point of view of the receiver so that our letters will be effective and bring the required outcome immediately.

### 1.9.3.2. Show Reader Benefit or Interest in Reader

Whenever possible and true, show how your readers will benefit from whatever the message asks or announces. They will be more likely to react favorably and do what you suggest if you show that the benefits are worth the effort and cost. In situations where the actual direct reader benefit is impossible or irrelevant to the subject matter, the message should at least show interest in and concern for the reader’s needs or viewpoint.

### 1.9.3.3. Emphasize on the Pleasant and Positive Facts

In many situations we have to say no, disagree, or to say sorry, a straight forward style may hurt the receiver or the client of the organization. The receiver accepts calmly all the regrets, sorry if they are expressed in pleasant manner. To show consideration for your reader or listener is to accent the positive. This means:

- (i) Stressing what can be done instead of what cannot be done favorably.
- (ii) Focusing on words your recipient can consider favorably.

In other words, a polite, a positive and pleasant no retains the customer’s goodwill.

#### **For example:**

**Negative approach:** We are sorry to inform you that we are not able to open your account without photographs.

**Positive approach:** Thank you for the order, we will open your account immediately as soon as the photographs reach to us.

*Applying integrity and Ethics:* To be truly considerate, you need also to apply integrity your written and oral messages. Ethics is concerned with what is right human conduct. Codes of ethics provide standards enabling us to determine the fundamental distinction between the right and the wrong human behavior.

## 1.9.4. Concreteness

Concreteness of message refers to being more specific, definite, and vivid rather than general. The main benefit of being concrete is obvious that the receiver knows exactly what is required or desired. The other benefit of being concrete is that the reply might be in the same way that may be interrupted by you as the receiver.

The following guidelines will help in composing concrete, and convincing messages:

### 1.9.4.1. Using Specific Facts and Figures

Whenever possible use specific, exact, precise statement or figure instead of general words which helps in making your message more concrete.

NOTES

Examples:	Concrete, Precise
1. He is intelligent	His percentage have increased from 84% in SSC to 88% in HSC
2. Eastern Europe is making progress in obtaining investments	In 1990 investments in Eastern Europe were about US \$30 million; today that figure has increased by 12%

But sometimes when you don't know the exact figures and want to be concrete you can write as "half the committee was present".

**1.9.4.2. Put Action in Your Verb Instead of Infinitives**

To help make messages vivid and specific you can use comparisons and concrete language. Verbs can bring your concreteness back to being alive and more dynamic. Use of verbs especially the active verbs makes your sentence more specific, personal and concise. Even the passive verbs are more useful sometimes when you want to avoid any personal or accusing comments.

**1.9.4.3. Use Vivid Images and Guiding Words**

It is better to use comparisons, figurative expression instead of using your opinions and abstract expressions.

**1.9.5. Clarity**

**Clarity means getting your message across so the receiver will understand what you are trying to convey.** This is difficult due to different communication barriers. We want that person to interpret our words with the same meaning we have in mind. The message must be so clear that even the dullest man in the world should readily understand it. The communicator must be very clear about all the aspects of the idea in his mind and about the purpose for which it is to be communicated. Accomplishing the goal is difficult because as you know, individual experiences are never identical and words may have different meanings to different persons.



Clarity has two versions which are known as *Clarity of thoughts* and *Clarity of expressions*.

**1.9.5.1. Clarity of Thoughts**

It is clear that the communication begins with the generation of idea in the mind of the sender. There should be a great deal of clarity at this stage to make communication effective. The sender must be clear about the idea he wants to express. For instance,

- *What is the objective of the communication?*
- *What is to be communicated?*
- *Which medium will be more effective to communicate the idea?*

### 1.9.5.2. Clarity of Expressions

The sender sends the idea through the encoding process. If the encoding is inappropriate the message will be misinterpreted and it will lead to miscommunication. Therefore it becomes very important to be careful while encoding the message. Most of the messages are transmitted with the help of words, sender should be careful of the meanings and in organizing the words.

Here are some specific ways to be considered in the selection of words:

- *Use simple words:* Short and simple words are more effective than difficult and heavy words. Try to avoid difficult words.

Difficult words (avoid them)	Simple words (use them)
Demonstrate	Show
Utilize	Use
Metropolis	City
Terminate	End

- *Use single words:* Use single words rather than long phrases and trite expressions.

Long phrases (avoid them)	Single words (use them)
At all times	Always
As soon as possible	Immediately
Subsequent to	After
Prior to	Before

- *Use concrete expression:* Concrete expressions create visual images that are easy to remember. Therefore instead of using generalized expression. It is better to avoid using opinions or contextual expression.

General expression	Concrete and effective expression
Examination is to start soon	Examination will start on 3rd march.
The show case is inexpensive	The showcase costs only \$ 2000.

- *Avoid jargon and difficult vocabulary:* Jargons are special language of particular trade or profession. No doubt jargons are more effective if used among the persons of same trade or profession, but problem starts when used between the people who are unknown to the jargons or belongs from different trade or profession.

- *Avoid ambiguity:* Ambiguity is often caused by careless use of personnel pronouns, punctuation. Some words also have more areas of meaning. Ambiguity is also caused by indecisive placing of adverbs.

**Example:** Person to shopkeeper on phone: Send me two copies of Business India and Femina magazine. The receiver may inquire to the person whether he needs two copies of each or two magazines in total.

### 1.9.6. Courtesy

To build good friendship with our business partners is being courteous in our communication. Courteous message helps to strengthen present business friendship, as well as making new friends. Courtesy is a quality that enables a request to be refused without killing allhope of future business. Courtesy also means replying

## NOTES

promptly to all letters. If you feel your correspondent's comments are unfair, try to answer tactfully. In short, the whole letter should have a courteous tone. It is not what you say; it is how you say it. Courtesy stems from sincere you-attitude.

## NOTES



**To be courteous, the following guidelines are suggested:**

### **1.9.6.1. Answer/respond Promptly**

In business it is a general practice to respond to a letter immediately at the same day, when it is received. In some cases immediate response may not be possible because it may need the approval of higher authorities or subordinates regarding the matter of the message. In this case you should at least acknowledge to the sender and intimate the reasonable time to send back the reply of the message.

### **1.9.6.2. Omit Expression that Irritate, Hurt or Belittle**

Some words and expressions are negative in connotation and irritate the receiver. Particularly when they are used with "you" attitude, they become provocative. Expressions like "you failed", "your irresponsible approach" are going to hurt the receiver. The thoughtful business communicator should avoid expression that might offend the receiver.

### **1.9.6.3. Be Tactful Instead of Being Blunt**

Though few people are intentionally abrupt or blunt, these traits are common cause of discourtesy. Sometimes they stem from mistaken idea of conciseness or from negative person's attitudes. Be tactful instead of being blunt in your correspondence.

### **1.9.6.4. Grant and Apologize Good-Naturedly**

Whenever you grant a customer's request, begin your letter with the best news first and inject a courteous ungrudging tone. When someone in your organization makes a mistake, you can apologize and correct the error perhaps even before the customer discovers it.

### **1.9.6.5. Apologize Sincerely for an Omission/Thank for a Favour**

If you have overlooked or failed to do something, express your regrets promptly and sincerely and make amendments for the omission immediately. If some has done a favor to you, acknowledge it promptly and thank the person generously for being kind to you.

### 1.9.7. Correctness

**The correctness principle is more than proper grammar, punctuation and spelling.** A message may be perfect grammatically mechanically but still lose a customer and fails to achieve a purpose. Though mistakes are never intentional, but even they spoil our image. It is essential that the sender should verify the correctness of the information before transmitting it to the receiver. And before accepting the information for important decision-making, the receiver should clarify his doubts regarding the accuracy and correctness of the message.

Errors in the messages fall in the following categories:

- Mistakes in names, figures, facts, and words.
- Mistakes in punctuation and capitalization
- Mistakes in the level of language

**The following points should be considered as suggestions for the correctness:**

#### 1.9.7.1. Use the Right Level of Language

Communication must be correct in tone and style of expression, spelling, grammar, format, contents, statistical information, stress/unstressed, and so on. There should not be any inaccurate statements in the message. Efforts must be made to avoid errors in spellings, punctuations, and so on. The incorrect written documents lower the receivers' confidence in the sender. In the same way, the incorrect statements and other miscellaneous errors of the speaker lower the listeners' confidence in him and it may blemish his image and reliability too. When communication receiver finds one error he suspects that there can also be other errors in the message. Therefore, he starts searching for other mistakes automatically.

#### 1.9.7.2. Check Accuracy of Figures, Facts and Words

The subject matter of communication must be correct or accurate. The manner in which the message is transmitted must be absolutely correct. Accuracy in writing can be achieved by careful checking and editing. Correctness demands accurate figures, because decisions may go wrong if wrong figures are given. Over writings, erasures, strikeovers, wrong spellings, faulty grammar, poor sentence construction and so on may distract the receiver and lead to misunderstanding.

#### 1.9.7.3. Send Messages at the Correct Time

Messages should be transmitted and responded at the appropriate time. The information that is outdated is useless and can amount as a futile effort. Since communication is an expensive process, transmitting outdated information becomes wastage of time, money and human resources.

#### 1.9.7.4. Send Messages in the Correct Style

This is also called the principle of adaptability. We have to adapt the message to the needs of the receiver. We have to keep in mind the educational background, the width of vocabulary, specialized knowledge, the depth of the information required.

### Check Your Progress

1. What are the scientific principles for making a communication effective?
2. What do you mean by completeness of the message?

### NOTES

NOTES

3. Mention the important guidelines to make out message complete.
4. What is consideration? Mention the point to avoid unnecessary repetition in the message.
5. What is consideration? Give some suggestion to be considerate in your message.
6. How do you express the clarity of thought and clarity of expression?
7. What we can do in order to be courteous in our messages?

**Summary**

- The major communication principles are Completeness, Conciseness, Consideration, Concreteness, Clarity, Courtesy and Correctness.
- These communication are also known as 7 “C” of communication. These principle are necessary to compose the effective message in communication.
- Completeness requires answering all questions asked and implied. It also means giving something extra when desirable and also checking for five “Wh” questions.
- Conciseness requires including only relevant facts and expressions. It also means avoiding unnecessary repetition.
- Consideration requires adopting the “You” altitude, it also emphasizes positive, and pleasant facts.
- Concreteness requires applying specific facts and figures and using vivid image and guiding words.
- Correctness of message implies giving correct facts and sending the messages at correct time and in the correct style.
- Clarity of thought and expressions is important in communication so as to not cause any amniguity.
- Courtesy in communication is important since it result in friendliness with business partners.

**Keywords**

- **Conciseness:** Inclusion of relevant details only
- **Concreteness:** Application of specific facts

**Review Questions**

1. \_\_\_\_\_ means being specific, definite and vivid.  
(a) Consideration (b) Completeness  
(c) Concreteness (d) Conciseness
2. All statements are true to make the messages considerate, except  
(a) Use single words (b) Avoid gender biase  
(c) Emphasis on positives (d) Adopt you approach  
(e) None of above
3. Correctness of the message implies:  
(a) Proper grammar and punctuation (b) Correct facts  
(c) Correct line (d) Correct style  
(e) All of above

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## 1.10. BARRIERS TO COMMUNICATION

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Communication is successful only when the receiver understands the message as intended by the sender. *Organizational communication* is the process by which managers develop a system to give information and transmit meaning to large number of people within the organization and to relevant individuals and institutions outside it. Communication is very important because:

- Managers spend most of their time communicating
- Communication is needed for managerial effectiveness
- Communication leads to power
- Communication leads to organizational effectiveness

But many a time managers say something and the subordinates understand it differently. This distortion may be due to some barriers to communication, which are discussed as follows.

### 1.10.1. Communication Barriers Between People

These include barriers such as differences in perception and language, poor listening, emotional interference, cultural differences and physical distractions.

#### 1. Differences in Perception and Language

**Perception** is people's individual interpretation of the sensory world around them. Even when two people have experienced the same event, their mental images of that event will not be identical. Because perceptions are unique, the ideas one wants to express differ from other people.



**Language** is an arbitrary code that depends on shared definitions. A receiver and a sender may attach different meanings to the words used in a message. The receiver will interpret the message based on his experiences, interests, opinions and emotions. Communicated message must be understandable to the receiver. Words mean different things to different people. Language reflects not only the personality of the individual but also the culture of society in which the individual is living. In organizations, people come from different regions, different backgrounds, speak different languages, have different academic backgrounds, different intellectual facilities, and hence the terminology they use varies. Often, communication gaps arise because the language the sender is using may be incomprehensible, vague and indigestible.

#### 2. Poor Listening

Poor listening is one of the major communication problems. Listening ability decreases when information is difficult to understand and when it has little meaning for the listener. Failure to listen is a common barrier to successful oral communication. Most people speak 100 to 200 words a minute but are capable of listening to material of average difficulty at 500 or more words a minute. This difference allows listener's mind to wander to topics other than the message. Listening is a skill that can and must be learned.

## NOTES



NOTES

Misunderstanding and conflicts can be reduced if people would listen to the message with enough attention. Most people do not listen very well due to various distractions, emotions, excitement, indifference, aggressiveness and wandering attention. One of the major reasons for poor listening is an individual's continual thinking about his own problems and worries.

**3. Emotional Interference**

How the receiver feels at the time of receipt of information influences effectively how he interprets the information. For example, if the receiver feels that the communicator is in a cheerful mood, he interprets that information being sent by the communicator to be good and interesting. Extreme emotions and joyousness or depression are quite likely to hinder the effectiveness of communication. It is difficult to shape a message when one is upset, hostile or fearful. The ideas and feelings often get in the way of being objective.

**4. Cultural Differences**

Communicating with someone from another country is probably the most extreme example of how different backgrounds and cultures may impede communication. In fact, it may be one of the hardest communication barriers to overcome.

**5. Receiver's Capability**

If the receiver has a physical or mental disability that causes a communication barrier, the sender should recognize this in choosing message type and channel.

**6. Physical Distractions**

Communication barriers are often physical: bad connections, poor acoustics, or illegible copy. This can block an effective message. The receiver might be distracted by poor lighting, health problems or some other irritating condition, that may reduce the receiver's concentration.

**1.10.2. Communication Barriers within Organizations**

The number of business messages delivered each day is staggering, and the opportunities for feedback are often limited, making it difficult to correct misunderstandings when they do occur.

**1. Information Overloads and Message Competition**

A recent study by the Gallup organization found that, the average white-collar worker sends and receives as many as 190 messages a day. The problem is that new technology is not replacing more traditional forms; it is just adding to the load.

**2. Environmental Factors**

The environment in which communication occurs can interfere with the success of a message. One such example of a distracting environmental factor is a noisy machine in an area where a supervisor is trying to speak with an employee.

**3. Incorrect Filtering**

Filtering is screening out information before a message is passed on to someone. Information theory tells us "every relay doubles the noise and cuts the message in half". That means the message will be distilled and probably distorted before it is passed on to the intended receiver.



**4. Closed or Inadequate Communication Channel**

A management style that is directive and authoritative blocks the free and open exchange of information that characterizes effective communication. Having too few channels will block communication, whereas having too many channels will distort messages as they move upward, downward or horizontally through the organization.

**NOTES**

**1.10.3. Channel Selection**

Communication may be oral, written, visual or audio-visual. The different communication channels can be personal barriers in that some individuals always seem to incline toward a particular channel even though a more effective one exists. All the media have their relative merits and limitations. While a properly chosen medium can add to the effectiveness of a communication, an unsuitable medium may act as a barrier to it.

**Appropriate Uses of Communication Media**

Medium	When to use the Message
E-Mail	<ul style="list-style-type: none"> <li>• Consists of short, simple content.</li> <li>• Involves mostly fact-based information where visual and nonverbal cues are not required.</li> <li>• Requires, prompt dissemination or response.</li> </ul>
Face-to-Face	<ul style="list-style-type: none"> <li>• Will benefit from visual, verbal, and non-verbal cues.</li> <li>• Requires exploration of complex topics.</li> <li>• Involves sensitive, personal, or bad-news information.</li> <li>• Requires interactive or immediate feedback.</li> </ul>
Telephone	<ul style="list-style-type: none"> <li>• Will benefit from set less-formal environment.</li> <li>• Requires an audience of one (usually).</li> <li>• Requires discussion with immediate feedback off common ideas.</li> </ul>
Written	<ul style="list-style-type: none"> <li>• Requires at record for documentation or later reference.</li> <li>• Contains complex, detailed, or lengthy content.</li> <li>• Benefits from, graphics or other visuals.</li> </ul>

Source: Scot Ober, *Contemporary Business Communication*, 7e Boston: Houghton Mifflin Company, 2009

**1.10.4. Physical Barriers**

These include noise, time and distance.

**1. Noise:** Noise is an interruption that can creep in at any point of the communication process and make it ineffective. Environment is one major cause that interferes with message reception like noises from the roadside, by the loud noise of machines in factories, constant gossiping of individuals outside the communication act, blaring loudspeaker, faulty transmission, and so on. Noise can occur in other forms also; poor handwriting, heavy accent or soft speech, communication in a poorly lit room, and so on, in fact, these are barriers to effective communication.

For smooth and effective communication, it is necessary to eliminate or reduce noise as far as possible.

NOTES

**2. Time:** The frequency of communication encounters affects the human relationships and the intensity of human relations is affected by the amount of time that passes between these encounters. If the employee does not communicate with their superiors for a long time, it may create a communication gap between them, which may affect their relationship.

Time can act as a barrier to communication in some other ways also. A guest who arrives at midnight will not be able to communicate well with the host who might feel embarrassed or disturbed in his sleep. Time will not allow two communicators to talk to each other if they work in different shifts. A phone call at midnight can irritate or embarrass the receiver.

**3. Distance:** The distance between the communicator and the receiver can be a strong barrier to communication, if the technical devices of communication such as telephone, telefax, internet are not available to link them. Even faulty sitting arrangement in the office can create a kind of communication gap, which can be eliminated by adjusting the distance.

**1.10.5. Semantics**

This refers to the different uses and meanings of words and symbols. Words and symbols may not have similar uses and meanings for different individuals from different cultural group, language and living style so it may create some barrier in the communication process. It is found by the experts that people attributes 14,000 different meanings to 500 commonly used English words. Therefore, the sender and receiver are many a time likely to attribute different meaning to the same word. Sometimes, they may use different words to communicate the same meaning. There are many words in English such as light, cheap, end so on.

**Semantic Barriers Include**

**1. Interpretations of words:** Receivers decode words and phrases in conformity with their own network, which may be very different from those of senders. Words are capable of communicating a variety of meanings. It is quite possible that the receiver do not assign the same meaning to a word as the sender has intended, that may lead to miscommunication. For some, a successful career means having prestigious job title and making lot of money; for others, it may mean having a job they really enjoy and plenty of personal time to spend with family and friends.

**2. Bypassed instructions:** When the message sender and receiver attribute different meanings to the same words, bypassing often occurs.

**Example:** An office manager handed to a new assistant a letter, with the instruction "Take it to our store room and burn it". In the office manager's mind (and in the firm's jargon) the word "burn" meant to make a copy on a photocopier. As the letter was extremely important, she wanted an extra copy. However, the confused employee afraid to ask questions burnt the letter and thus destroyed the original existing copy!

*To avoid communication errors of bypassing, when you give instructions or discuss issues, be sure your words and sentences will convey the intended meaning to the recipient. Also, when you are the recipient of unclear instruction, before acting on it, ask questions to determine the sender intended meaning.*

## NOTES

### 3. Denotations, Connotations, and Euphoniums.

**Denotations:** The denotative meaning is the meaning on which most people will probably agree. A denotation is usually the dictionary definition of a word. Denotative meanings name objects, people or events without indicating positive or negative qualities. Such words as car, desk, book, house, and water convey denotative meanings. The receiver has a similar understanding of the thing in which the word is used.

**Connotations:** In addition to more literal denotative meanings, some words have connotative meanings that arouse qualitative judgments and personal reactions. The term 'meeting room' is denotative. The word man is denotative, father, prophet, brother are connotative. Some words have positive connotations in some contexts and negative meanings in others. For example, slim girl and slim chances.

**Euphemisms:** Tactful writer and speakers use euphemisms whenever possible to replace words that might have blunt, painful, lowly or distasteful connotations. Euphemisms are mild, innovative expressions with which most people do not have negative associations.

#### 1.10.6. Perception of Reality

Francis Bacon has said, *'Man prefers to believe what he prefers to be true'*. The individual experiences and their interpretations are never identical because their perceptions are different. If two friends see a movie together, their interpretation, of the events and the characters in it will certainly be different.

The reality of an object, an event, or a person is different to different people. Reality is not a fixed concept; it is complex, infinite and continually changing. Besides, each human being has limited sensory perceptions—touch, sight, hearings, smell, and taste and each person's mental filter is unique. People perceive reality in different ways. No two persons perceive reality in identical manners.

#### 1.10.7. Attitudes and Opinions

Communication effectiveness is influenced also by the attitudes and opinions the communicators have in their mental filters. People tend to react favourably when the message they receive agrees with their views towards the information, the set of facts, and the sender. In addition, sometimes unrelated circumstances affect their attitudes, and responses as follows.

- Emotional state
- Favourable or Unfavourable information
- Closed mind
- Status consciousness
- Credibility

#### 1.10.8. Information Overload

It refers to the condition of having too much information to process. The implication is that individuals can effectively process only certain amount of information. An example would be if your professor gave you too much information, too quickly, concerning a term paper's requirements or if a manager gave an employee too much information at one time about a report's requirements. In either situation, the receiver probably does not receive the entire message. Managers need to be aware of potential for information overload and to make appropriate adjustments.

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## 1.11. GUIDELINES FOR EFFECTIVE COMMUNICATION BARRIERS

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### NOTES

To make communication effective, managers must attempt to remove barriers. There are six factors or themes that contribute to effective communication.

1. Fostering an open communication climate
2. Committing to ethical communication
3. Understanding the difficulties involved in intercultural communication
4. Adopting an audience-centered approach to communication
5. Using technology wisely and responsibly to obtain and share information
6. Creating and processing messages effectively and efficiently

**1. Fostering an open communication climate:** An organization's communication climate is a reflection of its corporate culture: the mixture of values, traditions and habits. It affects the quantity and quality of the information that passes through the pipeline.

**(a) Modify the number of organizational levels:** One way to foster an open communication climate is to reduce the number of levels in the organizations structure. The fewer the links in the communication chain, the less likely the misunderstandings will occur. In other words, a flat structure (having fewer levels) and a wide span of control are likely to introduce distortion than a tall structure and a narrow span of control.

**(b) Facilitate feedback:** Giving the audience a chance to provide feedback is crucial to maintaining an open communication climate.

**2. Committing to ethical communication:** Ethics are the principles of conduct that govern a person or a group. Ethical people are generally trustworthy, fair and impartial, respecting the rights of others, and concerned about the impact of their actions on society. Ethics plays of a crucial role in communication. Ethical communication includes all relevant information, which is true in every sense and is not deceptive in any way.

**(a) Recognize ethical choices:** Every company has responsibilities to various groups—customers, shareholders, suppliers, neighbors, the community and the nation. What is right for one group may be wrong for another. Moreover as we attempt to satisfy the needs of one group, we may be presented with an option that seems right on the surface but somehow feels wrong.

**(b) Make ethical choices:** Laws provide ethical guidelines for certain types of messages. Look at the consequences of the decision and opt for the solution that provides the greatest good to the greatest number of people, and one that we can live with.

**(c) Motivate ethical choices:** Organizations can foster ethical behavior:

- by helping top managers become more sensitive communicators
- by using ethics audits
- by rewarding ethical actions

**3. Understanding the difficulties involved in intercultural communication:** More and more businesses are crossing national boundaries to compete on a global scale and the make up of the global and domestic work force is changing rapidly. Global companies must understand the laws, customs and business practices of many countries, and they must deal with business associates and employees.

NOTES

**4. Adopting an audience-centered approach to communication:** Using an audience-centered approach means keeping the audience in mind all times when communicating. Since audience is taken care of, every possible step is taken to get the message across in a way that is meaningful to the audience. Empathizing with and being sensitive to the audience's feelings is the best way to overcome such communication barriers as differences in perception and emotional interference.

**5. Using technology wisely and responsibly to obtain and share information:** In today's world, information moves through an array of media at the speed of a neural impulse. Technology has such an impact on business communication. When used wisely and responsibly, technology helps to improve the effectiveness of business communication.

**6. Creating and processing messages effectively and efficiently:** The sixth guideline is to plan messages, generate ideas, organize the thoughts, and turn the words into effective business messages.

**(a) Learn about the audience:** Creating an effective message is difficult if the audience is unfamiliar, or if we don't know how the message will be used. We need to know something about the biases, education, age, status and style of the receiver in order to create an effective message.

**(b) Adapt the message to the audience:** Decisions about the content, organization, style, and tone of the message depend on the relationship between the sender and the audience.

**(c) Develop and connect ideas:** Include only the information that is useful to the audience, and organize it in such a way that encourages its acceptance. To make message memorable not the following.

- Use telling statistics
- Use words that evoke a physical, sensory impression
- Tie the message to the audience's frame of reference
- Keep messages as brief and as clean as possible
- Highlighting and summarizing key points

**(d) Reduce the number of messages:** Organizations save time and money by sending only necessary messages. If a written message merely adds to the information overload, it is probably better left unsent or handled some other way—by a quick telephone call or a face to face chat. By holding down the number of messages, organizations will maximize the benefits of their communication activities.

**(e) Choose the correct channel and medium:** The careful choice of channel and medium helps focus the audience's attention on message. The choice of a communication channel and medium depends on the:

- Message
- Audience
- Need for speed
- Situation.

**(f) Strengthen the communication skills:** Recognizing the importance of efficient communication, many companies today train employees in communication skills. Companies offer seminars and workshops on handling common oral communication situations (such as dealing with customers, managing subordinates, and getting along with co-workers), as well as training in computers and other electronic means of communication.

## Check Your Progress

### NOTES

1. Discuss the elements of a communication process.
2. What is encoding and Decoding? Explain.
3. Explain the process of communication.
4. What are barriers to effective communication?
5. Discuss the role of feedback in communication.
6. Write down the communication barriers which lie among the people.
7. How communication barrier occurs within the organization?
8. Channel selection can be a barrier in the communication process. Explain it.
9. Explain point wise to overcome from the communication barrier.
10. What are the points to be considered to be an effective listener?

### Summary

- Communication is a process whereby various elements are participating in its model. The elements of communication includes the sender, (encoding process), the media, the message, the receiver (decoding process), and feedback.
- The sender is the initiator of the communication process, who encodes the message in a way that the receiver can understand it.
- The message is the information that the sender wants to communicate with the receiver of the message.
- The medium is the channel through which information can be directed to the receiver.
- The receiver is the targeted audience, who understands the message through the decoding process.
- Feedback is the necessary loop of the communication. Feedback helps sender to understand that the message is delivered as it is intended.
- Feedback provides an opportunity to evaluate what is right or wrong about a particular communication. It helps to regulate the conversation among two or more individuals and also stimulates and reinforces an idea that is desired to be communicated.
- Communication involves participants (a sender and a receiver), message to be sent through a medium to carry the communication and the environments in which the message is sent and received.
- There are barriers in the communication process from the way information is prepared by the sender to the information is understood by the receiver. These barriers may occur between the people, within the organization, channel selection and physical barriers.
- These problems are alleviated through curies preparation of the message by the sender considering the receiver, selecting appropriate media of communication, encouraging feedback and considering the physical appearance of the message.

### Keywords

- **Perception:** People's opinion
- **Barriers:** Hurdles
- **Channel:** Media

## Review Questions

1. An individual who initiates the communication is
  - (a) Sender
  - (b) Receiver
  - (c) Decoder
  - (d) Decoding
  - (e) None of the above
2. The means used to convey the message
  - (a) Channel
  - (b) Decoding
  - (c) Encoding
  - (d) Message
  - (e) All
3. The conditions of having too much information to process is called
  - (a) Over using one channel
  - (b) Perceptions of reality
  - (c) Barriers of channel selection
  - (d) Information overloads
  - (e) None
4. In order to overcome from the problem of communication barriers, organization can;
  - (a) Commit to the ethical communication
  - (b) Adopt an audience centered approach
  - (c) Use technology responsibly in obtaining and sharing information
  - (d) (b) & (c)
  - (e) All of above

## NOTES



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## 2. VERBAL AND NON-VERBAL

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### STRUCTURE

- 2.1. Objectives
- 2.2. Introduction
- 2.3. The Basic Forms (Media) of Communication
- 2.4. Verbal Communication
- 2.5. Oral Communication Media
- 2.6. Written Communication
- 2.7. Formal and Informal Communication
- 2.8. Non Verbal Communication
- 2.9. Listening
- 2.10. Silence as Communication

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### 2.1. OBJECTIVES

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After reading the current unit, the students will be able to:

- know about oral and written communication,
- know about formal versus informal oral communication,
- know about listening,
- learn about silence as communication,
- know the advantages of verbal communication, limitations
- learn about salient features of written communication,
- learn importance of written communication business,
- learn the concept, importance, kinesics and various elements of non-verbal communication, and
- learn the concept, importance and elements/parts of language

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### 2.2. INTRODUCTION

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Media of communication is the channel through which messages are directed towards the receiver. Medium is the method used to deliver a message. As a business

communicator, we can often choose whether to put our message in writing as a letter or memo. We can deliver our messages by hand or send it via regular mail or use delivery services like fax or electronic mail. Or we can communicate it orally, either over the phone or in person. We might also opt for non-verbal form of communication.

Whether we are a leader or a participant in a certain discussion or decision, we may use both written and oral means of communication. Frequently a request for action will be written, and then followed by an oral discussion of the proposal. Persuasion of either the reader or the listener is a central purpose in these media.

Communication with governmental departments and other agencies is mostly conducted through written letters. We can approach general public through advertisement on the radio, television, cinema screen, newspapers and popular journals. For communication to be effective the communicator has to be careful in opting of media, which will depend upon various factors like:

- Urgency of the message
- The time available
- The cost involved
- The intellectual and emotional level of the receiver
- Accessibility of media by the receiver.
- Educational background of the receiver, etc.

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### **2.3. THE BASIC FORMS (MEDIA) OF COMMUNICATION**

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Communication occurs in many forms. We can pick up the phone and have a conversation with our supervisor or leave him e-mail message if he is not available. In turn, he can respond to our message in the form of his choice. The form in which a message is communicated changes constantly. There are various media through which we can send our message. They are generally divided into two verbal communication and non-verbal communication.

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### **2.4. VERBAL COMMUNICATION**

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Verbal communication is communication through words either written or spoken. In this form, words are arranged according to the proper grammar rules and put in proper sequence as per the part of the speech. Examples of the verbal communication are a letter, memo, thank-you note, speech, and casual conversation.

Verbal communication is again divided into two categories:

**Oral Media:** Oral communication occurs in the situations like conversations, telephonic talks, interviews, presentations and meetings. Conferences, group discussions and speeches also form part of oral communication. (Communicating a message orally either over the phone or in person).

### **NOTES**

**Written Media:** Written communication includes letters, circulars, notices, memo, reports, forms, manuals. Everything that is put down on paper by writing comes under the purview of written communication. (Putting a message in writing as a letter, memo or any report) or using electronic devices such as electronic mail.

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## 2.5. ORAL COMMUNICATION MEDIA

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Oral communication media include face-to-face conversation (the richest medium), telephone calls, interviews, group discussion, conferences, announcements, speeches, presentations and meetings. Our choice between a face-to-face conversation and a telephone or video conference call would depend on audience location, message importance, and your need for the sort of nonverbal feedback, the only body language can reveal.

### 2.5.1. Advantages of Oral Communication

The main advantages of oral communication are as follows:

**1. Provides for Immediate Feed Back:** The speaker can get immediate feedback and clarify the ambiguity in oral communication particularly if it is face to face communication.

**2. Saves Time:** In case where action is required immediately, it is better to transmit the message orally.

**3. Less Expensive:** Oral communication saves money and other resources in comparison of other written communication

**4. Effectiveness:** In oral communication speaker can convey the message with the variation of tone, pitch and the intensity of the voice. It contributes to the effectiveness of the message.

**5. Promotes Relationships:** In the informal groups oral communication helps to promote the friendly relationships between the parties.

### 2.5.2. Limitations of Oral Communication

1. Oral communication is not possible if the communicator is far from each other and there is no mechanical device to connect them.

2. Oral communication is not suitable for lengthy messages, because there are chances to miss the important information.

3. Oral messages do not have any legal validity unless they are taped and made part of permanent records.

4. Oral messages can not be retained for a long time and also there is no record of transaction.

5. In oral communication responsibilities for mistakes, if any can not be specifically assigned.

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## 2.6. WRITTEN COMMUNICATION

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Written messages also take many forms. They might be informal like the notes you use to exercise your own memories or formal like elaborate reports you submit to

your supervisor. Written communication has one advantage. They let us plan and control the message.

A written format is appropriate when the information is complex, when a permanent record is needed for future reference, when the audience is large and geographically dispersed, and when immediate interaction with the audience is either unimportant or undesirable.

This category includes letters, memos, telegrams, and minutes of meetings, proposals, forms, questionnaire and reports. Most letters and memos are relatively brief documents, generally one to two pages. Memos are the work horses of business communication, used for the routine, day-to-day exchange of information within the organization. The use memo is to designate responsibility, communicate the same material to many people, communicate policy and procedure, confirm oral agreements or decisions, and place specific information on record. In contrast, letters frequently go to outsiders, and they perform an important public relations function in addition to conveying a particular message.

Letters and memos are organized according to their purpose; the relationship between writer and reader dictates their style and tone.

Reports and proposals are factual, objective documents that may be distributed to either insiders or outsiders, depending on their purpose and subject. Reports are generally longer and more formal than letters and memos, and they have more components. Generally, written communication increases the sender's control but eliminates the possibility of immediate feedback.

#### Use Written Communication when:

- The sender wants a record for future references.
- The receiver will be referring to it later.
- The message is complex and requires study by the receiver.
- The message includes a step by step procedure.
- Oral communication is not possible because people are not in the same place at the same time.
- There are many receivers. Caution: the receivers must be interested in the subject and will put forth the time and effort to read and understand.
- A copy of the message should go to another person.
- The receiver prefers written.

### 2.6.1. Advantages of the Written Communication

The main advantages of written communication are as follows:

**1. Permanent Record:** Written communication becomes permanent record for the organization and can be very useful for the future reference. Old order and decisions can help us to take new decisions, formulating new policies and fixing current targets.

**2. Legal Document:** Written communication is accepted as a legal document; normally executives take every action in written form instead of making it orally.

**3. Accurate and Precise:** Written communication is usually developed with care. Executives are very much conscious while writing and give a serious thought to his ideas and organize the message very carefully. It is more appropriate for lengthy messages.

## NOTES

NOTES

**4. Wide Access:** Written communication has a wide access. Written communication can be sent through post or mail, if sender and receiver are at different places. It proves the cheaper cost of communication between them.

**5. Documented and used as a Reference:** In the written communication the receiver can go through the message again and again, until he/she properly understands the message. In oral communication important information may be missed or misunderstood. In written communication such type of possibilities are minimized. It provides a permanent record for future reference, which may be used as a proof of evidence.

### 2.6.2. Disadvantages of Written Communication

**1. Expensive in Terms of Time and Money:** The major limitation in written communication is that it is time consuming. In oral communication messages can be transmitted through telephone and we can get response immediately, but in written communication a letter may take couple of weeks to reach its destination. Written communication is costly in terms of different resources. It is not only postage expense but also a number of human resource and other resources.

**2. Less Flexible:** Written media of communication does not provide flexibility because frequent changes of message leads to loss of credibility. Moreover, it does not provide a chance to use non verbal communication.

**3. Immediate Response is Not Possible:** In case of written communication if receiver has certain doubt he can not get the immediate clarification, which is possible in oral communication. In such case receiver has to write back and wait until the reply comes.

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## 2.7. FORMAL AND INFORMAL COMMUNICATION

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### 2.7.1. Formal Communication

The term *formal* refers to a style or form of writing, speaking or behaviour which is very correct and suitable for important occasions or official purposes. Writing to, or meeting the top executive of a company demands that the subordinate should use the correct form of communication to be transmitted through the upper levels of the hierarchy. For instance, he or she cannot meet the boss without a prior appointment or with a total disregard for the appropriate dress code.

### 2.7.2. Informal Communication

The term *informal* refers to a relaxed and friendly attitude which does not required strict rules of how to behave or speak or dress or write. Two friends working at the same level in an organization can be chatty and exchange words of intimacy in their letters or conversation. One can call the other 'Hi Balu' and use the words in a memo in the place of salutation. There are degrees of formality and informality in different forms of communication depending up the closeness or distance of relationships between communicators.

## 2.8. NON VERBAL COMMUNICATION

Non verbal communication is all intentional and unintentional messages that are neither written nor spoken. This type of communication sometimes referred as body language. It is expressed in term of body movements such as all the cues, gestures, facial expressions, spatial relationships, and attitude toward time that enable people to communicate without words.

Anthropologists theorize that long before human beings used words to talk things over, our ancestors communicated with one another by using their bodies. They gritted their teeth to show anger; they smiled and touched one another to indicate affection. Although we have come a long way since those primitive times, we still use non-verbal cues to express superiority, dependence, dislike, respect, love and other feelings.

Non verbal communication differs from verbal communication in fundamental ways. For one thing, it is less structured, so it is more difficult to study. Even experts do not really know how people learn non-verbal behaviour. No one teaches a baby to cry or smile, yet these forms of self-expression are almost universal. Other types of nonverbal communication, such as the meaning of colours and certain gestures, vary from culture to culture.

Non verbal communication also differs from verbal communication in terms of intent and spontaneity. When we use verbal communication, we plan our words. We have a conscious purpose; we think about the message, if only for a moment. However, when we communicate nonverbally, we sometimes do so unconsciously.

### 2.8.1. Body Language

#### Concept

Non-verbal communication refers to 'all external stimuli other than spoken or written words, including body motion, characteristics of appearance, characteristics of voice and use of space and distancing.' All these non-verbal clues taken together are also known as body language. In day-to-day oral communication we keep on interpreting non-verbal clues without being aware of them. It is only very recently that a systematic study has been made to analyse non-verbal communication and **Kinesics** is the name given to this branch of learning. Some scholars, however, prefer to call the use of space and distancing as **Proxemics** whereas some include the study of voice quality as part of the vocal aspect of oral communication.

#### Importance

Body language plays a significant role in oral communication. Sigmund Freud's observation may appear to be an exaggeration but it is the exaggeration of a vital truth: 'He that has eyes to see and ears to hear may convince himself that no mortal can keep a secret. If his lips are silent he chats with his fingertips; betrayal oozes out of him at every pore. It is believed that a charming person has a pleasant voice, a dynamic person has a vibrant voice and a confident person an assured voice.

#### Various Elements of Body Language

Body language is certainly not a new phenomenon. Since the beginning of time, human beings have used body gestures to make their needs and desires understood by other people. Body language was used as a tool of communication long before language developed as a communication tool. Here we have some quotations which give you an idea about the interesting manner in which people have made observations.

## NOTES

NOTES

“Learning is acquired by reading books, but the much more necessary learning, the knowledge of the world, is only to be acquired by reading men and studying all the various editions of them.”  
 —Lord Chesterfield

“The eyes of men converse as much as their tongues, with the advantage that ocular dialects needs no dictionary, but is understood the world over.”

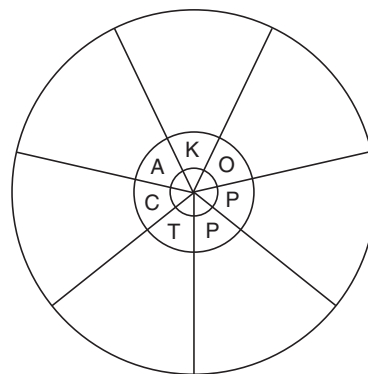
—Ralph Waldo Emerson

Watch out for the man whose stomach doesn't move when he laughs.

—Cantonese Proverb

Body language can further be divided into following sub-disciplines:

- |                 |               |
|-----------------|---------------|
| 1. Kinesics     | 2. Occulesics |
| 3. Proxemics    | 4. Artifacts  |
| 5. Chronemics   | 6. Tactilics  |
| 7. Paralanguage |               |



PPOKACT (पॉकेट)

1. **Kinesics.** The different ways in which people move their bodies that include **postures, gestures** and **hand** and **arm** movements are called Kinesics.

(i) **Postures.** It is an important part of body language and generally refers to the way one stands, sits and walks. The movement of body, the position of hands and legs and other parts of the body reveal an individual's personality—whether he is vibrant, alive and dynamic, nervous and jittery, confident and self-assured etc. The way we hold our body, the way we stand or sit indicates something about our feelings and thoughts, attitudes and health as well as about our character. **Sitting stiffly** may show tension; **comfortably leaning back** conveys a relaxed mood, **eagerly leaning forward** shows the listener's interest in the speaker.

In presentations it is necessary to have an erect posture with weight evenly distributed on both legs. Tilted body weight gives a clumsy/casual impression to the presenter. It is a negative posture. A person with drooping shoulders and sagging body gives a poor impression.

In interviews, if you sit with one hand on the table and support your face with your palm, in a typical cheek and chin gesture, with a look of boredom or attend a seminar in a similar posture. You would be viewed very negatively by the people. Graceful posture is a great asset in any profession.

(ii) **Gestures.** These are the movements of hands or head or body; they are a natural accompaniment of speech. It may be divided into 3 categories.



(a) *Emblems*. It may include nodding of the head for 'yes', shaking head for 'no' or waving hand for 'hello' or saying 'bye-bye'.

(b) *Illustrators*. It may include closing our palm in a fist formation or bang the table to suggest our mode of thinking often for the purpose of emphasizing our points.

(c) *Adaptors*. These movements originate from the nervous state of our mind. It may include the cracking of knuckles, shake legs or tap the foot unconsciously in an interview.

(iii) **Handshakes.**

(a) *Normal handshakes*. It shows good grip and professionalism.

(b) *Fingertip-grab handshake*. Those persons who don't know how to shake hands. They offer only the tips of their finger and keep the other person at arm's length.

(c) *Dead fish handshake*. The person with such shake seems weak. It gives a damp and uncomfortable feeling.

(iv) **Arms.**

(a) *Crossed arms across the chest*. This position shows that the person is on defensive and has made up a mind.

(b) *Partial arm cross*. This gesture occurs when someone is with a stranger.

(c) *Arms crossed behind the back with clenched hands*. It shows that the person is mentally disturbed and keeps on thinking over a particular situation. But the same gesture—arms at the back—but with unclenched hands shows superiority and confidence.

**2. Oculistics.** This is a branch which deals with the **movement of our eyes** and **facial expressions**.

**Eye Contact.** Eyes are said to be the windows to our soul and mirror of our heart. So Eye contact, is an important non-verbal means that helps one establish a bond with one's listeners. Stress is laid on continuous eye contact between the speaker and the listener because it tells whether the speaker is sincere and also the listener is interested. Eye contact is also a means of gaining feedback, enabling the communicator to alter, adjust and reframe his message while transmitting it.

Simply looking at the audience is not all, one should know how to look at them. A blank stare or a frightened glance may prove worse than no eye contact at all. Looking at one section of audience may feel others ignored. Presenter should make it a point to take in the whole audience with a sweep of the eye, making brief eye contact with as many as possible. Eyes are especially effective for indicating attention and interest, influencing others, regulating interaction and establishing dominance.

**Facial Expressions.** Your face is the primary site for expressing your emotions; it reveals both the type and the intensity of your feelings. A happy or appreciative smile, a displeased frown, a look of surprise and several other expressions of the face can convey, with or without words, the attitude and reaction of the communicants. Expressions accompany the speaker's words and also indicate the listener's reactions. For sustaining the interest and response of the audience the facial expression should be meaningful.

**3. Proxemics.** It is a branch which deals with study of space or distance. The distance we put between ourselves and others also reflects feelings, attitudes and thus it affects communication. It is not only individuals who communicate something about themselves by the use of space but organizations as well. Generally speaking, the more space one commands, the more powerful one is likely to be in an organization.

## NOTES

The term 'Proxemics' was first coined by Edward Hall, an American anthropologist and defined the four types of spaces as follows:

- (i) The intimate space or distance
- (ii) The personal distance
- (iii) The social distance
- (iv) The public distance.

NOTES

(i) **The intimate distance.** This distance we maintain only for those persons who are very close to us. This could be from physical contact to about six inches from our body.

(ii) **The personal distance.** This is the space within which a person maintains privacy or social intimacy. This distance becomes obvious in social gatherings.

(iii) **Social distance.** It could vary from four to seven feet depending upon the contact. This distance is maintained for those persons with whom we interact but don't know very well.

(iv) **Public distance.** Such type of distance is maintained while addressing in lectures or conferences.

**4. Artifacts.** Like distance, **personal appearance** is another important communication vehicle. It is generally said that "clothes make the man (or woman)." The clothing we wear communicates a great deal about us. A person's general appearance depends on several things. Besides the clothing other factors that contribute to appearance are grooming and accessories. Care of skin, nails, hair shows your standard. Accessories like tie, footwear, jewelry, perfumes, pens, cell phones, briefcases etc. demand careful selection because all these things play an important role in our personality. The actual physical presence also depends on certain qualities like self confidence and self awareness.

**5. Chronemics.** The concept of time and its effect on others is the science of chronemics. This can also be defined as a game of waiting. Individuals in high status positions in many organizations communicate the idea that their time is more valuable than others by making others wait to see them. This is a very subtle but important form of non-verbal communication. In fact, waiting too long to see a low status person may be taken as a sure sign of disrespect.

A sense of timing in conducting meetings, in making a presentation generates respect and goodwill. On the other hand a person who uses his/her own and others' time wastefully, creates an impression of being inefficient and disorganized. The way we use our time tells others about our sincerity of purpose, our dedication to our work, and how much serious we are at our work. However, punctuality and comfort zones vary by culture and authority.

**6. Tactilics.** It is the science of touch language. Touch is an important way to convey warmth, comfort and reassurance. Perhaps because it implies intimacy, touching behaviour is governed by relatively strict customs that establish who can touch whom and how in various circumstances.

Researchers have stated that humans consciously or subconsciously express through the language of touch because it fulfills psychological and sociological need.

In India, touch language is not much explored. Sometimes it has also become controversial, however, because it can sometimes be interpreted as sexual harassment.

**7. Paralanguage.** Paralanguage deals with the volume, pitch, tone, intonation and rate of speech. Accent, stress, rate of speaking, pitch, volume help us to judge people's age, sex, educational background and level of confidence in the voice. We can also judge through all these factors whether we should trust a person or not. Voice also carries both intentional and unintentional messages. On the conscious level, we can use our voice to create various impressions. e.g., when pauses are taken, words

are emphasized or pitch is kept low, the speaker is definite to show a lot of confidence and maturity in his or her communication. A voice that has tremors or diffident tone will not make you feel very positive about the person. Speaking to co-workers, employees, employer, clients, customers demands different use of vocal behaviour.

### Check Your Progress

1. What is media of communication? Explain.
2. What is non-verbal communication?
3. Explain the types of non-verbal communication applicable in business communication.
4. What is oral communication?
5. Explain the advantages and disadvantages of oral communication.
6. What is written communication media?
7. Mention the advantages and disadvantages of written communication

### Summary

- Medium is the method used to send message. There are various media through which you can send your message. They are generally divided into three: Oral media (communicating a message orally either over the phone or in person), written media (putting a message in writing as a letter, memo or any report) or using electronic devices such as electronic mail or fax), and non-verbal media (sending message through media which does not use words-facial expression, gesture, other body movements).
- Verbal communication uses words arranged in meaningful patterns. The two major types of verbal communication are oral and written communication.
- Oral communication consists of face-to-face conversation, telephone calls, speeches, presentations and meeting. Their choice depends on audience location and message importance.
- The advantages of oral communication are that it provides immediate feedback, saves time, less expensive, effective and promotes feedback. The limitations of oral communication are that it is not suitable for lengthy messages and have no legal proof of it.
- Written messages might take formal or informal forms. The most common types of written communication media are letters, memos and reports.
- Non-verbal communication is all intentional or unintentional messages that are neither written nor spoken. Non-verbal communication media include gestures, facial expressions, spatial relationships and attitudes toward time.

### Keywords

- **Kinesics**—includes postures, gestures and hand movements.
- **Occulesics**—deals with the movement of our eyes and facial expressions.
- **Paralanguage**—deals with the volume, pitch, tone, intonation and rate of speech.
- **Proxemics**—deals with space or distance.
- **Artifacts**—deals with personal appearance.
- **Chronemics**—deals with time and its effects on others. It can be defined as a game of waiting.
- **Tactilics**—deals with the touch language.

### NOTES

## Review Questions

## NOTES

1. Which of the following is not a medium through which a message is sent
  - (a) Speech
  - (b) Teleconference
  - (c) Fax
  - (d) Letter
  - (e) None of the above
2. Which of the following is the most basic form of communication
  - (a) Telephoning
  - (b) Using body movements
  - (c) Electronic mail
  - (d) Memo
  - (e) None of the above
3. An oral channel is the best under the following situations except
  - (a) You do not need a permanent record
  - (b) You want immediate feedback
  - (c) You do need a permanent and verifiable record
  - (d) Your message is relatively simple
  - (e) None of the above
4. Which of the following statements does not characterize non-verbal communication?
  - (a) Nonverbal communication is spontaneous and is difficult to plan
  - (b) Nonverbal communication sometimes is made unconsciously out of your mind control
  - (c) Nonverbal communication is structured
  - (d) Nonverbal communication is difficult to learn and study
  - (e) Nonverbal communications vary from culture to culture
5. Brief documents usually used for internal communication within an organization and also Coined as “work horses” are said to be
  - (a) Letters
  - (b) Memos
  - (c) Proposals
  - (d) Reports

**Concepts**

‘Para’ means ‘alongside of’, ‘having subsidiary relation to’. Paralinguistics means that which functions *alongside language* or verbal communication. For example, if one raises one’s voice while uttering ‘Come here’, the words mean the same but the loud shouting that accompanies the verbal expression communicates *anger*. The loudness of voice is a paralinguistic feature that functions alongside the verbal expression ‘come here’, which alone is *linguistic*. Purely *non-verbal communication* may be called *paralanguage*: it is *non-linguistic*. Body language and spatial language fall under this branch of study.

**Features of Paralinguistic Communication**

There are many paralinguistic features such as duration, nasalization, loudness and stress. Of these, we shall discuss stress and intonation below.

**Stress**

Stress is the nsame given to the force of the air that is pushed out of the lungs when we breathe out. The air push out while breathing is used to utter the sounds of language. There are two categories of sounds, *vowels* and *consonants*.

• **Vowels:** A *vowel* is pronounced when the air we breathe out is not checked in the mouth but allowed to escape freely. The sounds represented by the letters underlined in the following words are some vowels: meet, but, art, cat.

• **Consonants:** A *consonant* is pronounced when the escaping air is restrained by the tongue. The sounds represented by the letters underlined in the following words are some consonants of English: tin, check, late, man.

• **Stress:** *Stress* accompanies vowels. The vowels in a word that carries the highest air pressure is called the *stressed* vowel. It is the loudest vowel sound in the word. In the word, 'attachment' there are three vowels: a-ttach-ent. Therefore the word is divided into three parts or syllables. Each syllable must have a vowel or a syllabic consonant. The middle syllable in the word is the loudest, while the other two syllables are less loud. Thus the middle syllable is said to be *stressed* and the other two are *unstressed* or *weakly stressed*. The dictionary shows the stress of the word thus: attachment. The apostrophe is shown in front of the *stressed* syllable '-ttach-' above the line. It indicates the position of the primary stress in the word.

• **Primary and Secondary Stress:** In a longer word a second vowel may be pronounced less loud than the loudest in the word. In 'examination' there are five syllables: e-xa-mi-na-tion. Two vowels are louder than others but one of the two is the loudest in the word, e-xa-mi<sup>h</sup>na-tion: <sup>h</sup>na- is the loudest and -xa- is the second loudest. The first is called the *primary* stress and the second, the *secondary* stress with the apostrophe marked below the line, in front of the syllable which has the second loudest vowel in the word. You may pronounce the word with correct stress: -<sup>h</sup>na- must be the loudest; -xa- must be the second loudest and all the rest must be unstressed e<sup>x</sup>ami<sup>n</sup>ati<sup>o</sup>n.

### Stress Patterns

The following are some stress patterns of English:

in <sup>h</sup> form	in <sup>h</sup> for <sup>m</sup> ation	in <sup>h</sup> for <sup>m</sup> ative
pre <sup>h</sup> pare	pre <sup>h</sup> pre <sup>p</sup> aration	pre <sup>h</sup> pre <sup>p</sup> aratory
pho <sup>h</sup> tograph	pho <sup>h</sup> to <sup>g</sup> raphy	pho <sup>h</sup> to <sup>g</sup> rapher
a <sup>h</sup> ppreciate	a <sup>h</sup> ppreci <sup>a</sup> tion	a <sup>h</sup> ppreci <sup>a</sup> tive
de <sup>h</sup> velop	se <sup>h</sup> mester	se <sup>h</sup> lection
i <sup>h</sup> nitial	i <sup>h</sup> niti <sup>a</sup> tive	a <sup>h</sup> bol <sup>i</sup> tion
de <sup>h</sup> molition	po <sup>h</sup> lice	ma <sup>h</sup> rrriage
de <sup>h</sup> cision	di <sup>h</sup> vision	me <sup>h</sup> tho <sup>d</sup> ology
Vice <sup>h</sup> Chancellor		ex <sup>h</sup> pre <sup>s</sup> ident

### Stress Shift

Stress shift from one syllable to another within the same word changes the grammar of the word, and sometimes, meaning too.

con <sup>h</sup> vict (n)	con <sup>h</sup> vict (v)
pro <sup>h</sup> duce (n)	pro <sup>h</sup> duce (v)
in <sup>h</sup> valid (adj)	in <sup>h</sup> valid (n) (a person permanently ill)
pre <sup>h</sup> sent (gift) (n)	pre <sup>h</sup> sent (v)
de <sup>h</sup> sert (n)	de <sup>h</sup> ssert (n) (sweets after a meal)

The positions of the primary and secondary stresses in words are determined by usage. They cannot be generally predicted. However, some rules can help one predict their positions. When in doubt, you should look up a dictionary.

### NOTES

## A Common Stress Rule

### NOTES

**Suffix Rule:** A common stress rule that underlines the pattern of a large number of words in English may be called the *Suffix Rule*. According to this, generally, words which end with the following *suffixes* have the primary stress on the *vowel of the syllable next before the suffix*. The suffix does not carry the primary stress but the vowel next before the suffix does. If it is a long word, and has at least two syllables before the primary stress, the *secondary stress* falls at the beginning of the first. The suffixes governed by this rule are:

-tion, -sion, -ic, -ical, -ically, -ous, -tial, -ity, -ive, -itive, -iative, -utive, -ative, -atory, -iatory, -tomy and many others.

The following illustration will make the rule clear:

In the word 'abolition' there are four syllables corresponding to the four vowels the word contains:

|a - bo - |li - tion (æ - e - |i - e)

The word ends with the suffix '-tion'. The primary stress does not fall on the suffix but on the vowel in the syllable next before the suffix '-li-'. It is marked with an apostrophe placed in front of the syllable above the lines as '-li-' to indicate the *Primary stress*. There are two syllables which precede the syllable with the primary stress, 'a-' and '-bo-'. The *secondary stress* falls on the first of these and it is marked as |a-bo-li-tion. The dictionary entry will appear as |æbəl'iʃən (æ as in bad). -li- is the loudest syllable in the word.

### Other Illustrations

-tion	demo lition	plan tation	re ciprocation
-sion	de cision	o ccasion	de rision
-ic	te rrific	spe cific	cata strophic
-ical	po litical	cyclical	po lemical
-ically	po litically	cyclically	po lemically
-ous	a trocious	de licious	con scientious
-tial	i nitial	influ ential	con fidential
-ity	ca pacity	curi osity	te nacity
-ive	de rivative	de visive	con tra ceptive
-itive	com petitive	partitive	additive
-itive	i nitiative	a ppreciative	palliative
-utive	e xecutive	con secutive	dis tributive
-ative	in formative	con templative	al ternative
-atory	pre paratory	la boratory	pro pitatory
-iatory	re taliatory	con ciliatory	pro pitatory
-tomy	hyste rectomy	va sectomy	appen dectomy

### Intonation

*Intonation* is the name given to some patterns of speech which result from variation of pitch. There are four intonation *patterns* in English.

- *falling intonation*: pitch changes from a high level to a low level (the degree of change depends on the meaning communicated);

- *rising intonation*: pitch rises from a low level to a high level;



• *fall-rise intonation*: pitch falls and rises; and

• *rise-fall intonation*: pitch rises and falls. Each pattern conveys a set of moods the speaker wants to reveal to the listener. These are marked in texts with arrows and combination of arrows thus:

Falling	↘ yes	(casual)	That's O. ↘ K.
Rising	↗ yes	(interested)	That's O. ↗ K.
Fall-Rise	↘↗ yes	(doubt)	That's √O. K.
Rise-Fall	↗↘ yes	(enthusiastic)	That's ^O. K.

Inotation conveys *attitudes*. It also *marks some grammatical forms* such as a tag question or an exclamatory sentence. The speaker and the listener are rightly tuned to each other by an effective use of intonation patterns. Wrong use of intonation affects such harmony. Every speaker of English, especially in business circles, should be conversant with implications of English intonation. The following functions may be found helpful in business transactions. Some moods and attitudes conveyed by the four intonations are mentioned below:

**(a) The Falling Intonation:** This is often used to convey *casualness, aloofness, lack of interest, even indifference*:

I don't feel like a ↘ attending it.      The share market is ↘ not exciting.

It expresses *anger* and *dissatisfaction*:

That's ↘ stupid of him.      When will he ↘ learn it?

It expresses *finality*:

The matter is ↘ closed.

It conveys a *threat*:

Soon I'll get you on the ↘ carpet (a business slang) (i.e., demand an explanation)

It is used to issue a *command*:

Take your ↘ feet off the rug.

it is used in all *Wh-questions asked casually*:

↘ How do you do?      When did you arrive?      What's your ↘ name?

English *exclamatory sentences* use the falling pattern:

That's simply ↘ wonderful.

All *tag questions* use a fall:

It's ↘ late, ↘ isn't it?      They are delayed, ↘ aren't they?

**(b) The Rising Intonation:** This pattern is often used to convey and pleasant emotions and attitudes. It conveys *interest, involvement, politeness, courtesy, surprise, encouragement* and other positive feelings. Grammatically it marks *incomplete utterances, yes/no questions, statement questions* and others.

It is used to make a *polite request*:

May I have your attention please?      Pass the salt please.

All *Wh-questions asked with involvement* and interest use the rising intonation:

What's your ↗ name?      Where do you reside ↗ side?      How did you ↗ make it?

The rise is used to encourage.

That doesn't matter. Go ↗ on. ↘ Finish it.

Courtesy is conveyed by it:

↗ After your madam.      Do ↗ come in sir. (formal)

## NOTES



All *yes/no and information-seeking questions* are asked with a rising tone to mark polite deference.

Why 'didn't she 'join us at ↗ breakfast? (She was around here a little while ago)  
 'Are you ↗ ready? What did the 'boss ↗ say?

## NOTES

*Statements are converted into questions* with a rising tone.

He is your ↗ teacher? This is the ↗ store?

**(c) The Falling-Rising Intonation:** Falling-Rising intonation is used to express *doubt* or reservation generally. It is also used for polite inquiries.

Visitor : (to the lady) Do you 'play ↗ tennis?

Lady : 'Not √I, but my 'husband √ does.

Mother : 'Sonny you 'have 'salmon for √ lunch.

Son : 'Salmon, I 'thought you 'didn't 'cook to √ day.

**(d) The Rising-Falling Intonation:** This conveys enthusiastic *encouragement, wonder, appreciation* and other strong positive emotions.

^Splendid ^Shabash ^wow

A mastery of the paralinguistic feature of tone of voice and can make oral communication appropriate to the situation, especially in a multinational context. Wrong use may get oneself into embarrassment.

## Fluency

Effective speaking is often the result of *fluency*. It means two things: speaking *readily*; and speaking *smoothly*. Ready speech is the gift of mastery of language which includes command of vocabulary, grammar and usage. Smooth speech is, on the other hand, the result of a mastery of the paralinguistic features of *pause, stress* and *intonation*. The following four steps may help one to acquire such fluency.

### Step I: Pause

Smooth flow of speech depends chiefly on two important factors, the use of right pauses and the observance of rhythmic units in sentences. The speaker should pause at the end of each meaning unit within a sentence and finally at the sentence terminal (the full stop).

//The teacher told us/ that business communication is not just correspondence / but total communication / including oral media as well //

There are four meaning units in the sentence separated by three brief internal pauses (marked by single slants) and one terminal pause (marked by a double slant). Each internal pause is of the duration of a very small fraction of a second and the terminal pause is slightly longer. The sentence cannot have any other pausal pattern. Usually pauses occur before grammatical words like relative pronouns, conjunctions or prepositions. *Once the pauses are identified, the speaker should speak each meaning unit at a stretch without any other internal pauses.* The words 'The teacher told us', for instance, should be spoken continuously without any internal pause or break. Each of the other three units should also be spoken in this way.

### Step II: Stress

Once the pauses are identified and observed in speech, the next step is that of adding stress by pronouncing the stressed vowels louder than unstressed vowels. Let us look at the sentence again:

The 'teacher 'told us / that business co,mmu\_ni\_cation is 'not just ,corres|p|ondence but 'total co,mmu\_ni\_cation / in'cludi|ng 'oral|media as 'well //

The stressed vowels are underlined and marked with the apostrophe notation, above the line for *primary stress* and below the line for *secondary stress*. All other vowels are weak and should not be stressed. The first meaning unit has two stress beats, the second 6, the third 3 and the fourth 4. These provide the rhythmic beats (or primary and secondary stresses) of the sentence. Note that stresses occur only in words which convey meaning, and not in grammar words which are used to make structures.

## NOTES

### Step III: Rhythm

The alternation of stressed and weakly stressed syllables constitute the *rhythm* of an utterance.

The rhythm of the sentence is not complete till each meaning unit is *spoken continuously with no pauses in between*, with proper stress and with flowing rhythm. This is possible only when *unstressed syllables are weakened* by reducing the air pressure on them. An easy way to do this is called, in this book, *rhythmic bunching*. This is nothing but pronouncing each meaning unit with moderate speed, and continuously, with only the strong syllables stressed. Let us look at the same sentence again:

//The'teacher'toldus / that'businessco,m'mun|'cationz'notjust,Correspondence / but'totalco,m'mun|'ication / in'cl'uding'oral,med|'iaz'well //

*Rhythmic bunching* facilitates weakening unstressed syllables when they are spoken faster. Note that the space between words in writing does not exist in speech. Unless unstressed vowels are weakened, English cannot be spoken fluently.

### Step IV: Intonation

Step IV involves addition of *intonation*. It is change of the direction of pitch once, in each meaning – unit within a sentence. The change may be from a high level to a low level or from a low level to a high level. Usually the change consists of a rise in pitch at the first stress within in a meaning unit and a fall at the last stress within the same unit. Or, it may fall at or near the last stress and rise upon it. Falling intonation is used when the accent is neutral (when there are no moods or feelings communication) and it is used at the last stress within a meaning unit or at or near sentence terminals. It occurs at sentence terminals, as illustrated earlier, in sentences with full stops, wh-questions asked casually, commands, tag questions and in exclamatory sentences. Rising intonation is used at the last stress in units that are incomplete (↗ one, ↗ two, ↗ three, ↘ four), yes/no questions, polite request and information-seeking questions. Let us look at our test sentence once again:

The 'teacher ↘ toldus / that'businessco,m'mun|'icationz'not,corres ↘ pndence / but'totalco,m'mun|'ication / in'cl'uding ↘ oral,med|'iaz'well //

The naturally spontaneous speech that observes these four steps may be considered fluent.

(Note that falling intonation is used because the sentence is spoken neutrally without any emotional overtone.)

### Paralinguistic and Emphasis

Stress and intonation together highlight emphasis. If the speaker wants to draw the attention of the listener to a particular word in a sentence he will shift stress and intonation to the stressed syllable in the word. Such shifts contrast meanings. An example is given below:

↘ That black cat (not the other one here)    That ↘ black cat (not the brown cat)  
That black ↘ cat (not the puppy)

## Check Your Progress

## NOTES

1. Comment on each of the following in about 30 words:
  - (a) The terms, 'paralinguistics' and 'paralanguage' are different but they are often confused.
  - (b) Word-stress gives English its characteristic rhythm.
  - (c) Non-observance of stress shift in words causes unintelligibility.
  - (d) Politeness is often communicated by the rising or falling-rising intonation.
  - (e) The same wh-question said with the falling and the rising intonation patterns indicates opposite attitudes.
  - (f) Positive emotions and moods can become negative if appropriate intonation is not used.
  - (g) One cannot speak clearly and unambiguously if pauses are not used at the end of each unit of meaning.
  - (h) Rising intonation marks incomplete units which anticipate completion.
  - (i) One cannot speak fluently if one fails to observe the pausal and rhythmic conventions of language.
  - (j) Fluency means speaking readily and smoothly.
2. Answer each of the following in about 100 words:
  - (a) Distinguish between primary and secondary stress.
  - (b) Discuss any two features of English word-stress.
  - (c) Show how the four different patterns of intonation in English can suggest four different attitudes and meanings when they accompany the same word or phrase.
  - (d) What significant moods are conveyed by the falling intonation?
  - (e) Show that the rising intonation can help communicate with a higher degree of politeness than the falling intonation. Give a specific example.
  - (f) Show how fluency in speech may be acquired.
3. Attempt to demonstrate the following:
  - (a) Mark stress and intonation and read the dialogue in role play:
 

**Manager:** Has the carton of stationery arrived?

**Secretary:** Stationery? I didn't think we asked for the supply.

**Manager:** I know we didn't, but did you receive it or not?
  - (b) The following is impolite. Make it polite. Only change the intonation.  
 ↘ Ticket please. ↘ Slowly, ↘ slowly. That's not what I ↘ meant.
  - (c) Correct the error: I ↗ doubt it. what a ↗ beautiful day. She is ↗ smart. ↗ Isn't she?
  - (d) Read aloud the following after writing down the sentence according to the four steps towards fluency:  
 'Performing in the Knowledge Society,' the speaker said, 'cannot be compromised on account of either paucity of resources or lack of political will'.
  - (e) Identify emphatic words: mark the paralinguistic features which convey the contrast:  
 I don't like that restaurant.

The Management is at fault.

How do I make it? So many are better than me.

(f) Mark stress and read the following aloud; animation, cautious, philanthropic, confusion, authoritative, executive.

(g) Role play the following after marking pauses, stress and intonation:

(Business Executive to His Secretary)

B.E. : Miss James, have you made all arrangements for the Board meeting?

S. : Yes, Sir. Only the presentation slides of Mr. Govind aren't ready yet.

B.E. : Oh, I'm sorry I forgot to pass on to you the slides he sent home to me. He'll be just in time for the meeting.

S. : It doesn't matter. I still have time to make hard copies for handouts.

B.E. : Thank you Miss James. I trust you'd have made all other arrangements. Well, let me leave now. I'll be back in the afternoon. Bye.

## NOTES

### Summary

- In this chapter we have studied about some significant paralinguistic features. These are essential for effective oral communication. As business people spend 75 per cent of their time speaking and listening, they may find them useful especially when they converse in a multinational context or during interaction with friends and colleagues. The meanings of paralanguage and paralinguistics are clarified. The paralinguistic features of stress, intonation and fluency are illustrated. The paralinguistic use of stress and pitch is also explained.

### Keywords

- **paralanguage:** 'puncy, non-verbal communication may crucial'
- **stress:** emphasis

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## 2.9. LISTENING

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Listening is a process of receiving, interpreting and reacting to the messages received from the communication sender. *Effective listening is an art of communication*, which is often taken for granted and ignored. Like any other art, listening requires to be cultivated consciously and carefully. Poor listening can be considered, as a mighty barrier to communication as listening is fundamental to all communication. It often results in losing messages due to improper functioning of communication. Listening requires conscious efforts of interpreting the sounds, grasping the meanings of the words and reacting to the message. Interpreting the sound signals is a cognitive act, which depends on the listener's knowledge of the code signals and on its attitude towards the communication sender.

Listening is defined as making an effort to hear somebody/something. Listening is a combination of what we hear, understand and remember. We may physically pick up sound waves through our ears, evaluate the information and finally we may act based on our hearing and evaluation. Listening starts from hearing and it goes beyond hearing, since we evaluate and react based on it.

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Active listening process begins when the listener pays attention to some audible sound signals and permits himself to interpret those sounds cognitively. It is a conscious process. Every human being possesses the ability to select from the sounds around him. But the selective listening is not an automatic process like that of hearing. An individual may hear many sounds but he may listen to none of them.

Effective listening is not a passive communication activity. It takes a great deal of effort and motivation to become and remain an effective listener. However, good listening is a prerequisite for success in business and the professions. Effective listening is certainly not the answer to all business problems, but it is one of the first steps leading to solutions. The case cannot be made strongly enough that organizational effectiveness is slowed down by employees and managers who do not listen well. Individual career advancement also can be impeded by poor listening. Unfortunately, poor listening is often more apparent to others than it is to the poor listener.

**Summary**

- Listening is a process of receiving, interpreting and reacting to the messages received from the communication sender.
- Listening is defined as making an effort to hear somebody/something. Listening is a combination of what we hear, understand and remember.
- Active listening process begins when the listener pays attention to some audible sound signals and permits himself to interpret those sounds cognitively.
- Effective listening is not a passive communication activity. It takes a great deal of effort and motivation to become and remain an effective listener.

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**2.10. SILENCE AS COMMUNICATION**

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We have realms of papers, books and online material dedicated to effective communication both verbal and written. One may have also come across a lot of research and books on the importance of non-verbal communication. However, rarely has one discussed, read or pondered upon the power of silence as a tool for effective communication.

In recent years, researchers have suggested that silence is not simply an absence of noise or doesn't mean 'nothing' but constitutes a part of communication as important as speech. The context of a situation defines the power and message of silence. Constructive silence moves a conversation or discussion forward. Destructive silence shuts down communication and creates barriers that discourage speakers from expressing their thoughts. Thus, silences can be 'leaden' and they can also be 'golden'. We have all experienced various negative silences that could be called awkward, appalled, embarrassed, defensive, and fearful silences. These could be termed as leaden silences. However, there are also silences that are golden, such as confident, comfortable, reflective, peaceful, or respectful silences. Such silences can be helpful tools for enhancing the communication and to promote and maintain the existing relationship.

“Among the wise of secret knowledge, I am their silence.”

—Bhagavad Gita, Chapter X

Silence can serve many functions in a conversation. This is one tool that many therapists and investigators use. When you are subjected to silence, it feels like pressure, and you are likely to reveal something you had decided not to disclose. People in power use silence as strategy, such as an interviewer. An experienced interviewer may let a

silence hang, just to see how the person being interviewed conducts him or herself. Silence may sometimes indicate hostility or disagreement. When we experience anger, fear or embarrassment, our cognitive mind shuts down. We sit there enraged, fuming and unable to speak. Silence can indicate profoundness, such as respect, awe or horror. It can indicate contemplation or empathy. It can indicate authority and power. Silences create a listening space and deepen your understanding of others and yourself.

Generally speaking, eastern cultures value silence more than the use of words, while in western culture, sometimes the opposite is true. Silence can have different meaning in different cultures. In their book 'Communication between cultures' Samovar and Porter, elaborate using an example: "In response to the question: 'Will you marry me?' Silence in English would be interpreted as uncertainty, in Japanese it would be interpreted as acceptance, in Igbo (Southeastern Nigeria) it would be considered as a denial if the woman was to continue to stand there and acceptance if she ran away."

Silence can be an asset and an effective strategy in negotiations. Negotiators from cultures that consider stalling rush to fill the void with chatter. This weakens their message and position. In a hurry to fill the silence, they often settle for less and compromise their bargaining position. Whether finalizing a financial deal or asking for a raise or promotion, a good negotiator must be able not only to present his/her position, but also to listen and use the power of the pause.

Spiritually, silence is understood as the language of the soul. Practicing conscious speaking is the first step towards inner silence. Being in conscious silence is the second step and meditation is the third important step for inner silence. Excellent communicators can allow silence when it's effective or called for. They are attentive to the need and uses of silence in a conversation. They avoid being pressurized into 'spilling' when silence is used to control. They understand and can offer silence as a gift or as a mark of respect. Their high emotional intelligence allows them to interpret silences of others and respond appropriately. Thus, silence can serve many purposes and functions both in our personal and professional lives. How you manage it determines your level of sophistication in communication.

## Check Your Progress

1. How can you say that silence is a powerful tool of communication?
2. What are the occasions where silence can be used as a communication?

## Keywords

- **engaged:** angry
- **profoundness:** deepness

## NOTES

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## 3. BUSINESS ETIQUETTE

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### STRUCTURE

- 3.1. Objectives
- 3.2. Introduction
- 3.3. Concept
- 3.4. Significance
- 3.5. The First Meeting
- 3.6. Dressing
- 3.7. Exchanging Business Cards
- 3.8. Dining Etiquette
- 3.9. Giving Gifts
- 3.10. Kindest Consideration of Others
- 3.11. Telephone Etiquette
- 3.12. Netiquette

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### 3.1. OBJECTIVES

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After reading this unit, the students will be able to:

- learn about business etiquette,
- learn about its concept and significance,
- learn about the first business meeting,
- learn about dressing in business,
- learn about exchanging business cards,
- learn about dining etiquette in business,
- learn about business meeting etiquette,
- learn about giving gifts in business,
- learn about kindest confidence for other in business,
- learn about by telephonic etiquette in business, and
- learn about etiquette in business.



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## 3.2. INTRODUCTION

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The basis of business etiquette is about building strong relationships in your field by fostering better communication. This can only happen when those you work with feel secure and comfortable. Although basic business etiquette may vary from country to country, some principles stand the test of time and geography.

## NOTES

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## 3.3. CONCEPT

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Business etiquette refers to the collective rules, customs and expectations governing social and business interactions. Business etiquette is concerned strictly with those customs and expectations in the context of business and is more than simply saying please or thank you. It encompasses the way you behave with another person throughout all business interactions. Etiquette applies to all sorts of events and exchanges, including, telephone calls and shared meals.

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## 3.4. SIGNIFICANCE

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Business etiquettes play a major role in the success of a business as well as an individual. Using your business etiquette skills, you are putting your best foot forward and obtaining the following benefits:

- **Builds healthy relationships:** Since business etiquette skills entail fair and honest dealings with coworkers, employers, and customers etc., you tend to develop strong relationships on the basis of such behavior.

- **Nurtures a harmonious environment:** Employees with good business etiquette skills help in fostering a good working environment by displaying courtesy and respect towards coworkers and employers. As a result of the comfort this good treatment at work provides, the productivity of teams and individuals increases.

- **Shows confidence:** The way you are able to demonstrate your self-control and knowledge of various matters through good business etiquette skills, it all reflects your confidence. It exhibits you as someone who does not lose composure easily and knows when and what to say.

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## 3.5. THE FIRST MEETING

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Let's say you have an important meeting with someone you have never met before. May be it is a job interview, a call with a potential client or a meeting with the head of a department in your organization. Whatever it is there are some important steps you can take ahead of the meeting to increase your chances of a successful outcome. For our purposes let's say the person you will meet is called John Brook. Here are the steps:

1. **Make a written plan:** Many people make the mistake of going into a meeting with no clear objectives. Just a few notes will help you. What would be an ideal outcome of the meeting for you? What are the key topics you want to discuss? What do you John Brook to do? To give you information, to agree to some action plan, to support your

proposal? If you know what you want then you have a better chance of getting it. What is your fall back plan? If you cannot get agreement to plan A maybe you should have a lesser objective i.e. plan B.

## NOTES

**2. Confirm the appointment by email:** Send a short note confirming the meeting and the topic. 'I look forward to our meeting next Tuesday at 10 am in your office. I would like to discuss the proposal for a new warehouse facility in France.'

**3. Do some research:** Research the topic and research John Brook. Google his name and see what you can find out about him. Talk to someone who has worked for him and call to tell you what he is like and what his motivations are. Prepare your pitch but be ready to change it in the light of what happens at the meeting.

**4. Link with him on LinkedIn:** Send a short note requesting a link. At the same time ensure that your LinkedIn profile is up to date.

**5. Study his LinkedIn profile:** Read his resume on LinkedIn. Where did he work before, what did he study, what has he done, which groups does he belong to? This will help you to understand him better and to find points of common interest. In particular look at his contacts and see if you have any shared contacts. Shared contacts can be a good source of information about him and also you can refer to them early in the conversation. 'I see that you know Philippa Jones at IBM. I worked with her on our Cloud Computing project.'

**6. Plan your first few questions:** Have a plan for broad structure of the meeting. For example at the beginning of the meeting you want to establish some rapport before plunging into the business issues. The topics and people you have gleaned from your research will help you with some icebreaker questions. Then you might want to get him talking about the key issues before introducing your proposals. Good questions are the way to shape the direction of the conversation.

**7. Anticipate his point of view:** Try to step into his shoes in advance. What will his likely view of the issue be? What objections or concerns might he raise? What questions will he ask? What evidence or data might he request? Prepare your responses and if appropriate take some supporting material in case he asks for it.

Finally, I would recommend finding out the dress code at his office. Often his assistant will tell you this. You should dress just as smartly as he does. If he normally wears a suit and tie then it would be a mistake to go in tee shirt and jeans. The first impression to create is very important so dress appropriately and meet him with a confident smile and a firm handshake.

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## 3.6. DRESSING

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*To make what you're wearing works for you in a business environment, choose clothes and a style that make you feel good and boost your confidence. Investing in items you'll always reach for is very important. Choose something comfortable which you can easily transfer into casual wear, business clothes and dinner outfit. Dressing for success includes your outfit, personal grooming and accessories. Here's how to choose outfit for business meetings and dress like the professional you are or aim to be.*

When you are meeting a client or prospect for the first time make sure you dress for success. Choosing the right outfit for a business meeting is all about developing your own personal brand.

## **Play to Your Advantage**

A woman who dresses sharp is clearly someone who can evaluate a situation and come up with the right solution for it. So by looking good you're looking like a valuable contact. You should avoid wearing suits that are uncomfortable or suits that you dislike. Discover your style for a formal attire in which you feel comfortable and self-assured. Understanding the type of meetings you are headed into and having the forethought to dress in a manner that plays to your advantage. It's almost the same as being prepared for where you are going for a holiday, you wouldn't choose a snowsuit to the beach.

## **What's Your Purpose?**

There is a difference between a casual and a formal business meeting. Find out if the meeting is formal enough for jeans, a shirt or a comfortable dress. Or if you should wear a two-piece matched pantsuit, a skirt suit and a closed-toe dress shoe. When you choose a skirt or a dress, keep in mind to have them no higher than one inch above the knee. You can choose conservative colors and patterns for a formal meeting and more colorful patterns for a casual meeting. If you're meeting with international clients then research what is appropriate and carefully consider your audience. Research what the locals wear for business tête-à-têtes and dress accordingly.

If you are going to a conference it's important to know the type of conference you're attending – a half-day seminar followed by a dinner event means social dress, while several full days of panels and talks would call for a more formal business standard of dress. You can easily convert your dress to a more formal outfit with a blazer, while evening outfits can be a little more relaxed.

## **Follow the Golden Rule**

Always remember your accessories. You can dress conservatively and add an accessory with a subtle print to reveal your personal style and express your modern elegance. Perfect for personalizing and also for dressing an outfit up or down are these tiny finishing touches that will be an instrumental component to the outfit that you've chosen, and get you the look that you're going for. Small details like a more noticeable pair of earrings, scarf and a necklace you're going for. Small details like a more noticeable pair of earrings, scarf and a necklace when wearing a casual dress can send the message that you're relaxed and being yourself.

## **Avoid Synthetic Material**

A good outfit loses its appeal very quickly when the wearer is flushed so stick to comfortable materials. Synthetic materials may trigger sweating. Avoid cheap synthetics such as rayon or acetate; rayon itches, and both of them wrinkle easily and wash poorly. Go for materials that let the skin breathe such as silk and organic cotton. When you're sweating, looking trendy is the last thing on your mind. So make comfort your first priority. Always keep in mind that if you look at your wardrobe as an investment. It will be of a higher quality, last longer, and you'll have every item a whole lot more.

## **NOTES**

**Make Your Mark****NOTES**

When you are choosing an outfit for a business meeting, go for the suitable style for you. Clothing certainly does not determine your actual competence and credibility. It does, however, influence others' perception of those qualities – and that can impact your career opportunities. Make sure you distinguish yourself and let the clothes help you leave an impression as a credible and successful expert.

When you are putting your effort into your presentation, don't forget to put an effort into your outfit. Don't let lack of professional appearance hold you back.

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### **3.7. EXCHANGING BUSINESS CARDS**

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Business cards are the staple of business success. Nevertheless, I am constantly amazed by how few professionals pay attention to the etiquette of exchange cards. These are the very same people who seek information about the rules of networking, making positive first impressions and dressing for success. You can work the crowd with ease, offer an impressive handshake and dress with finesse, but if you don't know the fine points of giving and receiving business cards, all the rest can be a waste of time and effort.

Here are ten basic to follow for the profitable and productive exchange of business cards.

1. Never leave your home or office without your cards and plenty of them. There is nothing more unprofessional than the business person who has to say, "Oh, I'm sorry. I just gave out my last card." or "I'm sorry. I didn't bring any with me."

2. Keep your cards in a business card case or in something that protects them from wear and tear. A crumpled business card makes a poor first impression.

3. Know where your business cards are at all times. The person who has to go through every jacket and pants pocket or every nook and cranny of a briefcase to find those business cards loses credibility immediately.

4. Hand them out with discretion. Those people who believe in doling them out in multiples of 12 send a message that their cards aren't worth much.

5. Give and receive cards with your right hand – the hand of discretion. This can make a big difference when doing business internationally.

6. Give the card so the person who is receiving it can read it without having to turn it around.

7. Always make a comment about a card when you receive it. Note the logo, the business name or some other piece of information. This places value on the card.

8. Keep your business cards up to date. When any of your contact information changes; run, don't walk, to your nearest printer for new cards. It is substandard business etiquette to hand out cards on which you have crossed off an old phone number and written in the new one.

9. Don't write notes to yourself on someone else's business card during the exchange unless they appear relevant. For example, if someone asks me to send a copy of my book, *Manners That Sell*, it makes perfect sense to write "Send book" on the back of that card. However, that would not be the time to write "good lead to ABC organization" on the card. I do that later and out of sight.

10. Avoid appearing aggressive with business cards. Wait to be asked for yours. If that isn't happening, ask the other person for a card. Reciprocity generally follows.

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### 3.8. DINING ETIQUETTE

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### NOTES

Whether you're grabbing a quick lunch with colleagues or need to impress a client at a formal dinner, maintaining a professional image is important. However, dining in a business setting can sometimes be tricky. Never fear! Here's a refresher of business dining etiquette tips to help you mind your manners and make a good impression at your next business meal.

Before the meal, **shake hands** with anyone already sitting at the table. If necessary, introduce yourself. Be sure to remain standing until you host sits. Once you sit down, place your napkin on your lap *only* after everyone else is seated and your host has moved his or her napkin. If someone arrives to the table after you do, it's polite to stand up to greet them.

When the waiter approaches the table, don't ask him to explain everything on the menu (one or two items are okay, especially if you have a **food allergy** or a dietary restriction such as a **piuten intolerance** and need clarification on a dish). If you appear too picky or indecisive, your peers may become annoyed.

Follow your host's lead – if they're first in line to order, choose something similar to what they order. For example, if they opt for a salad, try not to go for the prime rib. If the host isn't first in line to order, then ask for his/her recommendation. And of course, *don't* order the most expensive thing on the menu.

Order foods that are easy to eat, such as chicken, fish or salads. Avoid dishes with a messy reputation such as a spaghetti or a greasy burger (as hard as that may be to resist!).

As mentioned above, it's best to follow your host's lead when it comes to ordering an alcoholic beverage. If you choose to drink, limit yourself to one beer or glass of wine.

**Drink** from your own water glass and don't make the mistake of taking from your colleague or client's bread plate. Remember that your beverage will always be placed on the right side, above your knife and soup spoon, and your bread plate will always be placed on the left side, above your fork(s).

Try a little of everything on your plate unless you have a food allergy. You could come across as unsophisticated (and juvenile) if you eat only your steak and potatoes and ignore your veggies. If the food served is not to your liking, it is polite to at least attempt to eat a small amount of it. Additionally, don't over indulge or ask to finish anyone else's food.

Cut only enough food for the next mouthful (cut no more than a few bites of food at a time) Eat in small bites and slowly. Do no "play with" your food or utensils. Never wave or point silverware, and do not hold food on your fork or spoon while talking.

Avoid talking about religion, politics and other controversial topics. If someone else brings up an issue you're uncomfortable with during the meal, politely try to change the subject as subtly as possible.

If you need to leave the table **during the meal**, place your napkin on your chair and push the chair back under the table. There is no need to announce where you are going, or what you will be doing when you get there.

NOTES

A cough or a sneeze should be directed into your left shoulder, shielded by your left hand, keeping your right hand germ free. Avoid using your napkin as a tissue. **Speaking** of germs; if you drop your fork on the floor, *leave it there!* It's not necessary to dive under the table to fetch is simply ask your server for a new utensil and encourage the rest of your group to continue ???.

Your mother's request when you were a kid works here, too: keep your elbows off the table. It's also courteous to never talk with food in your mouth.

Once you have finished your meal, signal your server to clear your place setting by resting your work (tines up) and knife blade inward, with the handles resting at five o'clock and the tips pointing to ten o'clock on your plate. If you're unable to finish your meal, it's considered unprofessional to take home leftovers.

Don't argue over the check or offer to pay the **tips**; the host who invited you must take care of both. Be sure to kindly thank your host for the meal; shake hands before you leave and maintain good eye contact. Helpful hint: If you're hosting the dinner and a guest offers to pay the bill, politely decline.

A business lunch or dinner is a great opportunity to let your professionalism shine – whether you're going to a local steakhouse or **dining abroad**. While business dining etiquette rules can vary country to country, the general guidelines remain the same: practice good manners and use common sense.

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### 3.9. GIVING GIFTS

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When working with clients and partners around the world, business meetings may be paired with a gift – sometimes quite an extravagant one. Before heading to an international business meeting, know what to expect and what's expected of you when it comes to gift giving.

#### International Gift Giving Etiquette

Depending on your destination, giving a gift may be an incredibly important part of your meeting. In Japan, giving a gift at the end of a meeting is a sign of respect. The value of the gift is not especially important; the ritual of gift-giving is what matters. More senior members of the team you speak with should receive a more valuable gift than junior team members.

Gift giving in business is also expected in other Asian cultures as well as in the Middle East. For clients and partners in these regions, consider culture and religious beliefs before choosing a gift. For example, clocks are taboo in China and Muslim men cannot wear silk or gold.

In the Americas, Australia and Europe, business meeting gifts are not as important. Regardless of where you are, bring a gift for each person you are meeting with. A group gift may also be appropriate if each team member will appreciate the item. Consider not only the business meetings you will need gifts for, but a hostess gift for any homes you are invited into.

Research the gift-giving procedure for the country you are visiting. Proper etiquette may include presenting the gift with a single hand or two hands, direct eye contact, a polite refusal of the gift and/or waiting to unwrap the gift. Always reciprocate the gifts given to you.



## The Ethics of Gift Giving in Business

While many cultures hold corporate gift-giving in high regard, Western countries are more likely to consider them bribes. Stay within your company's guidelines on giving and receiving gifts and speaker in a protocol expert if you have any questions on the matter.

In general, you should avoid gifts that may be interpreted as bribes. Before accepting a gift ensure, it is within your company's limits. Consider whether or not you would be able to reciprocate with a gift of a similar value. If the answer is no, the gift is likely to extravagant to receipt.

To remain on th right side of business ethics, refrain from gift-giving until it can be seen as a "thank you" rather than sweetening a deal.

## Business Meeting Gift Ideas

In most countries, your gift need not be expensive. Try to bring a personal, thoughtful and generous gift that is hard to find in the country you're visiting. A unique item from your hometown is especially considerate. Be sure to avoid gifts that were manufactured in the country your are visiting. This will be particularly important for business meetings in China, Taiwan and some Latin American countries.

High quality pens and other office supplies are almost always good business meeting gift ideas. However, items with your company's logo are not acceptable. In most cases, alcohol is also a considerate option, but be sure to research local customs and religious restrictions.

## NOTES

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## 3.10. KINDEST CONSIDERATION OF OTHERS

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Being considerate of others is certainly a good career move, but it's also good for your health. When you show consideration for others, the brain's reward center is triggered, which elevates the feel good chemicals dopamine, oxytocin, and endogeneous opioids. This gives you a great feeling, which is similar to what's known as "runner's high," and all that oxytocin is good for your heart.

"Being considerate of others will take you further in life than any college or professional degree" – Marian Wright Edelman

That's all well and good, but how practical is it? How do you become more considerate when you have so many other things competing for your finite mental energy? It's not that hard – all your have to do is emulate the habits of highly considerate people.

Show upon time. Sure, sometimes things happen, but always showing up late sends a very clean message that you think your time is more important than everyone else's, and that's just rule. Even if you really do think that your time is more important, you don't have to broadcast that belief to the world. Instead, be considerate and show up when you said you would.

Be deliberately empathic. It's one thing to feel empathy for other people, but putting that feeling into action is another matter entirely. It's great to be able to put yourself in someone else's shoes – in fact, it's essential – but that doesn't necessarily translate into being considerate. To be deliberately empathic, you have to let your ability to walk in their shoes change what you do, whether that's changing your behaviour to accomodate their feelings or providing tangible help in a tough situation.



**NOTES**

Apologize when you need to (and don't when you don't). We all know people who are so in secure or so afraid of offending someone that they practically apologize for breathing. In such situations, apologizing loses its meaning. But it's a different matter entirely when a sincere apology is really necessary. When you've made a mistake, or even think you've made a mistake, apologizing is a crucial part of being considerate.

Smile a lot. Physically, it's easier to frown than to smile – smiling involves 42 different muscles; however, it pays to make the extra effort, as smiling has a huge effect on other people. People naturally (and unconsciously) mirror the body language of the person they're talking to. When you smile at people, they will unconsciously return the favor and feel good as a result.

Mind your manners. A lot of people have come to believe that not only are manners unnecessary they're undesirable because they're fake. These people think that being polite means you're reacting in a way that doesn't reflect how you actually feel, but they've got it backwards. "Minding your manners" is all about focusing on how the other person feels, not on how you feel. It's consciously acting in a way that puts other people at ease and makes them feel comfortable.

Be emotionally intelligent. One of the huge fallacies our culture has embraced is that feeling something is the same as acting on that feeling, and that's just wrong, because there's this little thing called self-control. Whether it's helping out a co-worker when you're in a crunch to meet your own deadline or continuing to be pleasant with someone who is failing to return the favor, being considerate often means not acting on what you feel.

Try to find a way for everybody to win. Many people approach life as a zero-sum game. They think that somebody has to win and somebody else has to lose. Considerate people, on the other hand, try to find a way for everybody to win. That's not always possible, but it's their goal. If you want to be more considerate, stop thinking of every interaction with others as a win/loss scenario.

Act in your intuition when it comes to other people's needs. Sometimes you can just tell when someone is upset or having a bad day. In such cases, being considerate means checking in with them to see if your intuition is correct. If your intuition is telling you to reach out – do it; they'll appreciate your concern.

**Bringing It All Together**

Being considerate is good for your mental and physical health, your career, and everyone around you. On top of that, it just feels good.

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**3.11. TELEPHONE ETIQUETTE**

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In a world more reliant upon virtual communication than ever before, outside of a business setting a phone call can sometimes feel old-fashioned (often limited to something you try to do every week or so with a family member).

However, when it comes to business introductions, sales pitches, or the handling of sensitive information, nothing beats a phone conversation. Even as technology advances, it is unlikely that business phone calls will go away anytime soon. So how do you ensure you're applying modern etiquette to this timeless form of communication? In order to ensure you are properly branding your company over the phone and providing exceptional customer service, we've assembled some do's and don'ts to guide your calls:

### Business Phone Etiquette Dos

1. Introduce yourself. Even in the age of caller ID, it can be jarring to pick up the phone and jump right into a conversation. Remind the person you're calling who you are and why you're reaching out. They will appreciate the courtesy even if they recognized your name and number when they picked up.

2. Speak clearly. Enunciation is so important when you don't have body language cues to pick up on. Be sure to speak carefully and slowly so that the person on the other end of the line can understand you.

3. Listen to requests. When you're busy multitasking, it can be hard to focus on the requirements of the person on the phone. Set other tasks aside as you actively listen to requests from the caller. Ask follow-up questions for clarification and to show that you're engaged in the conversation.

4. Make the kind of call you'd like to receive. The *Golden Rule* applies to just about everything in life, but this is especially true in the business world. Treat callers the way you like to be treated on the phone. That means making easy, friendly conversation that accomplishes goals for both parties.

5. Leave succinct voicemails. If you get someone's voicemail, leave a message that's short and sweet. Include your contact information and a quick indicator of why you're calling.

### Business Phone Etiquette Don'ts

1. Don't answer the phone too casually in a business setting. A "Hello!" is fine but consider including your name as you pick up a call. State the name of the business when you're answering the phone, too.

2. Don't leave people on hold for a long period of time. If you have to put a person on hold, ask them if it's okay to do so. At times, it may be better to take down the caller's number and ask to call them back later. There's no quicker way to make a person feel unimportant than by placing them on an extended hold!

3. Don't talk with your mouth full. Your mom probably warned you not to do this, and if you're making important calls over your lunch hour, you might be tempted to chat as you chew. Resist the urge! There's nothing worse than someone smacking their lips in your ear.

4. Don't use slang. Unless you know the person on the other end of the line socially, it's best to keep language professional. Swap out "hang on a sec" for "just a moment, please" and you're sure to impress the person on the line – or at least not offend them with your casual vibes.

### NOTES

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## 3.12. NETIQUETTE

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Communicating on the Internet allows you to be part of a community and along with that stems network etiquette rules. Corresponding, writing, or having a conversation on the Internet is no different from having a face-to-face conversation with someone, except that your dialogue takes place over a network. Because a conversation takes place over a network, the standard conversational etiquette rules have been expanded to Netiquette rules.

## NOTES

Some basic 'Do Not' guidelines are:

- Do not be rude via the Internet nor email. There are a number of communication avenues, i.e., posts, Facebook, Twitter, etc. No matter which method is used, people should be cordial and respectful to whom they are writing. Would you be happy if someone sent you a critical or cutting remark? As the saying goes, 'If you haven't got anything nice to say, don't say anything'.

- Do not pass on other people's information. No one is allowed to pass on a person's information without the approval of the individual. This is a crucial rule to commit to memory especially if you are thinking of passing someone's personal information. This could lead to a serious offense, so do not even consider it.

- Do not use all capitals when writing as its connotation implies yelling. Bear in mind that the reader cannot see your face and can easily misinterpret its meaning. Appending an emotion to the capital letters to imply a tease could even be misconstrued as a sarcastic remark. So pay attention to the use of capital letters and only use them for, e.g., acronyms.

- Do not change someone else's words. What a person writes belongs to them. Do not change someone's content to be spiteful, harmful, or hurtful.

- Do not send chain letters nor inappropriate links. Not everyone enjoys receiving chain letters. This will just annoy the receiver. If you send someone a chain letter and they respond to you with a 'please do not send', then respect their wishes and do not send anymore.

- Do not send spam. Spam is any unwanted email. Set your email options to forward all spam email to either a spam or trash folder where they can all be deleted without any harmful effects.

- Do not spread private chats nor conversations. This is a malicious offense. The conversation you have with someone is private and should remain as private unless they say it is ok to pass the conversation to others. Not following this rule can be damaging and libelous.

- Do not continuously send chat messages to someone who does not reply. Seeing someone on chat doesn't mean you have to speak with them. Be respectful – if someone does not reply on chat, then they are probably busy.

- Do not send out an email to everyone (i.e., co-workers and managers) and do not click Reply to All if only one person needs to be the recipient. This is especially true if the other people are not involved with the subject matter. This will only displease fellow associates as they probably receive more emails than they want on a daily basis.

The key roles to remember are to be responsible and respectful. You are accountable for your actions as well as for what you write, so make note of the 'Do Not' rules.

### Check Your Progress

1. What role do business etiquette play.
2. Imagine you are going for a very first business meeting. What are the things you will take care of?
3. How will you take care of your dress while in a business?
4. Why do we exchange business cards?
5. What are business dining etiquette?
6. What is the importance of giving gifts in business?

7. Why should we have kindest consideration for others in business?
8. What telephone manners will you practise while in business?
9. Define etiquette.

## Summary

- The basis of business etiquette is about building strong relationships in your field by fostering better communication.
- Business etiquette refers to the collective rules, customs and expectations governing social and business interactions.
- Business etiquettes play a major role in the success of a business as well as an individual.
- To make what you're wearing works for you in a business environment, choose clothes and a style that make you feel good and boost your confidence.
- While having a first business meeting, make a written plan, confirm the appointment by email, do some research about the concern person, link with his/her linked in profile, plan your first few questions and anticipate his/her point of view.
- *To make what you're wearing works for you in a business environment, choose clothes and a style that make you feel good and boost your confidence.*
- Business cards are the staple of business success.
- Whether you're grabbing a quick lunch with colleagues or need to impress a client at a formal dinner, maintaining a professional image is important.
- When working with clients and partners around the world, business meetings may be paired with a gift – sometimes quite an extravagant one.
- Being considerate of others is certainly a good career move, but it's also good for your health.
- When it comes to business introductions, sales pitches, or the handling of sensitive information, nothing beats a phone conversation.
- Communicating on the Internet allows you to be part of a community and along with that stems network etiquette rules.

## Keywords

- **etiquette:** manners
- **netiquette:** manners while using the internet

## Review Questions

1. What are the things required for a successful business?
2. How does a business get ruined?

## NOTES

NOTES

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## 4. ETHICS AND VALUES IN BUSINESS COMMUNICATION

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### STRUCTURE

- 4.1. Objectives
- 4.2. Ethics and Values in Business an Introduction
- 4.3. Social Implications
- 4.4. Tradiational Approach
- 4.5. Ten Commandments of Ethical Communication
- 4.6. Certainune Practices
- 4.7. Organisational and Ethics

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### 4.1. OBJECTIVES

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After reading this unit, students will be able to understand:

- the ethics and values in business communication,
- social implication of ethical communication,
- traditional approach of ethical communication,
- ten commandments of ethical communication,
- certain unethical practices, and
- organizational set up and ethics.

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### 4.2. ETHICS AND VALUES IN BUSINESS AN INTRODUCTION

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Certain core legal and moral values are essential if business and trade within the market is to be possible (Cannon, 1994). These would include promise-keeping, financial probity, honesty, integrity, and reliability. They would also require the avoidance of price-fixing, cartels, and other monopolistic tendencies. This is because, unless a business pays its bills and meets its orders, it cannot continue to trade and if it begins to dominate the market; then that market, to that extent, would no longer be a free one. The idea of a perfectly competitive market is therefore an unrealisable ideal. The only way to avoid this conclusion is to draw a distinction between positive and negative duties of the organisation.

The concept of social responsibility of business, obligations of companies to their communities and society, and ethical behaviour of an individual as an organisation's member are the questions that have led to the current growth of business ethics as an academic discipline.

Moralistic, personalistic, and egoistic values dominate in most business organisations. Therefore, there is a sense in which organisations can have ethical responsibilities or behave in an ethical way. There have been instances of business people allegedly engaging in unethical, questionable, or illegal activities. Such managerial mischief creates an impression in the public mind that business is inherently corrupt and beyond ethics. Therefore, business ethics would deal with the behaviour of people in organisations and the body corporate with respect to ethical issues of public interest.

## NOTES

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### 4.3. SOCIAL IMPLICATIONS

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Many see an ethical crisis in all walks of life in India today. Activities such as fraud and deception, kickbacks and bribery, insider trading, improprieties in government contracts, conflicts of interests, and questionable claims and counter claims have become all too common.

Indian business is not a lotus flower standing aloof in these muddy waters. Consumer deception, false guarantees, questionable advertising claims, sub-standard products, intentional violation of environmental norms and workplace safety regulations, and laundering of black money by financial institutions and corporate houses have become accepted business practices. When such illegal activity is coupled with legal but unethical or questionable activities – such as engaging in less than honourable negotiations; using bluffing and deception to reach labour agreements, providing gratuities or sexual favours to prospective customers – it is most likely that the public image of business and corporate life will suffer.

Following are some of the problems that can arise:

- The loss of client loyalty
- The loss of loyalty of employees to their firms
- Conflicts of interest between stakeholders
- The loss of professionalism

The ethical atmosphere of business is going acrid. Transactions cannot be done on verbal assurance, as people do not keep their word. Agreements have got to be made in writing, which is also subject to interpretation. The result of such moral relativism is that every situation becomes a problem and every manager is expected to solve it.

While questionable business practices are nothing new, the vulnerability of today's economy to rampant white-collar crime is alarming. In the service industry, stealing has become easier to be pulled off and be rationalised. 'Profit at any price' mentality is the cause of such unethical practices. It results in loss of confidentiality, well short of illegality. These cases about white-collar crime present an occasion for reflecting upon the nature of managerial practices. Questions that need to be asked are:

1. What are the generic causes of such mischief and illegality?
2. Is the root cause a matter of individual psychological makeup, where greed and personal aggrandisement are the main motivation?

3. What preventive measures can be taken to stem white-collar crime and managerial mischief?

4. Is the current economic system at fault?

## NOTES

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### 4.4. TRADIATIONAL APPORACH

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There are innumerable forces of negative and positive tendencies within us, which influence our thoughts and actions (Tilak, 1935; Radhakrishnan, 1948). We constantly work under such influences and go through various physical, emotional, and intellectual experiences. The quality and quantity of these experiences determines our personality, pattern of behaviours, and conduct.

These forces are also the constituents of everything in creation, in Prakriti, in Nature. Indian philosophy considers every phenomenon, every atom, every human being and her/his action, a play of 'Prakriti', (i.e., primordial nature, not the physical). The dynamism of Prakriti is due to the continuous flux of three qualities (Gunas). These Gunas are: Dull (*Tamas*), Passionate (*Rajas*) and Balanced (*Sattwa*). These are variously called attributes, constituents, elements, qualities, or principles, which underlie every empirical phenomenon.

These three Gunas, in different proportions, influence the mental and the intellectual calibre of every individual and these influences provide the distinct flavour in each personality. All three are always present in every one, but their proportion differs slightly from person to person; hence the distinct aroma in the character, conduct, and behaviour of each individual (Chakraborty, 1985).

The term Guna indicates not the properties of a material but the 'attitude' with which the mind functions. A careful study of Guna provides us with the capacity of detecting within ourselves the most powerful tendency that rises up to rule our mental life, at any given moment. A true and exhaustive knowledge of the Gunas will make an individual aware of the possible mischief of the mind and meet her/his subjective problems efficiently whenever they arise.

#### Nature of Gunas

Though all three types of Gunas co-exist in every individual, we find their distinct individual qualities manifesting themselves during different parts of the day. In the early hours of the day, we are relatively calm and composed. Our capacity to understand is optimum. Sat represents the expected Guna of an individual in the morning. Sat means absolute real, therefore Sattvic means 'good' and the movement of the individual is upwards.

We are relatively active during the course of the day. This period is Rajasic. Raj means red therefore Rajasic means 'Passionate' and the movement is lateral. Again, at the close of the day, we become dull and the mind is disturbed due to events of the day. Tam means darkness therefore Tamasic means 'Dull' and the movement is downwards.

There is a beautiful verse in Bhagavad Gita (Chapter 3:38) describing the nature of Gunas

*'Dhumenaavriyate vahnirryathaadarsho malen cha  
yatholbenaavrito garbhastathaa teneddamaavritam'*



‘As fire is covered by smoke, as a mirror by dust, as an embryo is covered by the womb, so is This covered by it.’ Sattwic Guna is like fire covered by smoke. A small wind blows away the smoke revealing the hidden fire. Rajasic Guna is like the dust on the mirror. One has to make vigorous efforts to remove this dust to see the image clearly. The nature of Tamasic Gunas resembles that of the embryo in the womb. The womb covers the embryo. You do not know what is hidden beneath it and it will take its own time and effort to mature.

Sattwa attaches itself to happiness, to the thrills of the creative moments in life – a scientist, an artist, or a poet will not even like to come down to the passionate world. Rajas attaches to action and Tamas attaches one to heedlessness.

The fruits of Sattwic action are good and pure. Fruit of Rajas is pain and the fruit of Tamas is ignorance. Knowledge arises from Sattwa, greed from Rajas and heedlessness, delusion, and ignorance arise from Tamas. Rajasic and Tamasic individuals are skills and rights oriented. Sattwic individuals are duty-oriented.

## **Sattwic or Balanced**

Under the Sattwic influence, the mind is steady, free from agitations and inertia. Mind experiences peace and happiness, better understanding, and intellectual comprehension. It describes the limits of ‘goodness’ and gives freedom from agitation. Thus, whenever a given mind is in an inspiring and creative mood, it is capable of vast knowing and deep understanding. A true scientist, working self-dedicatedly in his laboratory; a painter working on his canvas; martyrs facing cruel persecution, politicians suffering long years in jail for standing up to their convictions are examples of individuals inspired by their creative mind.

### **Characteristics of a Balanced Person**

- **Knowledge:** Recognising the truth of existence. Perceives the oneness underlying the universe.
- **Action:** Work undertaken for work’s own sake, with a spirit of inspiration. Work without any anxiety for results. E.g., missionary work without any likes and dislikes.
- **Result of Actions:** Steady and blissful.
- **Agent/Actor Personality:** Free from attachments to objects, non-egoistic, firm, enthusiastic, unaffected by success or failure. E.g., a nurse in the hospital has no attachment with the patient, no ego that she is curing the patient, she has fortitude and enthusiasm to work efficiently and is not concerned with success or failure, because she knows she is there only to serve.
- **Motive Force of Work:** Discrimination between what ought to be done and what ought not to be done, fear and fearlessness, bondage and liberation.
- **Fortitude:** Constancy of steady control over one’s mind, sense organs and their activities, through singleminded attention, and faithful concentration.
- **Pleasure:** Happiness that arises from constant effort, joy arising out of self-control and self-perfection born out of purity of one’s own mind.
- **Nature:** Serenity, self-restraint, austerity, purity, forgiveness, uprightness, knowledge, self-realisation (wisdom), and faith.
- **Duties:** Duties carried out to cultivate knowledge, wisdom, and faith.

## **NOTES**

## Rajasic or Passionate

### NOTES

When Rajas influence dominates, there is desire for acquisition of things and attachment with things acquired already. The person normally remains in a stable equilibrium. But when he/she looks at an object of desire, the equilibrium is disturbed and the mind is filled with 'passion', which is expressed in a million different urges, desires, emotions, and feelings. Such an individual can never keep quiet but must necessarily act on endlessly earning and spending, racing and procuring, procreating and protecting, and thirsting for more and more. He/she is filled with joys of his success and is involved in the sorrows of his failures.

### Characteristics of a Passionate Person

- **Knowledge:** Recognising the separateness and distinctions among living creatures and dividing them into different classes, castes, creeds, races, nationalities, etc.

- **Action:** Work done to fulfil desires, under tension and strain, anxiety and fear. Works with arrogance, self-centredness. E.g., political leaders, social workers, industrialists, over-anxious parents/managers, fanatic preachers, blind money-makers.

- **Result of Actions:** Takes a longer time to feel disappointed and overcome sorrows.

- **Agent/Actor Personality:** Full of desires, passions, and attachments, clings on to some wished for gain or goal. Never satisfied with what he/she gains, since desires multiply from moment to moment. Does not hesitate to injure others; when maliciously resolved to gain his/her goal, he/she becomes immoral. Unrighteous methods and immoralities are no ban to gain his/her goal, though ordinarily he/she is a moral and righteous person. Full of delight and grief.

- **Motive Force of Work:** A coloured judgement of the ethical and unethical, what is to be done and what is not to be done.

- **Fortitude:** Constancy of pursuit of duty, wealth, and pleasure to enjoy the fruits of action.

- **Pleasure:** Pleasure of sense organs ending into exhaustion; temporary enjoyment of fruits of action.

- **Nature:** Prowess, boldness, splendour, firmness, dexterity, perseverance, generosity, authoritative, commercial temperament.

- **Duties:** Duties carried out to cultivate, to maintain, and to express above nature.

### Tamasic or Dull

Tamas is born of 'Ignorance'. Under this influence, man's intellectual capacity to discriminate between the right and wrong gets affected. Tamasic persons focus all their interest and attention upon themselves. All their actions and perceptions, emotions and thoughts are directed only to the welfare of themselves. But the world is not designed to cater to any particular individual. As a result, these demands remain unfulfilled. The mind is never at rest. It is always discontented and disturbed. There is no consistency of purpose, brilliance of thought, tenderness of emotion, or nobility of action.

### Characteristics of a Dull Person

- **Knowledge:** Fanatic in their beliefs, devotion, views, and values in life without recognising the cause and effect. Views the world as if it exists for him/her alone, with concept of self-importance. Narrow and limited vision.

- **Action:** Works done without regard for loss of power or vitality, loss or injury to others, without any attention to their own status, and ability; careless and irresponsible actions because of some delusory misconception of the goal; e.g., Smoking, drinking, gambling, corruption.

- **Result of Actions:** Immediate dividend of sorrow.

- **Agent/Actor Personality:** No control over self, unsteady, impulsive, unbalanced in his/her activities; arrogant, obstinate, and stubborn. Dishonest and deceitful, inability to see any other point of view; Conceals his/her real motives and purposes and secretly works out his/her programmes; over-indulging. Enjoys and consumes without producing and striving. Complaining of men and things around him/her. Bent upon creating disputes and quarrels. Challenges adversaries to destroy him. Keeps away from obstacles, Incapacity to arrive at firm judgment. Postpones the decision.

- **Motive Force of Work:** Wrong judgement of ethical and unethical actions (justifying ethical to be unethical and vice-versa).

- **Fortitude:** Steadiness of purpose with which one does not abandon sleep, fear, grief, depressions, and arrogance.

- **Pleasure:** Pleasure arising from sleep, indolence and heedlessness, wrong values, and false ideals.

- **Nature:** Spirit of service.

- **Duties:** Work in the spirit of dedication and service.

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## 4.5. TEN COMMANDMENTS OF ETHICAL COMMUNICATION

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**Attendance:** Arrives on time and gives advance notice of absence.

**Character:** Displays loyalty, honesty, trustworthiness, dependability, reliability, initiative, self-discipline, and self-responsibility.

**Teamwork:** Respects the rights of others; is a team worker and is cooperative.

**Appearance:** Displays appropriate dress, grooming, hygiene and etiquette.

**Attitude:** Demonstrates a positive attitude.

**Productivity:** Good work habits result in a good work product.

**Organizational Skills:** Manifests skill in personal management, time management, prioritizing, flexibility, stress management and the ability to deal with change.

**Communication:** Displays appropriate verbal and nonverbal skills.

**Cooperation:** Displays leadership skills; maintains appropriate relationships with supervisors and peers.

### NOTES

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## 4.6. CERTAIN PRACTICES

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### NOTES

#### 1. While Collar Crime

Corporate criminal behaviours have resulted in big financial scandals. White-collar crimes occur in subtle forms. Using work hours for conducting personal business, sending our personal mail using the company resources, inflating expenses. Etc., are all practices some individuals would considered unethical. Whether the impact is large or small, white-collar crimes are important issues in organizations.

#### 2. Employee Rights

Managing the rights of employee at work creates many ethical dilemmas in organisations. Some of these dilemmas are privacy issues; drug testing, etc., the use of employee data from computerized information systems presents many ethical concerns. Safeguarding employee's right to privacy and at the same time, preserving access to the data for those who need it, requires that the manager balances competing interests.

#### 3. Sexual Harassment

It is unwelcome sexual attention, whether verbal or physical, that affects an employee's job conditions or creates a hostile working environment. Sexual harassment costs the company in the form of absenteeism, turnover and loss of productivity. Companies may be required to pay damages to victims of sexual harassment. Besides, the company may face negative publicity because of sexual harassment cases.

#### 4. Romantic Involvement

Hugging, kissing, sexual innuendos and repeated request for dates may constitute sexual harassment for some, but they are prelude to romance for others. This situation carries with it a different set of ethical dilemmas for organisations. Conflicts occur within an organisation when romantic involvements at work become disruptive. Moreover, employers are liable for acts of their employees and can thus be held liable for sexual harassment. Other employees might claim that the subordinate who is normally involved with the supervisor gets preferential treatment.

Romantic involvements at work can create a conflict of interest. A comprehensive policy should require anyone who might be experiencing a conflict of interest to report it to his or her manager. The policy should also include an explanation of how unwelcome romantic advances can turn into sexual harassment.

#### 5. Organisational Justice

Another area in which moral and ethical dilemmas may arise for people at work concerns organisational justice, both descriptive and procedural.

**(a) Distributive justice:** It concerns the fairness of outcomes individuals receives.

**(b) Procedural justice:** It concerns the fairness of the process of by which outcomes is allocated. The ethical questions here, do not concern the just or unjust distribution of organisational resource. Rather the ethical questions resources? Have the right consideration such as competence and skill, been brought to bear in the decision process?

## **6. Whistle Blowing**

Whistle blowers are employees who inform authorities of wrong doings of their companies or co-workers. Whistle blowing is important because committed organisational members sometimes engage in unethical behaviour in unethical behaviour in an intense desire to succeed. Organisations can manage whistle blowing by communicating the conditions that are appropriate for the disclosure of wrongdoing. Clearly delineating wrongful behaviour and the appropriate ways to respond are important organisational actions.

## **7. Social Responsibility**

Corporate social responsibility is the obligation of an organisation to behave in ethical ways in the social environment in which it operates. Socially responsible actions are expected organisations current concerns include protecting the environment, promoting worker safety, reporting social issues, investing in the community, etc., managers must encourage both individual ethical behaviour and organisational social responsibility.

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## **4.7. ORGANISATIONAL AND ETHICS**

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Of the values that make up an organization's culture, ethical values are now considered among most important. Ethical standards are becoming part of the formal policies and informal cultural many organizations. Ethics is the code of moral principals and values that governs the behaviour person or group with respect to what is right or wrong. Ethical values set standards as to what is good or bad in conduct and decision-making. Ethics is distinct from behaviour governed by law. It goes beyond law; it does not mean simply following the law. Much behaviour is not codified and managers must be sensitive to the emerging norms and values. The notion of 'social responsibility' is an extension of this idea. It refers to the management's obligation to make choices and take action so that the organization contributes to the welfare and interest of society (management is an organ of society created to serve its interests – Peter Drucker) as well as to itself. A few examples of the need for managerial ethics are as follows:

- A senior financial executive approached J.R.D. Tata, suggesting how substantial amount can be saved by a particular approach which is well within the accounting practice and law. J.R.D. asked him 'But is it good? Is it a good practice?' The executive understood and left.

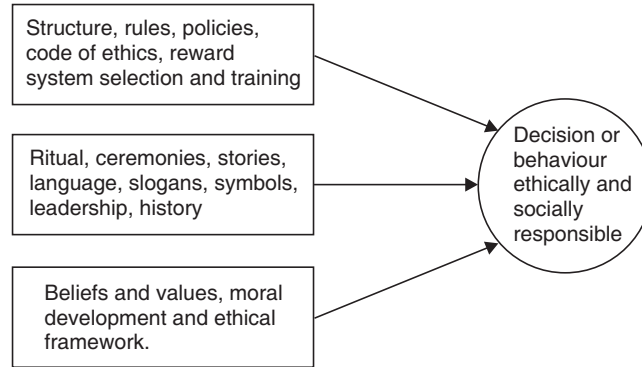
- The project manager for a consulting project wondered whether some facts should be left out of a report because the marketing executives paying for the report would appear in bad light if the facts were reported.

- A retail store has planted hidden cameras to capture shoplifting and thefts. The cameras also revealed employees criticising the management or misbehaving while on duty. Should it take action against the employees?

These issues are difficult to resolve and often represent dilemmas. An ethical dilemma arises when every available alternative seems undesirable; right or wrong is not clearly identifiable. These choices can be aided by establishing ethical values within the organization as part of the corporate culture.

The standards for ethical or socially responsible conduct are inbuilt within each employee as well within each organization itself. The forces that influence ethical decisions are shown in Fig. 4.1.

**NOTES**



Factors Determining Ethical Decision

**Check Your Progress**

1. Define business ethics and values.
2. What are the social implications of business ethics?
3. What is their traditional approach?
4. What are the ten commandments of ethical communication?
5. What do you know about unethical practices?
6. Define organizational set up and ethics.

**Summary**

- Certain core legal and moral values are essential if business and trade within the market is to be possible. These include promise-keeping, financial probity, honesty, integrity, and reliability. They would also require the avoidance of price-fixing, cartels, and other monopolistic tendencies.
- Social consequences of business ethics are: the loss of client loyalty, the loss of loyalty of employers to their firms, conflicts of interest between stakeholders and the loss of professionalism.
- There are innumerable forces of negative and positive tendencies within us, which influence our thoughts and actions.
- Attendance, character, teamwork, appearance, attitude, productivity, organizational skills, communication, cooperation and respect are ten commandments of ethical communication.
- Certain unethical practices are white collar crime, employee rights, sexual harassment, romantic involvement, organizational justice, whistle blowing and social responsibility.
- Of the values that make up an organization’s setup, ethical values are considered among most important.

**Keywords**

- **ethics:** morals
- **implication:** result

- **traditional approach:** customs, beliefs, or methods are ones that existed for a long time without changing.
- **commandment:** directives
- **unethical:** immoral

### **Review Questions**

1. What kind of company is ethical for you?
2. What is the impact of unethical practices on business?

### **NOTES**



NOTES

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## 5. BUSINESS LETTER WRITING AND INTRA-ORGANIZATIONAL COMMUNICATION

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### STRUCTURE

- 5.1. Objectives
- 5.2. Business Letters
- 5.3. Intra-organizational Communication

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### 5.1. OBJECTIVES

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After reading this unit, students will be able to:

- learn about the essentials of effective business correspondence,
- learn about layout and planning of a business letter,
- learn about kinds of business letter,
- learn about intra-organizational communication,
- learn about writing email messages,
- learn about pros and cons of email,
- learn about dos and darits ofemial style, and
- learn how to attach or memo to an email.

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### 5.2. BUSINESS LETTERS

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#### 5.2.1. Introduction

The concern of this chapter is the verbal symbols in written communication media that we call as **business letters**. Making choice of symbols and channels helps to ensure effective communication. This is achieved when the intended meaning of the sender and the meaning perceived by the receiver are one and the same.

Despite the recent growth in electronic communications and the convenience of telephone, letters are still a very widely used medium of communication in businesses. They are cheap to produce and postal delivery is quick and generally reliable. They also provide both the receiver and the sender with a permanent record of what has been discussed and agreed for later reference. Letters may lack the personal touch of

meetings or the immediacy of a telephone call, but when matters are relatively straight forward and there is no urgency for a decision- as is the case in most routine business- they are an effective and valuable form of communication.

Business letters are written from one business firm to another or from a business firm to an individual customer. They are the most common form of written messages used by the business to communicate with people and organizations outside the firm. Therefore, business letters are often the main means of establishing business relations with the outside world.

## NOTES

### 5.2.2. Definitions

- “Business letter is a communication from one person to a company or vice versa and from one company to another”.
- “Business letters are purposeful internal and external medium of communication designed to communicate business messages or information between the letter producer and the reader who could be a supplier, a potential customer or another business firm.”
- “Business letter is the medium used for written messages often to the persons outside the firm’.

An effective business letter is a package containing essential facts such as knowledge of business procedure, mastery of the structure of language and logical thinking.

We may write a business letter for various purposes. It could be to inform readers of specific information, to persuade others to take action, to propose an idea, and so on. Whatever the purpose we have in mind when we write business letters, there are some essential characteristics that our letter should possess to enable us communicate in the most effective way.

### 5.2.3. Essentials of Effective Communication

To compose an effective business message, we need to apply certain communication principles. They tie closely with the basic concepts of communication process and are important both for written and oral communication.

They will provide you with guidelines for the choice of content and style of presenting your message specifically adapted to the purpose of your message and the receiver of your message. We will discuss these characteristics that your letter should possess in addition to the 7 C's of effective communication to have been taught in previous units.

#### 5.2.3.1. Accuracy

We should make every effort for accuracy not only in the mechanical and technical details but also in references and statements, dates, spellings, (especially the names of persons or of firms), the use of language and punctuation, and argument. Be accurate in all things and it is much better to rewrite a letter than to send it out containing incorrect material.

### 5.2.3.2. Thoroughness

When we read our letter over before releasing it, we should make sure that it contains the essential points that we want covered. If we are writing a reply letter to a correspondent, be sure that our answer is comprehensive and covers questions that he/she expressed or implied.

### 5.2.3.3. Conciseness

A concise message saves time and expense for both the sender and the receiver. Conciseness, is saying what you have to say in the fewest possible words without sacrificing the other qualities of your message. It will contribute to emphasize and avoid/eliminate unnecessary words so that you can make your important ideas stand out.

### 5.2.3.4. Clarity

To write a letter that will be clear to the receiver, you must first have a definite idea of what you mean to say. If you are vague in your thoughts, how can you expect the reader to grasp it immediately? To be clear, however, does not mean that you should use many words to express an idea. It just means that you should choose and use the right words.

*Tip: read your letter over and over again before sending it and do not be satisfied unless and until it possesses clarity.*

### 5.2.3.5. Promptness

If you cannot answer a letter promptly, acknowledge its recipients and state that you will give it your early attention. Include a courteous expression of thanks in the letter.

The following five basic steps are essential before writing a message:

- Know the purpose of the message
- Analyse your audience (reader)
- Choose the ideas to include
- Collect all the facts to back up (support) your idea
- Outline and organize your message

### Know Your Purpose

The first step when you plan for communicating your message is to determine your specific purpose. For example, is it to get an immediate replacement for defective articles? Or is your main purpose to announce your firm's new location? Or to apologize for a serious error? In addition to the specific purpose of each message, all communications have an underlying general purpose-to build goodwill. For example, in a refusal or a collection letter, the purpose should be two folds-not only to refuse a request or to ask for money, but also to maintain the customers' goodwill.

## **Analyse Your Audience**

In communication process and principles of this material, you can realize how much important it is to adapt your messages as much as possible to the recipient's views, mental filter and needs. In your letter, consider the areas on which your recipient is likely to be well informed or uninformed, pleased or displeased, negative, positive or neutral.

## **Choose the Ideas**

With your purpose and recipient in mind, the next step you will take is to choose the ideas for your message. If you are answering a letter, you can underline the main points to discuss and jot your ideas briefly in the margin or on a memo pad. If you are writing a complex message, you can begin by listing your ideas as they come to you. Then consider what facts will be most useful for that person.

## **Collect all the Facts**

Having determined what ideas to include, ask yourself if you need any specific facts, updated figures and the like. Be sure you know your company policies, procedures, product details if the message requires them. Perhaps you should check with your boss, colleagues, subordinates or the files for an exact percentage, name of an individual, a date, an address or a statement. Sometimes you may also need to enclose a useful brochure, table, and picture or product sample.

## **Outline and Organize Your Message**

The order in which you present your ideas is often as important as the ideas themselves. Disorganized writing reflects disorganized, illogical thought processes or careless presentation. Having done so, you need to decide on the organization of your letter where you could have two major alternatives. You can either use a deductive or direct approach where you begin with the main ideas and present discussions next or you can use the inductive or indirect approach in which you start with the relevant statements and later present the main idea.

### **5.2.4. Conventional Parts of Business Letters**

A letter is a written message in a particular format. Properly planned, well designed and neatly typed letters contribute towards the reputation and goodwill of a business organization. The business letter mostly has eight standard parts.

They have been arranged and discussed here in their top to bottom order:

- The heading
- The date
- Inside address
- Attention line (optional)
- Salutation
- Body
- Complementary close
- Signature block

#### **5.2.4.1. The heading**

The heading shows where the letter comes from. It includes the organization's name, full address and almost always a telephone number.

## **NOTES**

**5.2.4.2. The Date**

The date establishes correspondence as a matter of record and provides a reference point for future correspondence. It is typed two spaces below the last line of the letter head. It is indicated in either in the upper right-hand corner or upper left-hand corner.

**NOTES****Example: 2 may 2014 or May 2, 2020**

*Both methods are acceptable, however, the first method proceeds in the logical order of day, month and year and hence it is conventional.*

*Reference is a code given to the letter.*

**5.2.4.3. Inside Address**

It is the name and address of the person or organization to which you are sending the letter. The full address should be written two spaces below the date and two spaces above the salutation. The name of the addressee should be correctly spelled. If the addressee has no professional title such as doctor, or professor, the traditional courtesy titles are used—Mr, Ms, Mrs.

Order of arrangement of the inside address:

1st – Person and business

2nd – Committee, group or section or other small group

3rd – Company

4th – Building

5th – P.O. Box, street address

6th – City state

7th – Country

**5.2.4.4. The Attention Line (Optional)**

To ensure prompt action, sometimes a letter which is addressed to a company is marked to a particular office with in the organization. The attention line is written two spaces below the inside address and two spaces above the salutation. The attention line is usually underlined.

**Example:** Attention: Mr. Mulugeta Abebe

Attention: General Manager

**5.2.4.5. Salutation**

Salutation is similar to greeting. It is placed two spaces below the attention line (if there is any). In most cases, it should match the first line of the inside address. When addressing an individual, use the word dear, followed by a polite title and the name of the person and a colon. When a letter is addressed to an officer by name “Dear sir” is used. If a person has a specific title, it is written before his/her name instead of the usual sir.

**Subject:** *The subject of a letter gives a brief title of the message. Thus, the purpose of the subject line is to let the reader know immediately what the message is about.*

**5.2.4.6. Body**

This is the main part of the letter that contains the main message of the letter and the idea of the writer. In the first paragraph, reference to any correspondence which has already taken place, should be given. In the second, the main message should be stated. The paragraphs that follow should contain further details if necessary.

In the closing paragraph, the writer must clearly state what action he/she expects the reader to take or he/she may end the letter indicating his/her expectations, wishes or intentions. The paragraphs are not given any heading unless the letter is very long and deals with several important points.

#### 5.2.4.7. Complementary Close

This is the polite way of ending a letter. It is typed two spaces below the last line of the letter (body).

**Example:** sincerely, cordially, faithfully, best regards....

#### 5.2.4.8. Signature Area

Signature is the signed name of the writer. It is placed below the complementary close. The name of the writer is usually typed four spaces below the close line providing enough space for signature.

*In the left margin the following should be included*

### NOTES

### LAYOUT AND PLANNING OF A BUSINESS LETTER

## IPSA AGENCIES

Phone: 233750

**20, PARK ROAD** → Letter Head

**Ferozpur - 152001**

Reference

Date



**Our Reference:** bb-Y/6 - 2096  
**Your Reference:** IT - NB/5093 dated 15 April 2008

30 Dec. 2009

**Administrator**

23, Jind Road  
Kaithal- 136027

← Inside Address

**Attention:** Mr. V.K. Kumar, Sales Officer ← Attention Line

Dear Sir, ← Salutation

Subject ←

Body of the letter

Complimentary → Yours faithfully,  
Close

Running signature →

Typed Signature → A.K. Dharm

AKD/DM ← Identification Marks Signatory's position in the Company →

Enclosure Company name →

**Identification mark:** Identification mark is put in the left margin to identify the typist of the letter two spaces below the signature

**Enclosure:** If any thing is attached to the letter, it must be indicated against the enclosure line typed two spaces below the identification mark. The enclosure notation reminds the reader that material is enclosed with the letter.

**NOTES**

**Example:** Enc \_\_\_\_\_

Enclosure(s) \_\_\_\_\_

**Copy to:** Copy is used when there are other organizations or individuals are required to receive and know the message.

**Indented Style**

_____ ,	] Writer's Address
_____ ,	
_____ .	] Date
_____ .	

_____ ,	] Inside Address
_____ ,	
_____ .	

_____ ,	] Salutation
---------	--------------

_____ ]	Subject
---------	---------

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Body

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

_____ ,	] Complimentary Close
---------	--------------------------

_____ ]	Full Name
---------	-----------

_____ ]	ID marks
---------	----------

_____ ]	Enclosures
---------	------------



## Hanging Indented Style

*Business Letter Writing  
and Intra-Organizational  
Communication*

### NOTES

\_\_\_\_\_, ]  
\_\_\_\_\_, ] Writer's  
\_\_\_\_\_ . ] Address  
\_\_\_\_\_ . ] Date

\_\_\_\_\_, ]  
\_\_\_\_\_, ] Inside  
\_\_\_\_\_ . ] Address

\_\_\_\_\_, ] Salutation

\_\_\_\_\_ ] Subject

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ Body \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_, ] Complimentary  
\_\_\_\_\_ ] Close

\_\_\_\_\_, ] Running Signature

\_\_\_\_\_, ] Full Name

\_\_\_\_\_ ] ID marks

\_\_\_\_\_ ] Enclosures

**Semi-Block Style**

**NOTES**

\_\_\_\_\_, ]  
\_\_\_\_\_, ] Writer's  
\_\_\_\_\_ . ] Address  
\_\_\_\_\_ . ] Date

\_\_\_\_\_, ]  
\_\_\_\_\_, ] Inside  
\_\_\_\_\_ . ] Address

\_\_\_\_\_, ] Salutation

\_\_\_\_\_ ] Subject

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ Body  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_, ] Complimentary  
Close  
\_\_\_\_\_ ] Running Signature  
\_\_\_\_\_ ] Typed Signature  
or  
Full Name

\_\_\_\_\_ ] ID marks

\_\_\_\_\_ ] Enclosures

## Block-Style

### NOTES

\_\_\_\_\_, ]  
\_\_\_\_\_, ] Writer's  
\_\_\_\_\_ ] Address  
\_\_\_\_\_ ]  
\_\_\_\_\_ ] Date

\_\_\_\_\_, ]  
\_\_\_\_\_, ] Inside  
\_\_\_\_\_ ] Address

\_\_\_\_\_, ] Salutation

\_\_\_\_\_ ] Subject

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ Body  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_, ] Complimentary  
\_\_\_\_\_ ] Close

\_\_\_\_\_, ] Running Signature

\_\_\_\_\_ ] Full Name

\_\_\_\_\_ ] ID marks

\_\_\_\_\_ ] Enclosures

**Complete-Block-Style**

**NOTES**

\_\_\_\_\_ ]  
\_\_\_\_\_ ]  
\_\_\_\_\_ ]  
\_\_\_\_\_ ] Date

\_\_\_\_\_ ]  
\_\_\_\_\_ ]  
\_\_\_\_\_ ] Inside Address

\_\_\_\_\_ ]  
\_\_\_\_\_ ] Salutation

\_\_\_\_\_ ]  
\_\_\_\_\_ ] Subject

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\_\_\_\_\_ ]  
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\_\_\_\_\_ ]  
\_\_\_\_\_ ]

\_\_\_\_\_ ]  
\_\_\_\_\_ ] Complimentary Close

\_\_\_\_\_ ]  
\_\_\_\_\_ ] Running Signature

\_\_\_\_\_ ]  
\_\_\_\_\_ ] Typed Signature or Full Name

\_\_\_\_\_ ]  
\_\_\_\_\_ ] ID marks

\_\_\_\_\_ ]  
\_\_\_\_\_ ] Enclosures

## Styles of Presentation of a Business Letter

### Q. 1. Name the styles of presentation of a business letter.

**Ans.** The styles used by business organizations include the following:

- (i) The Indented Style                      (ii) The Block Style
- (iii) The Complete-block Style        (iv) The Semi-block Style
- (v) The Hanging-indented Style

### Q. 2. Describe those styles of presentation of a business letter which are mostly used in India with examples.

**Ans.** The styles used in India are following:

- (i) The Indented Style                      (ii) The Block Style
- (iii) The Complete-Block Style

### The Indented Style

The indented style is regarded as the conventional or traditional style. These days this style is not used. While using this style, we should keep the following points in mind:

- (i) The writer's address is written on the right hand side with a comma after each line of address and full stop at the end.
- (ii) The date, too, comes on the right hand side below the writer's address.
- (iii) The inside address, the person to whom the letter is written, comes in the center with a comma after each line and full stop at the end.
- (iv) The salutation comes on the left hand side of the paper and it is followed by comma.
- (v) The subject line is two-line spacing below the salutation.
- (vi) The body of the letter may begin from the centre of the salutation.
- (vii) The complimentary close is written on the right hand side with a comma after it. Keep the paragraphs for easier reading.
- (viii) The signature is also written on the right hand side below the complimentary close. It should be hand written never typed.

### Examples of Indented Style

#### 1. Write a letter to your younger brother regarding the choice of a profession.

<p>220, Park Road, North Point, Rishikesh. March 17, 2010</p>	<p>My dear Shrey, I received your loving letter yesterday. You have asked for my advice regarding the choice of a profession. Promising, gentle, hardworking and bright as you are, you can choose to be a doctor or an engineer. India is a poor country, so it needs more doctors and engineers. I would like you to become an engineer. This is a challenging profession. By becoming an engineer, you will be able to help the country.</p>
---	---

## NOTES

NOTES

But this is not only the choice. You are free to choose the career which suits you the most. I hope you will let me know about your final decision in this regard. I am always with you whatever the decision you take.

With best wishes and love,

Yours affectionately,  
Rahul

2. Write a letter for accepting the agreement.

**Bright Trading Company Limited**

30 A link Road, New Delhi - 110001

5 July, 2009

The United Commercial Bank Limited

1234, Mahatma Gandhi Road

New Delhi—110002

Dear Sir,

Please refer to your letter no. D-XY/50 of 4 June, 2009.

We are grateful that you have agreed to advance a sum of ₹ 50,000/-. The terms and conditions you mention are acceptable to us. We shall send our Accounts officer to sign the agreement at 12 a.m. On Tuesday, 10 Aug, 2010 as you suggest.

Yours faithfully,  
Sudhir Raheja  
Manager

• **The Block Style**

The block style is used in business letters with mixed punctuation. In this style, we follow the following points:

- (i) The writer's address is written on the right hand side without commas and full stop.
- (ii) The date, too, comes on the right hand side below the writer's address.
- (iii) The inside address, the person to whom the letter is written on the left margin but without commas and full stop.
- (iv) The salutation comes on the left margin with a comma after it.
- (v) The subject line is written below the salutation.
- (vi) The body of the letter starts from the very left margin.
- (vii) The complimentary close comes on the right hand side with a comma after it.
- (viii) The signature also comes on the right hand side just below the complimentary close.

## Examples of Block Style

1. Write a letter to the Editor of the Times of India complaining against nuisance of loud speakers especially in the pre-examination days.

	98 Ram Nagar Karnal July 15, 2010
The Editor The Times of India New Delhi Sir,	
<b>Sub:</b> <u>Complaint against nuisance</u>	
I want to invite the attention of the authorities to the growing nuisance caused by the loudspeakers. All religious places put up loudspeakers on the roofs. They are doing nothing in the name of religious rituals but spreading holy noise pollution. During elections, the political parties use loudspeakers for their canvassing but that is only a cause of headache to the people. The volume is kept high. There are examination days. Students can't read. Patients and workers can't sleep. Loudspeakers used in marriage parties also cause great disturbance. It is better that the loudspeakers are banned, especially during examination days and the politicians should also try to find out the other way of canvassing.	
I hope the authorities will look into the matter and help the sufferers.	
	Yours truly, (Pooja Kalra)

## NOTES

2. Write a letter to the manager for complaining about the supply of cement bags.

<b>UDITA CORPORATION</b> <b>20, Sector 2, Kurukshetra - 136019</b>	
Your Reference: Letter No. 54-ZA of 24 June	2 July 2020
Our Reference: LOC - 15P	
The General Manager Surinder Cements Company Limited Gujrat -201001	
Dear Sir,	
<b>Sub:</b> <u>Complaint about supply</u>	
I regret to inform you that out of 300 bags of cement you supplied, 50 have arrived in damaged condition. They cannot be used. Our storekeeper pointed this out to the truck driver immediately after unloading and he has given a signed note, accepting this position. I am enclosing this note. I shall be grateful if you will kindly make necessary adjustments in the bill.	
	Yours faithfully, (V.K. Kapoor) Purchase officer



### • Complete-Block Style

In complete-block style, all parts of the letter are written on the left side with open punctuation. It has gained a lot of acceptance in India. It appears heavy on the left side. In this style we should keep the following points in mind:

#### NOTES

- (i) The writer's address is written in the left side without commas and full stop.
- (ii) The date, too, is written on the left side below the writer's address.
- (iii) The inside address, the address of the person to whom the letter is written to, is written on the left side without commas and full stop two line spaces below the date.
- (iv) The salutation will also be written on the left side without comma.
- (v) The subject line is written below the salutation.
- (vi) The body of the letter will be divided into paragraphs and each paragraph will start right from the left hand side, means from the very left margin.
- (vii) The complimentary closes will also be written on the left hand side without comma.
- (viii) The signature comes just below the complimentary close.

#### Examples of Complete Block Style

1. Write a complaint to the Health Officer to your town about the insanitary condition of your street.

Kharadian Street  
Kaithal

June 15, 2020

The Health Officer  
Kaithal

Dear Sir,

**Sub: Insanitary Condition of the Street**

This is to bring to your kind notice the insanitary condition of Kharadian Street. The roads are full of kits. Rain water stands in it. Mosquitoes breed there. They spread malaria.

The sweeper of this area is careless. He does not perform his duty regularly. The drains are not flushed daily. Heaps of rubbish are lying here and there. Some people tie their cattle in the streets. They do not remove the dung for many days. The streets are always full of bad smell. Because of all these problems our street has become a residence of so many diseases. Children are suffering very badly physically as well as mentally. The parents are forced not to allow them to play out of their home because of which they are suffering from home sickness. I therefore request you to look into the matter personally.

Yours faithfully,

(Rohit Kumar)

2. Write a letter to the Manager, Punjab National Bank, Hisar for a bank draft of Rs. 1,000/- in favour of the Registrar, Kurukshetra University, Kurukshetra.

*Business Letter Writing  
and Intra-Organizational  
Communication*

320, Model Town  
Hisar

May 17, 2020

The Manager  
P.N.B.  
Hisar

Dear Sir,

**Sub: Bank draft of Rs. 1,000/- in favour of the Registrar**

I shall be obliged if you will supply me with a bank draft for ₹ 1,000/- in favour of the Registrar, Kurukshetra University, Kurukshetra. The amount may please be debited to my Current Account (No. CA 4327) with your bank.

Yours faithfully,

Bhamini Puri

**NOTES**

3. Write a letter to a dealer in sports material ordering sports material.

King Garden School  
New Delhi 110072

April 13, 2020

The Manager  
IPSA Sports Co. Ltd.  
New Delhi

Dear Sir,

**Sub: Ordering sports material**

Please send at your earliest convenience the following sports goods:

1. Bats English Willow (Fine) — 10
2. Hockey Balls — 8 dozen
3. Cricket Balls — 5 dozen
4. Hockey Sticks — 5 dozen
5. Golf Sticks — 2 dozen

The payment will be sent after getting the items.

Yours faithfully,

Jhalak  
(Principal)

NOTES

4. Write a letter to the dealer complaining about washing machine requesting him to it at the earliest.

32 Kakatya Nagar  
Patiala  
30 March, 2020

M/s Modern Gadgets  
Mohan Nagar  
Kurukshetra  
Dear Sir,

**Sub:** Replacement of the Washing Machine

I bought an automatic 'LG' washing machine from your showroom. I regret to inform you that the machine has already given me a lot of trouble and inconvenience. It is not cleaning clothes properly. Moreover, it makes on unbearable noise while it works. I bought a 'LG' with the hope that it would give me a trouble free service for years. Now I feel fed with this machine I don't want it any more.

Only after two reminders, you sent your service-engineer to put the machine in proper order. But that didn't help. Therefore, I request you to replace the defective machine at the earliest. I hope you will not compel me to go to the consumer's court for redress. Hope to hear you soon.

Yours faithfully,

Anil Kumar

5. Write a letter to a travel agency in Shimla requesting them to book you a room in a five star hotel.

L/9 Banjara Hills  
Sikandrabad  
10 December, 2010

The Manager  
IPSA Travel Agency  
Shimla

Dear Sir,

**Sub:** Booking a room in a five star hotel

We are planning to visit the 'queen of hills', Shimla, during the summer vacation in the first week of January 2005 with my family. Our stay at Shimla will be for three days. We leave it upon you to arrange for a comfortable stay in a five star hotel in Shimla.

It would suit us if you book a double-bedded room in one of the five-star hotels in the city. Please confirm the booking at the earliest.

Yours faithfully,

(Reenu Seth)

**6. Write a letter to place an order for Godrej furniture.**

<p>16 Church Street Ambala-122001 1 December 2020</p>															
<p>The Manager Bright Agency Kaithal, 130027 Dear Sir, <b>Sub:</b> <u>Placing an order for Godrej furniture</u> I shall be grateful if you will kindly supply the following items of Godrej furniture:</p> <table><tr><td>4 almirah</td><td>—</td><td>model 3</td></tr><tr><td>8 chairs</td><td>—</td><td>model 8</td></tr><tr><td>3 chairs</td><td>—</td><td>model 7</td></tr><tr><td>4 table</td><td>—</td><td>model 95</td></tr><tr><td>3 racks</td><td>—</td><td>model 75</td></tr></table> <p>Please send them through carriage forward to the above address, and your bill will be paid on receipt.</p> <p style="text-align: right;">Yours faithfully</p>	4 almirah	—	model 3	8 chairs	—	model 8	3 chairs	—	model 7	4 table	—	model 95	3 racks	—	model 75
4 almirah	—	model 3													
8 chairs	—	model 8													
3 chairs	—	model 7													
4 table	—	model 95													
3 racks	—	model 75													

**NOTES**

**7. Write a letter for placing an order for garments.**

<p>Messrs. Aggarwal &amp; Sons 30 D.B. Gupta Street Mumbai 25 June 2020</p>
<p>Messrs Puri &amp; Co. Laxmi Road Patiala City 134003 Dear Sirs, <b>Sub:</b> <u>Executing orders</u> We thank you for your order of 30 May for the supply of 100 Reebok jeans, but regret that we cannot supply more than 60 jeans this month. The demand for the jeans has exceeded all our expectations and we are unable to cope with the orders in spite of our best efforts. Moreover, some of our workmen have gone on leave, with the result that we are unable to meet even the demands of our permanent customers. We hope that you will understand our difficulty. However we assure you that everything possible will be done to despatch your consignment before next Sunday.</p> <p style="text-align: right;">Yours faithfully, (N.K. Sharma)</p>

8. Write a letter to the Editor of a newspaper about corruption in our country.

NOTES

76 Sector-14  
Kaithal-131001  
July 3, 2020

The Editor  
The Tribune  
Chandigarh

Sir,

**Sub: Rampant Corruption in Country**

I shall be grateful if you allow me a little space in the columns of your newspaper to enable me to draw the attention of your readers to the widespread corruption in our Country today.

It is common knowledge that there is widespread corruption in our country today. Hardly a day passes when we do not hear of raids being conducted by C.B.I. on the houses of our politicians, public servants and businessmen. Political corruption is the use of legislated powers by government officials for illegitimate private gain. Our politicians seem to think that they are above the law of the land and have the license to do whatever they like. It is, indeed, a matter of shame that they are acting in collusion with bureaucrats and businessmen to defraud the national exchequer of millions of rupees. The burden of corruption falls directly on the bottom billion people living in poverty.

There is no doubt that corruption is eating into the vitals of our society. It has ruined our economy. National character and morality are at discount these days.

The need of the hour is that corrupt people, whoever they may be, must be given exemplary punishment. The public should start a mass movement against corruption so that this evil is completely eradicated from our country. We should make the best possible use of the power in our hands in form of voting for the right candidate. Lets fight against corruption.

Yours truly,

Tanvi Taneja

9. Write a letter to your friend inviting him to spend a Sunday with your family.

96 Temple Road  
New Delhi  
12 November, 2020

Dear Dheeraj,

The coming Sunday is of great significance to me and my family. It was the day when you saved me from a road accident one year ago. My family remembered the incident last night. They decided to celebrate the day as a 'Lucky Day'. Since you are the centre of the show, I, on behalf of my family, invite you to join us in the celebrations. We will go for movie at night we are planning to go for movie before lunch and then for Disney World at evening. I am sure you will have fun together. There is also a special program for lunch and tea.

Waiting eagerly for your arrival.

Yours Sincerely,

Raj

NOTES

10. Write a letter to an institute to enquire about a crash course.

256, Ring Road  
Ambala  
15 August 2020

The Director  
Sachdeva Institute  
15, Fort Road, Chandigarh  
**Sub: Inquiring about crash course**

Dear Sir,

With reference to your advertisement dated 15th August in The Tribune, I would like to enquire about the crash course in learning English. I want to join this course. Kindly enlighten me about the following details of the course:

- (a) The ways of training
- (b) Fee structure
- (c) The days when classes will be held
- (d) Assessment system
- (e) Future Prospects
- (f) Timings
- (g) What will be the criteria for books.

I shall feel obliged if you could clarify the above points. Please arrange to send a prospectus along with the application form at the earliest. I am enclosing a stamped, self-addressed envelop for the purpose.

Hoping to hear from you soon.

Thanking you,

Yours faithfully,  
Garima Sindhvani

NOTES

11. Write a letter to a sports dealer for complaining against inferior/defective sports items.

Silveroak Public School  
425, Model Town,  
Karnal  
16, August 2020

Messrs Ipsa Sports  
Mata Gate, Ambala

**Sub: Complaint against inferior/defective goods**

Dear Sirs,

We are thankful for the supply of sports goods ordered vide order no. PBR/62/ MP/Z dated 10 August 2009. We, however, regret to inform you that the hockey sticks and badminton rackets supplied by you are of inferior quality. They do not conform to our specifications. Golf balls are not of good quality and cricket balls are not in condition to use at all. We asked for 'Universal' mark and you have sent us 'International'.

What shocked me most was the careless packing. Five of the bats are in badly damaged state. Two have loose handles. It seems that your assistant did not take proper care in packing. I am returning the defective goods. Please replace them at your cost.

I shall be glad to hear from you and know the remedy you propose.

Yours faithfully,  
(Deepak Kumar)

12. Write a sales letter to promote the sales of a new shampoo.

**NEW LOOK COSMETICS LIMITED**

20, Okhla Estate  
New Delhi  
February 8, 2020

Miss Swati Gupta  
Lady Sri Ram College Hostel  
New Delhi

Dear Miss Gupta,

If you are fed up with the ordinary brands of shampoos that strip away the natural oils and leave your hair dry and hard to manage, our new 'Khil-Khil' shampoo is what you really need. You have to lather your hair just once with rich, instant-foaming Khil-Khil shampoo, and there will be a fresh bounce and body in your hair.

Khil-Khil's extra rich, creamy lather gently nourishes the scalp. It swishes through the hair and conditions it into silky softness.

With Khil-Khil, any hairstyle behaves beautiful. Try it, see the results and please send your feedback.

Yours faithfully,  
NEW LOOK COSMETICS LIMITED  
Karnika  
Sales Manager



### ENQUIRING THE STATUS OF AN ORDER

*Business Letter Writing  
and Intra-Organizational  
Communication*

13. You placed an order with M/s Readymade Garments, Hissar for the supply of cotton shirts. But they have delayed the execution of the order. Write a letter to them cancelling the order.

**R.N. COTTON AND SYNTHETIC GARMENTS, KAITHAL**

**Telephone: 754002**

4 April 2020

M/s. Readymade Garments  
Rohtak Road  
Hissar

Sir,

We placed an order with you on 5th March for 200 pieces of cotton shirts to be delivered on 20th March. But till now we have received neither the goods nor any letter from you. Please let me know the status the order.

Yours faithfully,

Akhilesh

Proprietor

### NOTES

### AN ORDER FOR A DUPLICATING MACHINE

14. Considering yourself to be the Principal of a college, place an order for a Duplicating Machine for your college.

Dayanand College of Tech. & Mgmt.  
New Delhi  
6 June 2020  
The Sales Manager  
Remington India Ltd.  
Asaf Ali Road  
New Delhi

Dear Sir,

We are interested in the purchase of a Duplicating Machine for our college. We require it for preparing cyclostyled lessons for our students. Therefore, it must be totally trouble-free. It should give very good results.

We shall feel grateful if you please send us illustrated catalogue of your various duplicating machines. In case you send your agent to give a practical demonstration, it would help us to decide the thing immediately. Also please supply full particulars about the delivery period, after-sales service facilities and the amount of discount that you allow for educational institutions.

Yours faithfully,

H.C. Sharma

Principal

15. Write a letter as a secretary of a company to a social organization to inform them about the donation given by your company.

NOTES

**Shri Ganesh Sales Agencies**  
**Karnal Road, New Delhi**

Date: 8 July 2020

Ref. No. PP/258/Z  
The Secretary  
C.V. Mission Seva Sanstha  
New Delhi  
Dear Sir,

In the beginning of this month, we read with interest your appeal for funds for the new emergency ward that is being extended in your hospital. We are aware that your Sanstha is doing noble service to the people who need help. It is really appreciable. Therefore, we feel that your Sanstha deserves all possible help.

We enclose our cheque for ₹ 11,000/- and are sure that new emergency ward will be of great benefit to many patients.

With best wishes

Yours faithfully,  
(Umesh Grover)  
Secretary

16. Interview Letter

Seth and Brothers  
20, Gandhi Nagar  
Ludhiana  
3 September, 2020

Dr. Abhishek Kumar  
65, Prof. Colony  
Kaithal  
Dear Sir,

Please refer to your application for the post of an Advisor, dated 30 August 2009.

You are requested to appear before an interview board at 10 a.m. on 20 September 2009, in the office of the undersigned. Bring your original documents with you.

No fare or compensation will be paid by the company for your journey.

Yours faithfully,  
(M.K. Singh)  
Director

**17. Letter of Inquiry**

<p>231, Chandni Chowk New Delhi 12 September 2020</p>
<p>Gold Furniture Company Panipat Road New Delhi.</p> <p>Dear Sirs,</p> <p>From your advertisement in the Indian Express of September 16, I understand that you supply wooden and steel furniture of the latest designs.</p> <p>I would be grateful if you could send me a brochure of the furniture you supply. I am particularly interested in buying furniture for my drawing room and bed room.</p> <p style="text-align: right;">Yours truly, (Sona Grover)</p>

**NOTES**

**18. Write a letter to your customer for sending the catalogue of the furniture.**

<p>Gold Furniture Company Panipat Road New Delhi 16 September 2020</p>
<p>Yogita Dua 231, Chandni Chowk New Delhi</p> <p>Dear Madam,</p> <p>Thank you for your inquiry of 2 September concerning furniture. I have pleasure in enclosing our latest catalogue which states the variety of the furniture available with us and also sets out our terms of payment in detail.</p> <p>The price quoted will convince you that our offer is the most competitive. The finish and the quality of the material are of a very high standard. There is no compromise with the latest designs.</p> <p>We can supply furniture of different types according to your requirements. We shall also allow a discount of 5% on catalogue prices if payment is made within seven days.</p> <p>I assure you of the prompt execution of the orders placed with us. We are looking forward to a fruitful dealing in near future.</p> <p style="text-align: right;">Yours faithfully, Munish Sharma (Manager)</p> <p>Encl : Catalogue</p>

NOTES

19. Write a letter to the manager of a bank for opening an account.

Shri Ipsa Sales Agencies  
28, Model Town  
Patiala  
15 August 2020

The Manager  
P.N.B.  
Patiala

**Sub: Opening of a current account**

Dear Sir,

We would be grateful if a current account in the company's name is opened in the Ludhiana Branch of your bank. We are enclosing the following documents along with the application form:

- (1) Certificate of incorporation
- (2) Certificate of the registrar of companies granting us permission to start business.
- (3) Letter of introduction by Shri L.M. Bindlish, an account holder of your bank.

We are depositing ₹ 50,000 as initial deposit. Kindly accept the deposit and open a current account in our company's name.

Mr. Ajay Sharma, the Managing Director, is authorized to operate this account.

We are looking forward to a fruitful cooperation in our business transactions.

Yours faithfully,  
Ekta Arora

Encl: Three

20. Write a letter to the insurance company to assess the loss by fire.

Vivek Bajaj  
60, Karan Gate  
Ambala  
17 August 2020

The Manager  
Insurance Company  
Ambala

**Sub: Request to assess the loss**

Dear Sir,

This is to inform you that a fire broke in our garment showroom at Verma Garments, 60, Karan Gate on 13th August 2009 at 5 p.m. The fire service personnel did their best to control the fire and minimise the loss of stocks. We request you kindly to send your valuer to assess the loss and arrange for an early settlement.

We look forward to an early action and fair settlement.

Yours faithfully,  
  
(Vivek Bajaj)  
General Manager

**NOTES**

**21. Write an application to the principal, DAV College, New Delhi for the post of Asstt. Prof. in English.**

320 Ramjas Road  
Karol Bagh  
New Delhi  
20 July 20...  
The Principal  
D.A.V. College  
New Delhi

**Sub:** Application for the post of Asstt. Prof. in English

Sir,

In response to your advertisement in The Hindustan Times dated 10 July 20... inviting applications for the post of a Asstt. Prof. in English in your esteemed institute, I am a candidate for the same post. If appointed, I shall try to come up to your expectations and discharge my duties to your entire satisfaction. I shall join my duties immediately from the date of appointment.

My Bio-Data is enclosed herewith for your sympathetic consideration.

Yours faithfully

Vikas Sharma

Encl. Bio-Data

**BIO-DATA**

Vikas Sharma  
320 Ramjas Road  
Karol Bagh  
New Delhi

**PERSONAL DETAILS**

Age: 30 years (Born on 10 October, 1960)

Marital Status: Married

Nationality : Indian

Objective : To obtain a senior position in a reputed institute.

Education Year	Examination	Division	Institution
1975	10th	I	Mission High School Lucknow
1977	12th	I	Mission High School Lucknow
1970	B.Sc Medical	I	Christian College Lucknow
2018	M.A. English	I	Madras University Chennai
2020	M. Phil English	I	Bombay University Chennai

**Extracurricular Activities:**

- Captain Cricket Team, Madras University Chennai
- Won 1st prize in the All-India Essay Competition organized by the Society of Cooperative, Delhi.

NOTES

**Experience:**

- (1) Worked as a Lecturer in Christian College Lucknow for one year.
- (2) Worked as a Lecturer in Shimla University for two years
- (3) Working as a Lecturer in Jammu University for the last three years.

**References:**

- (1) Professor A.R. Swani, Head, Dept. of English, Madras University Chennai
- (2) Prof. Thiag Bombay University, Lucknow

**22. A letter to inform the Candidate to appear for an Hindustan Lever Ltd. Interview**

Sirsa

4 July 20...

Ms. Pakhi Goyal

21, Rai Nagar

Kaithal

**Subject:** Invitation to appear for interview

Dear Madam,

Thank you for your application for the post of a Manager in our company. I appreciate your interest in joining our company.

I am to inform you to appear for an interview with the Managing Director at 3.30 PM on 25 July 20... with your original testimonials.

Yours faithfully,

K.V. Munjal

(General Manager)

**23. A letter of recommendation**

**To Whom It May Concern**

I am pleased to certify that Ms. Nisha Bajaj. Asst. Prof., served this institute for three years. She joined this institute as a lecturer and after two years she was promoted to the present position. Now she has decided to learn the organization because of personal and unavoidable circumstances.

When Ms Nisha Bajaj joined in the department, there was a strong undercurrent of dissatisfaction among the students. But she brought a definite change in the working environment because of her amiable nature, tactful handling, human touch to the solution of problems and skills of effective communication.

I have, therefore no hesitation in strongly supporting her candidature. I wish her success in her career and in her personal life.

Yours sincerely,

Y.K. Gupta

(Principal)

**NOTES**

**24. A letter of recommendation**

**Subject:** Letter for Recommendation

Dear P.K. Gupta,

Mr. Abhishek Goyal, who is an applicant for the post the Senior Sales Manager in your company, has been working with us for the last three years. He joined the company as a sales representative and as a result of his sincere work rose to the position of Senior Sales Manager within this short span.

His amiable disposition, sincerity and style of presentation of products won for us many new customers. He has a record of securing maximum orders for the Company, we would indeed be sorry to lose him.

If you provide him an opportunity in your organization he would, I am sure, reach new heights and prove to be a valuable asset.

Yours sincerely,

M.N. Grover

(Director)

**25. Appointment Letter**

Hindustan Lever Ltd.

Sirsa

30 July 20...

Ms. Shefali Gupta

21, Rai Nagar

Kaithal

**Subject:** Appointment Letter

Dear Madam,

Please refer to your application dated 4 July 20... for the post of a Manager.

I am glad to inform you that we have decided to appoint you this post on a starting salary of Rs. 25000 per scale and other Medical benefits etc. You will have to work on probation for six months and confirmed after the expiry of this period if you show your performance up to company's expectations.

If the terms are acceptable, please convey your consent latest by 15 August 20... and join your duties by 30 August 20....

Best of Luck.

Yours sincerely,

K.V. Munjal

General Manager

NOTES

**26. A letter to inform about the extension of probationary period**

H.C.T.M.

Kaithal

25 December 20...

Mr. V.P. Singh

34 Model Town

Noida

**Subject:** Extension of probationary period

Dear Mr. Singh,

According to the terms of your appointment your present probationary period expires on 31st December. However I am to inform you that the board has extended your probation for a period of 05 months from 1st January. This provides you an opportunity to come up to our expectations.

Your services will be confirmed at the end of the probationary period if your progress is found to be satisfactory.

Yours truly,

A.K. Mathur

(Manager)

**27. Write a letter to inform about the confirmation of services.**

R.K.S.D. College

Kaithal

5 July 20...

Mr. V.K. Kapoor

37, Model Town

Chandigarh

**Subject:** Confirmation of Services

Dear Mr. Kapoor,

I am very pleased to inform to you the Board of Directors confirming your services in English Department from 16 September 20.....,

You will now be drawing the salary in the grade of 8000-275-13500. You will also avail the provident fund scheme and various binds of leave and medical benefits.

I hope you will show the same performance which you show during the probation period. I wish you all the best and happy future.

Yours sincerely,

Dr. P.K. Gupta

(Principal)



**NOTES**

**28. Letter of resignation**

38D Surya Apartments  
Madhya Marg  
Noida  
30 July 20...  
The Managing Director  
Monnet Perfumes Ltd.  
Noida  
Sir,

I hereby resign from the post of Assistant Manager and request you to relieve me after the expiry of one month's notice period, that is, from 30 January 20...

As you know, I joined this Company four years ago as a Assistant Manager. Since then I have been working at the same position and in the same grade. Job I am handling and the salary I get do not do justice to my qualifications and experience.

I, must, however assure you that I have enjoyed working in the organization. The experience gained here would help me make a more valuable contribution to this profession. In the end I would like to thank you and colleagues for the courtesy shown to me.

Yours faithfully,

Vikas Chugh

**JOB DENTAL**

**29. Write a letter to Munish Kumar who has applied for an engineering job with XYZ Engineering. He's been invited for a second interview. Another who was also interviewed for a second time has been selected for the job. So Inform him that another person job gotten the job.**

Munish Kumar,

Getting to know you has been a fine experience. Thank you for thinking of our company as a place where you would like to work.

Another person, however, has been selected for the engineering position. For this reason your application for employment must be denied.

When we visited I liked what I saw. I'm confident you should have little trouble finding a job. Good luck with your job search.

Atul Kumar  
(Branch Manager)

**30. Write a Letter To Announce a New Location**

**The Archies Gallery has outgrown its present location and moved to a bigger mall. It wants to let customers and clients know that they moved. They also want to share their good fortune of growing.**

This letter announces the news and encourages customers to come and use the services at the new mall.

NOTES

**WE'RE MOVING !!!**

It's official. Next Monday, July 7, we'll be at a new and larger location, 21 Huda Street, across from the Chunmun Mall.

That new gallery comes because of one reason - customers like you. You've used our services. Thanks for your support and faith in us.

Now we'd like to recognize that support. Bring this letter with you next time you're in need of our services. You'll get a 15% discount on anything we sell or offer. It's our way of saying thanks.

**COME SOON TO SEE US AND GET A 15% DISCOUNT !!!**

**INSURANCE SETTLEMENT**

31. Write a letter to Madan's wife Radha to inform her about the claim of insurance after her husband's death.

Radha

Madan was a special person. Ever time I came in contact with him, he had that knack to make me feel good. I miss him. I know you do too.

He loved you very much and anticipated your need in case anything happened to him. You're the beneficiary of a Rs. 100, 000.00 insurance policy.

But we need your help to get those funds to you. Please send us a copy of the death certificate. Use the enclosed envelope. The sooner you send that to us the sooner we can send you the policy proceeds.

I'm glad we can help.

A.N. Grover

Agent

**CONGRATULATIONS TO A COLLEAGUE**

32. Write a letter to your friend to congratulate her who has been selected as the "Woman of the Year".

Dear Reenu,

You're living proof that cream rises to the top. You've always had a reputation as a top performer. The "Woman of the Year" award you received at last night's banquet just adds to that reputation. Congratulations.

Having you as a colleague and friend has been a joy. Whenever there was a rough spot, you somehow seemed to smooth it out. You have always been terrific.

If anyone in our city deserved that award, it was you. You're special. I'm glad to count you as a friend. Keep up your good work for both your company and the community.

**CALL ME . . .**

Shipra Gupta

### **ANSWERING A REQUEST FOR MEMBERSHIP INFORMATION**

Tony

. . . that you requested about the American Society for Training and Development. It includes these items:

- our recent newsletter, BULLETIN,
- membership application, chapter
- membership application, National
- information about both the local chapter and National.

We're excited that you are considering joining us. We meet the first Wednesday of every month at the Plaza Hotel (Beach & I-20) at 11:30 am to 1:00 PM and have a short program by a training professional about the latest in training.

The BULLETIN you have shows our next luncheon meeting will be Wednesday, December 2. The program will be THE GAMES PEOPLE PLAY. Join us. You'll like what you see.

#### **SEE YOU THERE . . .**

P. S. You'll need a reservation for lunch. Call Manik Goyal at 01156-73567 for that.

R.K. Singh

### **NOTES**

### **Check Your Progress**

1. Write a business letter in a block style.
2. Write a business letter in a complete block style.

### **Summary**

- Letter writing - is a technique which can be learnt only through constant practice.
- Pleasant and Unpleasant Situations can be handled in two ways:
  - (i) Direct way
  - (ii) Indirect way
- Business Letter is a form of communication between two authorized persons of an organization or two different organizations about placing an order, selling goods, demanding or refusing credit, reports and recommendations, responding to various kinds of complaints etc.
- Examples of business letter writing.

### **5.2.5. Kinds of Business Letters**

The following are some of the common types of business letters:

Enquiry, claim, adjustment, and employment. Each one of the types has been discussed in detail in the following paragraphs.

#### **5.2.5.1. Enquiry and Reply Letters**

Business people periodically make routine requests for information. Those routine enquiries are neutral messages that require no persuasion, and therefore, should be written using a direct plan. The enquiries may be about a product, service,

or a person. A letter of enquiry must be written so that the writer will obtain all the information necessary to make a decision about the product, service or person. If you receive such letters in the work place, consider what you or your company would want to know and ask specific questions.

## NOTES

An enquiry about products or services should make receiver of your message glad to respond and should end by requesting. The enquiry may include only one sentence such as requesting a catalogue or it may also have several paragraphs in which questions are asked on the following areas:

- Specifications on the size, shape, quality, quantity of product required.
- Terms of payment and the price
- Sample of the product (if necessary)
- Time required for shipment of goods
- Guarantee on the products
- Availability of supply and accessories
- Cost of installation, repair and maintenance

The following two sample letters for an enquiry and a response to the enquiry have been given. It will somehow strengthen your understanding of the above discussion. Look at the following example of an enquiry letter.

### A Sample Enquiry Letter

Department of Hydraulics  
Arba minch University,  
Arbaminch, Ethiopia  
P.O. box 21

March 26, 2014

Mr. Gemechu Abraham  
Professor  
Addis Ababa Science & Technology University  
Addis Ababa

Dear Mr Gemechu,

I am a professor in Hydraulics department at Arbaminch University organizing a seminar on management of water resources in the coming June.

Based on your experience in this area, I was wondering if you would be interested in attending. The deadline for admission is May 23. It would be a great honour to have you in attendance.

Enclosed you may please find an admission form and more information about the seminar.

With regards,  
Alemayehu Yirga  
Professor, AMU  
Enclosures (4)

**A sample of response letter for the previous letter of enquiry**

Hydraulics department  
Addis Ababa Science and Technology University  
Addis Ababa, Ethiopia  
April 2, 2012

*Business Letter Writing  
and Intra-Organizational  
Communication*

**NOTES**

Alemayehu Yirga  
Professor, AMU  
Arbamich

Dear Mr Alemayehu,

Thank you very much for your letter dated 26th March.

I would be honoured to attend your symposium on the management of water resources in June. I strongly agree with the fact that your university is doing so much towards the issue and would like to be part of the effort.

I am enclosing the admission sheet sent to me, and the articles I recently published on the subject. Good luck in organizing the event.

I cannot wait to be there!

Sincerely,

Mr. Gemechu Abraham  
Professor, AASTU

Enclosures (8)

**5.2.5.2. Letter of Placing and Fulfilling Orders**

**1. Place Orders:** On receipt of the Quotations, next step is to place an order. This is done after all the Quotations have been received. The lowest rates are worked out and the decision is taken to place an order. For doing so, the following points should be kept in mind.

(a) The order should be firm and clear.

(b) Mention the quantity and rates. Check the units whether they are in numbers, sq. meter or otherwise.

(c) Mention the quality, specifications, make, sample and other details accurately. These parameters should tally with the quotations already invited.

(d) Mention the period of executing the order, mode of payment.

(e) Give the full address of the place where goods are to be received. The seller may be genuine but due to wrong address or change in address, goods may be stolen.

(f) In case you want the goods in phases, spell that out in the orders you place. It is always better to do so. This will help in making payments in parts.

(g) Goods may sometimes get destroyed during transportation. Hence proper making and safe transportation should be made the responsibility of the seller. Mention that in the order. If desired, get them insured against fire, theft and damage.

(h) If required introduce compensation clause. In case the supply is not received on time, suitable compensation shall be levied.

### Examples of Placing Orders

#### NOTES

#### Example 1

Dear Sir

This is with reference to your quotations bearing no. BD/1041/Arc dated 15/01/10. We are pleased to place an order for the following items on the terms and conditions already specified in the quotations. Please ensure that the goods are received by us within one month of the receipt of this letter.

Name of item	Quantity	Rate
Godrej Soap 75 gm	1000 Nos.	₹ 8.50 Each
Godrej Soap 100 gm	1000 Nos.	₹ 11.20 Each
Toothpaste 150 gm (colgate)	500 Nos.	₹ 37 Each
Toothpaste 150 gm (close up)	500 Nos.	₹ 43 Each
Palmolive Powder 100 gm	500 Nos.	₹ 55 Each
Vim Bar 200 gm	1000 Nos.	₹ 25 Each
Tooth Brush (Raja Make)	2000 Nos.	₹ 23 Each

Sales Tax @ 4% shall be paid extra over and above the rates mentioned. Entire payment shall be released through ICICI Bank within ten days of the receipt of the goods.

Thanking you

Yours truly

(Vaish P)

General Manger

**2. Acceptance of Order:** Sometimes after the issue of place order, the buyer waits for confirmation from the supplier. If the supplier rejects the order then all the exercise done earlier by the parties shall be futile and end without the transaction coming through. However, sometimes the supplier does not confirm the order and still supplies the material and transaction takes place.

So acceptance of order needs to be studied and understood in following aspects:

**(i) Importance of Acceptance:** This provides legal status to the order. In other words, the acceptance of the order by the supplier makes the order a contract. It is the act of acceptance that makes the purchase order a legal contract. Therefore, acceptance is necessary without which an order cannot become a contract.

**(ii) Results of Acceptance:** In case of contract, both the parties are legally ties up to honor his or her commitments and violation of anyone of the terms shall amount to violation of provisions of the contract and would invite legal action. The choice to accept the order lies with the supplier who can refuse also. Therefore the supplier shall accept the order only and only if it is beneficial to him. In case the order is not profitable or in case material differences have take place between the submissions of the quotation and receipt of order, the supplier can reject the order. The consequences of acceptance of order are fully known to the supplier.

**(iii) Method of Acceptance:** This can be done firstly by sending the original copy of the order alongwith one more copy to the supplier by putting across the stamp

of acceptance duly signed with date or the supplier can write a letter to the buyer indicating his acceptance. Whatever may be the mode of acceptance, an order shall become a contract after it is accepted and further action to purchase goods can be done.

**(iv) Is it Compulsory to Accept?** Some suppliers may not send acceptance letter and remain quiet even though they have agreed to accept the order. Nevertheless, written acceptance is necessary so that both the parties have in their hand copy of the agreement enforceable by law. By this, both the supplier and buyer will be free from worry in case the acceptance was conveyed. Buyer will not be able to issue orders again to other suppliers once the agreement is drawn. Similarly, the supplier will be assured of the assignment and can make arrangements accordingly.

### **Examples of Acceptance Orders**

#### **Example 1**

**Deepak Chemical Pvt. Ltd.**

15 A. Janakpuri  
New Delhi

The J & K Paper Mills  
Civil Lines  
Kanpur

**Sub.:** Regarding Acceptance of Order

**Ref.:** Your order no. JKP/125/CD/125 dtd 25/12/09

Dear Sir

We are in possession of your order indicated above. We thank you for the same. We are pleased to accept the order and have started manufacturing the goods. We promise to deliver the goods within the period stipulated in the order.

We assure you that we shall carry out orders to your entire satisfaction.

Yours truly  
(Alok Bansal)

Manager  
Deepak Chemicals Pvt. Ltd.

Enclosures—Copy of the Order duly stamped and signed

#### **Example II:**

**Vaishali Trading Co.**

15 Jor Bagh  
New Delhi

M/S V.S. and Co.  
5 Park Street  
Kolkata

**Sub.:** Order regarding purchase of woolens.

**Ref.:** Your letter no. TC/Purchase/287.dtd. 28/12/09.

### **NOTES**

**NOTES**

Dear Sir

We are pleased to accept your quotation cited above and place the following order.

1. Pattern no. 463 Dhariwal Suiting @ ₹ 290 per m. (5 rolls)
2. Pattern no. 687 Raymond Suiting @ ₹ 197 per m. (15 rolls)
3. Pattern no. 467 DCM Suiting @ ₹ 283 per m. (7 rolls)
4. Pattern no. 063 JK synthetic @ ₹ 700 per m. (2 rolls)
5. Pattern no. 101 Oswal Suiting @ ₹ 200 per m. (6 rolls)
6. Pattern no. 303 Mayur Suiting @ ₹ 590 per m. (7 rolls)

**Conditions**

1. Discount @ 15% is allowed for making payment within 15 days of the receipt of the material.

2. Sale Tax of 4% shall be paid extra after deducting discount.

3. Date of delivery.

4. Measurement shall be taken jointly with our representatives.

Please acknowledge the receipt of this letter.

Thanking you

Yours truly

(Ashok Singh)

Manager

**5.2.5.3. Complaint (or Follow Up) Letter**

Complaint letter is expression of dissatisfaction. Complaint letters are to be written with an expression of goodwill and not provoke anger.

The following factors should be kept in mind while writing complaining letters:

1. Give the purpose of making the complaint.
2. Explain the real solid complaint. Give full information. Do not presume or guess anything.
3. The words and expression used should be convicting, tactful, polite and non-provocative. Avoid the word 'complaint'.
4. Send the statements of damages or loss suffered because of the mistake/defect.
5. Make an appeal for rectification of the situation or for adjustment of the dues. It should be fair and just.
6. Complaint letter should not spoil the future relationship.
7. Mention the less quantity received. Give details of defective material.
8. Explain the nature of defect—whether it is a manufacturing defect, or defective packing, wrong mode of transportation etc. If it is due to late delivery, mention that.
9. Errors in calculations/overpricing should be clearly stated.
10. Violation of any other term and condition of the order should also be mentioned. Complaint is always due to non-fulfillment of the terms and conditions of the contract. The violation can be of one clause or more than one clause. Therefore, the complaint letter should briefly discuss the terms and conditions and support the complaint with sufficient data to make the complaint clear. For prompt and satisfactory reply, address the complaint to the head of the unit who may be responsible for the mistake.



A letter of complaints may be broadly divided into three parts:

**1. Start:** Start the letter with a direct statement bringing home to the reader the exact nature of complaining.

**2. Main part:** Discusses the terms and conditions of the agreement. Mention exact paragraphs, clauses, numbers. Explain the factual position with documents and establish that the complaint is genuine. Language should be polite but straight.

**3. End:** Request the reader for rectification of the mistake or provide alternatives and solutions. Work out the financial aspects. Close the letter with an expression of goodwill.

In addition to the above parts, a letter to be drafted without explosive words or expressing anger or accusations. Such letters do not help. We all are liable to make mistakes. The purpose of making a complaint is to solve the problem and to secure the service you need. So be straight, precise, true to yourself, and courteous in your approach. If letter has been written in anger, hold it and give a second thought. This will not only yield better results but increase your credibility in the organisation you work.

### **Examples of Complaint Letters**

#### **Letter of Complaint on the Quality of goods Gupta Construction Corporation Ltd.**

**Ref.:** GCC/200/AB/2010

15th March, 2020

M/S Associated Cement Corporation

75 M.G. Road

Pune

**Subject:** Regarding defective delivery of grey cement

**Ref.:** Your consignee no. 72 of Feb. 2020

Dear Sir

We are in receipt of 1000 MT of grey cement (20,000 bags) and thank you for the same. While unloading the cement in our godowns, we found some set bags of cement and noted on the invoice the same way.

As per the agreement, 20,000 bags of grey cement were to be received by us from you in good condition. Each bag should have weighed 50 kg. Considering your good reputation, order was placed with you by us. Our past experience has been good. However, unfortunately the experience this time has not been that good. Out of the total of 20,000 bags, 79 bags were found to contain set cement which cannot be used for any purpose in our constructional activities. The defective set bags were counted at the time of unloading of the cement bags and was intimated to your representative and recorded on the invoice returned to you.

We therefore, request you to either take back these bags and substitute with good quality or else modify the bill excluding 79 bags, so that full and final payment can be released to you.

An immediate action is solicited.

Thanking you.

Yours faithfully

(N.K. Sinha)

General Manager for Gupta Construction Corporation Ltd.

### **NOTES**

**NOTES**

**Letter of Follow Up**

**Deepak Trading Company**

(Dealers in all Kinds of Woollen Goods)

Ref. No.: DTT/Camp/I

14th March, 2011

M/S Radha Kiran & Co.

5, Park Street

Kolkata

**Subject:** Regarding non-receipt of goods

**Ref.:** Your compliance letter no. RKC/sd/304/06

Dear Sir

We are not in receipt of the goods ordered by us.

However, we are not happy, as there has been inordinate delay in receiving goods. As per the terms and conditions, we should have received the goods in the month of August. Manufacturing normally starts by us in August to that woollens are dispatched by early October to reach the users before the onset of winters. Manufacturing takes one and half month. We are sure that you will be able to understand our difficulty in not receiving the consignment.

We, sincerely, hope that you will not disappoint us and deliver the goods at the earliest.

Thanking you

Yours faithfully

(R. Dut4ta)

Manager

Deepak Trading Company

On the above lines complaint of follow up letter can be written.

**5.2.5.4. Goodwill Messages**

These are written to express solidarity and fellowship with the recipient in order to maintain a good interpersonal relationship. This contributes to the maintenance of a positive business relationship too.

**Illustrations**

Messages of congratulations, condolences, appreciation, encouragement, counselling at the start of business and other similar messages are *goodwill* messages. These have no direct business purposes but they indirectly cement business relationships by creating a positive mindset without prejudicing the mind.

**Form**

These are written in *memo* form for internal correspondence and in *letter* form to outsiders. The messages should be sincere. They should avoid being merely sentimental. A knowledge of the recipient's achievements may be made evident in order to make the appreciation or sympathy substantial.


## Structure

The message may be written in three or four short paragraphs corresponding to the purposes they accomplish. In goodwill messages the first part briefly *states* the message. The second part *pays a compliment* or two for specific achievements of the individual about which the writer has personal knowledge. The last part makes a *complimentary statement* of goodwill. An example of a message of congratulations is given on page 84 of this book.

## Condolences

Condolence messages are written at the instance of serious problems of health, loss in business, death of kin or some other similar circumstance. The purpose of the message is to express solidarity with someone when he or she needs it most. The first part of the message is often a *brief statement of sympathy*, the second an *appreciative note* on what the person has meant to the writer and the third and *expression of encouragement*. An illustration is given on page 174 (top) of this book. Other messages of encouragement are similarly written. The three or four-part structure is helpful to make the messages coherent and effective.

## NOTES

<p>Direct expression of the reason for the congratulating the recipient</p> <p>genuine compliment based on facts and personal knowledge</p> <p>A forward looking supportive statement</p>	<p><b>INFOSYS</b></p>  <p>Bangalore 080-560-005</p> <p>Tel.:                      E-mail:                      Fax:</p>
	<p>5 May 2005</p> <p>Mr. Viswanath</p> <p>Indiabolts</p> <p>14, Bandra Road</p> <p>Mumbai 400 056</p> <p>Dear Mr. Viswanath</p> <p>Congratulations on your elevation to the Chair of the National Co-ordination Committee on Export. I was delighted to hear the news on the TV last night.</p> <p>I have been closely following your achievements in the national endeavours to promote export. The proposal you made, as Convener of the Viswanath Committee, dramatically reversed the declining market trend to earn that historic foreign exchange in 1999. I knew the hours of hard work you unhesitatingly gave to it. Hence, the present elevation was expected.</p> <p>I am sure, you elevation will achieve greater things for the nation's performance in foreign trade. We, at the Infosys, are with you in your endeavours, and wish you many more honours.</p>

## Check Your Progress

1. What is an enquiry letter? Write an enquiry letter, illustrating your point.
2. What is a complaint letter? Write a complaint letter, illustrating your point?
3. What is an order of placement? Write a letter of placing an order to illustrate your point.
4. What is a goodwill letter? Write a goodletter, illustrating your point.

**Summary****NOTES**

- An enquiry letter enquires about a product, service, or a person.
- A complaint letter complains about a service, product, delay, etc.
- A letter of placement places an order about a product.
- A follow up letter is written to know the status of your order.
- A goodwill letter is written to express solidarity and followships with the recipient in order to maintain a good interpersonal relationship.

**Keywords**

- **goodwill:** friendly, helpful feelings towards other people.
- **consolence:** an expression of how sorry you feel somebody whose relative or close friend has just died.

**Review Questions**

1. Research and find out how many kinds of business letters are available.
2. Imagine there are incidents of business in your area for last one week. Write a letter to the police authorities. Invert necessary details. What kind of letter it is?

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## **5.3. INTRA-ORGANIZATIONAL COMMUNICATION**

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**5.3.1. Introduction**

Communication plays an important role in almost all aspects of life. Work in business, government or organizations is impossible without communication. People have to communicate internally and externally in order to exchange information, make decisions, talk about new ideas, plans, proposals etc.

No business can develop in the absence of effective internal and external communication. Each organization has its own approach to transmitting information, both within the organization and to the outside world. Depending on where the business communication transpired we can categorize communication into Internal and External.

An exchange of information within an organization is called **Internal communication**. The exchange of information outside the organization is called **External communication**. To exchange information within and outside the organization uses a variety of formal and informal forms of communication that carry the flow of information.

In this unit, we will study about internal communication in an organization called intra-organizational communication.

**5.3.1.1. Internal Communication**

Internal communication involves transmission of information within the organization. Internal communication occurs when employees talk to each other, when a supervisor gives a work instruction to subordinate, or when inter-departmental memos are passed. These communication methods include *memos*, *notices*, circulars and orders, staff suggestions and complaints, agenda and minutes, precis writing and so on. Internal communication plays a vital role in achieving the organizational goals and directly matters to company's concern. The internal communication is important to promote

harmony within the organization. Internal communication helps in imparting a feeling of cohesion and closeness between employees.

### 5.3.1.1.1. Memoranda

#### Contents

A memorandum (memo) is the most frequently used form of communication within an organisation. That is why it is also called inter-office memorandum. It is frequently used between persons who work together closely or are acquainted with one another and rarely used for communication with the members of other organisations. A memo is generally brief and to the point, and so the professionals find it, a convenient means of communication in all directions: upward, downward and horizontal. It also serves as a record of routine events, requests and points arising out of day-to-day business transactions. Sometimes one may find it easier to communicate with an officer with whom personal contact is to be avoided. Many organisations have printed memo forms which one can quickly word process or write and transmit a message.

The various types of messages, generally of a routing nature, which are exchanged through this form are the confirmation of important points discussed on telephone, request for purchase of stationery, furniture, equipment, participation in seminars/conferences, announcement of policy decisions, appointment of officers to key positions, communication of matters relating to staff discipline and office routine, writing short reports, etc.

#### Types

There are some organisations in which terms such as *confirmation memorandum*, *request memorandum*, *purchase memorandum*, *procedural memorandum*, etc., are used to label different types of memorandums on the basis of their contents and purposes. We would however, prefer to classify them only in two distinct categories, namely, (i) memo is of two types: those which are written or transacting the daily business in an organisation and (ii) those which contain short reports. Though the structure of both these categories is the same, in their style there is a difference. The style of the former is informal and direct and is based on the principles of I-you communication. The latter is written in a formal tone and is characterised by objectivity in which accuracy is essential. It contains authentic data, often technical information, conclusions, and recommendations, if required.

#### Structure

The following elements usually constitute the structure of a memo:

- (i) Name of the organisation
- (ii) Name/designation of the receiver
- (iii) Name/designation of the sender
- (iv) Reference
- (v) Date
- (vi) Subject
- (vii) Body
- (viii) The signature of the sender.

If the copies of the memo are to be sent to the other officers/departments, their names/designations are also indicated at the bottom-left. In the examples that follow we have shown one way of arranging these elements. However, there could be other

#### NOTES

methods of sequencing them. You should follow the practice prevalent in your organisation. If you find that the approved format misses any essential element. You should get the format amended in the light of information given in this Chapter. A specimen memo report is given in Chapter 13. A sample each of other types is given below.

**NOTES**

**Apex Electronics Corporation**  
Interoffice Memorandum

**To:** All Office Employees  
**From:** Office Manager  
**Ref:** FDs/P19  
**Date:** 7 Oct. 2020  
**Subject:** Dispatch of outgoing mail

Three years ago we had announced a policy that the outgoing mail received after 4.00 pm would be dispatched the same day by the Receipt and Dispatch Section. This was done because the staff had to leave the office at 5.00 pm and they needed one hour to get everything processed and sent to the Post Office.

Since the office now closes at 5.30 pm. You may send the outgoing mail to this Section upto 4.30 pm. As usual urgent letters will be accepted till 5.30 pm. and dispatched the same day.

All employees are requested to note this change and cooperate with us in dispatching the outgoing mail promptly.

V. Ram Prasad

**Mopatalal Cotton Mills Limited**  
Interoffice Memorandum

**To:** Public Relations Manager  
**From:** Labour Welfare Officer Ref : SLR/TS911  
**Date:** 15 Oct. 2020  
**Subject:** Staff Welfare Fund

When I talked to you on the telephone yesterday, you agreed with my suggestion to create a Staff Welfare Fund to extend financial help to the employees and their families in times of prolonged illness or premature death. I have discussed this matter with the Financial Manager and he has endorsed the idea in principle but has suggested that the detailed guidelines should be prepared for the operation of this Fund. If you agree to work out the details we may constitute a three member committee, consisting of the following officers:

Personnel Manager (Convener)  
Labour Welfare Officer, and  
Budget Officer

D.D. Gupta

**Manoharsing Sagar University**

Interoffice Memorandum

**To:** The Registrar

**Form:** Manager, Printing Press

**Ref:** COD/IOIF

**Date:** 30 Oct., 2020

**Subject:** Purchase of Three Photocopiers

The Sodhi Photocopiers that we have is no longer adequate to meet all our needs. It is about seven years old and lacks versatility. Moreover, it breaks down frequently and needs major repairs. This year alone we had to spend ₹ 15,000 to keep it in working order. With the addition of four teaching departments and consequent increase in the number of both faculty and students, the volume of work has gone up considerably. Our estimates show that we now require at least three more photocopiers to cope with the present day demands. We have also studied the features of various types of photocopiers currently available in the market. We recommend the purchase of Copra Xerox, each costing ₹ 1,50,000 manufactured by Jackson and Smiths Ltd., Mumbai.

I request you to accord your administrative approval for the purchase of photocopiers.  
Iqbal Ahamad

**NOTES**

**Sitaram Maxwell Ltd.**

Interoffice Memorandum

**To:** Managing Director

**From:** Sales Manager

**Ref:** DIT/179

**Date:** 5 August, 2020

**Subject:** National Conference on Sales Promotion

As directed, I attended the National Conference held in Chennai on 6 and 27 July 2007 and presented a paper on the strategies for the promotion of sales of washing machines.

There was in-depth discussion on different methods of capturing the market through advertisements on electronics and print media. It was realised that these media did promote the sales. However, to have a competitive edge it is essential to devise and use other ways of reaching the consumer across the country. Some of the suggestions made were as follows: door to door contact with housewives and demonstration at strategic points at different parts of the town, distribution of handbills in regional languages, and hoardings in big towns.

I am enclosing for your perusal the literature containing the details of the suggestions made at the Conference. I however, believe it would be better to conduct a market survey before devising new methods of promoting the sale of our machines.

T.D. Kashiwal



**Check Your Progress****NOTES**

1. As Public Relations Officer of Dynamic Tools Manufacturing Co. Ltd., Mumbai you have been deputed to investigate the causes of frequent strikes in the Company's factory at Nasik and to suggest preventive measures. Write a memo report to the Chairman incorporating your findings and recommendations.
2. Assume that as Assistant Personnel Manager you were deputed by your Company to attend a 3-day Business Communication Workshop organised by the Indian Institute of Management, Sambhapur. You have now been asked to write a memo to the Personnel Manager, reporting on the various activities of the Workshop in which you participated and indicating the benefits you derived from it. Write this memo, inventing the necessary details.
3. A large number of junior officers of a company have sought permission to improve their educational qualifications through distance learning programs offered by different universities in India. As the Managing Director of this company write a memo to be sent to all employees, spelling out the company's policy in this regard. Also state that the applications already submitted would be examined in the light of this policy and the decision would be communicated to the individuals soon.
4. It has been noticed that a sizeable number of employees take, leave on certain occasions such as test cricket, national sports events, etc. This hampers the smooth working of the office and tells upon the efficiency of the organisation. Assuming yourself to be the Personnel Manager, write a memo to the Sectional Heads of the company asking them to/take suitable action to prevent mass absenteeism.
5. The General Manager of Jalan Home Appliances Ltd., Kolkata is worried about the non-availability of employees at their desks during duty hours. Draft a memo to be signed by him and circulated to all employees, asking them to follow the office hours strictly and not to spend more that the allotted time on tea and lunch.
6. As Office Manager of Lalit Industries Ltd, Nagpur, write a memo to the Purchase Officer to procure the following items of furniture for the additional staff recently appointed by the company: 8 office tables, 6 chairs, 3 steel almirahs and 3 file racks. Your memo should refer to the fact that administrative approval for these items have already been obtained. Assume also that a copy of this memo is to be sent to the Finance Manager.
7. The President of Srinivas Textile Mills Ltd., Ahmedabad deputed its Labour Officer to investigate the causes of fire which broke out on 6 December, 2007, in the company's factory located at Navarangpura and to report to him the extent of damage and to suggest preventive measures.

**Summary**

- A memorandum (memo) is the most frequently used form of communication within an organisation.
- A memo is generally brief and to the point, and so the professionals find it, a convenient means of communication in all directions: upward, downward and horizontal.
- (i) memo is of two types: those which are written or transacting the daily business in an organisation and (ii) those which contain short reports.



- The following elements usually constitute the structure of a memo:
  - (i) Name of the organisation
  - (ii) Name/designation of the receiver
  - (iii) Name/designation of the sender
  - (iv) Reference
  - (v) Date
  - (vi) Subject
  - (vii) Body
  - (viii) The signature of the sender.

## NOTES

### Keywords

- **memorandum:** a short note designing something to be remembered, especially something to be done upon in future.

### Review Questions

1. Assuming yourself to be the Labour officer, write this report in the form of a memo for circulation to all employees, announcing a change in the working hours and explaining the reasons for doing so.
2. The Ramani Food Products Ltd., Shimla has decided to computerize its accounting procedure. As Finance Manager of this Company write a memo to all the employees of the accounting and audit sections to familiarize themselves with the operation of computers within three months. Tell them that the facilities for training would be available to them from 5 pm to 7 pm on weekdays on the office premises. Also, assure them that because of modernization modernization would be no retrenchment and the surplus staff, if any, would be transferred to other sections or departments.
3. As the Branch Manager of Heavy Electronics Ltd., Ranchi, write a memo to the Purchase Manager informing him that you have bought 3 word-processors, 2 photo copiers and their accessories, costing a total sum of ₹ 6,50,000 and requesting him to arrange for the payment of the bills you are enclosing.

#### 5.3.1.1.2. Notice

For every meeting you are asked to hold you will have to issue a notice, draft the agenda, and after the meeting is over, write its minutes. Here we shall briefly discuss how notices, agenda and minutes are written in the professional world.

Usually every organisation devises rules of procedure for the conduct of meetings. These rules indicate the frequency of meetings of different units and prescribe the notice period for calling a meeting besides indicating the person who has a right to call it and the persons who have a right to attend it. When you are required to call a meeting, send a written notice within the specified time to every member of the group. The notice should mention the name and address of the organisation, and the date on which it is Issued apart from mentioning or indicating the day, date, time and venue of the meeting. The business to be transacted should be mentioned in the notice if the number of items is small; otherwise it should be indicated in a separate sheet and enclosed with the notice as annexure.

Agenda is an official list of items of business to be transacted at a specific meeting. It helps in conducting the meeting in proper order, minimises irrelevant discussion and preserves continuity in the proceedings. Since it is circulated along with the notice,

every member knows beforehand the items of discussion and can make up his mind what he wishes to say on a particular issue. The agenda also helps the Chairman to control the members from going off the track and to organise the time to be devoted to individual items.

**NOTES**

The items of the agenda are arranged in increasing order of importance and each item bears a number. However, almost every agenda has *confirmation of the minutes of the previous meeting as the first item and any other matter with the permission of the Chairman* as the last item. If there is any matter left over from the preceding meeting for enquiry and report, it usually appears as the second item of the agenda. If the meeting is one of a series, each item indicates the number of the meeting as follows:

- 4.01
- 4.02
- 4.03
- 4.04 and so on.

When the agenda is an annexure to the notice, the following information is repeated:

- Name of the organisation/unit
- Date of circulation
- Day, date, time and venue of meeting
- Signature of the secretary

The following sources might be used for agenda items:

- Minutes of the previous meeting
- Suggestions received from members
- Actions and events since the previous meeting
- Correspondence on the subject

Before finalising the items, get the Chairman's approval.

**Standard Items**

Certain items appear in almost every annual general meeting of a company and also voluntary organisations, such as a club or association. These are given below:

<i>Public Limited Company</i>	<i>Club or Association</i>
Director's Report	Chairman's or Secretary's Report
Annual Accounts	Annual Accounts
Auditor's Report	Auditor's Report
Appointment of Auditors	Appointment of Auditors
Declaration of Dividend	Subscriptions
Election of Directors	Election of Office Bearers

However, the sequence of items differs from organisation to organisation. In some the routine matter is placed in the beginning and in some at the end.

**Minutes**

Minutes are the official records of the business transacted at a meeting. Keeping minutes of the meetings of certain organs of public limited companies is a legal requirement but even voluntary organisations find it helpful to record minutes of every meeting. The reason is obvious; minutes act as an aid to memory and provide a basis for decision and action. In fact a run-through of the minutes of a unit or organisation

can give a fairly good idea to the reader as to how it has been conducting itself. As the minutes of every meeting are approved by the members at the next meeting and signed by both the secretary and the chairman, they are considered very important records and preserved carefully.

The style of minutes is impersonal, objective and matter-of-fact. The display of emotions, strong feelings and anger has no place in minutes. A cool, concise and accurate account of the main points of discussion, the decisions arrived at, recommendations made and the assignment of tasks to individual members or sub-committees is all that is required to be recorded.

When you are asked to write minutes, take notes bearing these points in mind. The actual writing of minutes can obviously be done only after the meeting is over. You should not hesitate to check or verify a particular point with the chairman or any other member before recording it in the minutes.

Minutes follow the pattern of agenda and bear the same numbers. For each item a heading is given and the discussion/decision on it is recorded. When a resolution comes up for consideration, the names of the proposer and the seconder may be mentioned. In some organisations, however, the practice is only to state whether the resolution was accepted or rejected.

As minutes are self-sufficient records, it is customary to give the following details:

- Name of the organisation/unit
- Day, date, time and venue of the meeting
- Number of the meeting, if in a series
- Names of the chairman and the secretary
- Names of member present
- Names of members absent
- Names of persons who attended the meeting by special invitation, if any
- Record of transactions, item-wise
- Signature of the secretary and the chairman

### **Practical Hints**

Since minutes are not a verbatim transcript, of the discussions utmost care should be taken in preparing the notes. A few practical hints are given below:

(i) Summarise as you record what is being said. Use abbreviations, short-forms which you can readily decipher later.

(ii) Use agenda as the framework.

(iii) Record the names of the speakers. Though usually omitted from the minutes, they provide a useful reference point.

(iv) Record the names of those present by passing around a list of members for signature.

(v) Use a device to distinguish between the record of decisions and the record of main points.

(vi) Write carefully essential details such as dates, numbers, amounts, quantities and the names of those designated to act.

(vii) If a resolution is moved and a vote taken, make sure to note the name of the proposer, the name of the seconder, the number of members voting 'for' and 'against' and of those abstaining.

(viii) If any matter is raised under the last item of the agenda, state that it is so and give it a suitable heading.

### **NOTES**

**Examples**

Two examples follow. They show different styles of writing notices~ agenda and minutes. The second example which is more formal is used by public limited companies.

**NOTES**

**Example I**

Indian Oil Industries Ltd.  
Singhal House  
12 Ashok Road  
New Delhi 110001

14 February 2020

Staff Welfare Association Executive Committee Meeting

**NOTICE**

The second meeting of the Executive Committee will be held at 5 p.m., on Wednesday, 28 February, 2020 in Room No. 16, Singhal House. The agenda is given below:

Please make it convenient to attend the meeting.

**AGENDA**

- 2.01 Minutes of the previous meeting.
- 2.02 Cafeteria report.
- 2.03 Celebration of Holi.
- 2.04 Raise in subscription.
- 2.05 Request for donation.
- 2.06 Grant of study leave.
- 2.07 Any other matter with the permission of the Chairman.

Goktil Shilpe  
Secretary

cc: All Members

**MINUTES**

Indian Oil Industries Ltd.  
Singhal House  
12, Ashok Road  
New Delhi 110001  
Staff Welfare Association

Minutes of the second meeting of the Executive Committee held at 5 pm, on Wednesday, 28 February, 2020 at Singhal House.

Members Present      Shri A.K. Dasgupta (Chairman)  
                                 Shri Y. Nagappa  
                                 Shri Nazir Ahmed  
                                 Miss Clare Thomas  
                                 Shri K.S. Duggal (Treasurer)  
                                 Shri Gokul Shilpe (Secretary)

Members Absent      Shri Ram Bharose

**2.01 Minutes of the previous meeting**

The minutes of the meeting held on 4 January, 2020 were taken as read, adopted and signed by the Chairman.

### **2.02 Cafeteria report**

The sales report of the Cafeteria was received and approved. The suggestion of the Manager to serve mini meals during lunch time was accepted on a trial basis for three months.

### **2.03 Celebration of Holi**

It was decided to organise an informal get together and a short entertainment programme at 6 pm on 4 March. A sum of ₹ 15,000 was approved for the purpose. The secretary was asked to work out the details.

### **2.04 Raise in subscription**

In view of the rising cost of goods and services a proposal was put forward by Shri Shilpe to raise the annual subscription from ₹ 50/- to ₹ 75/- from the financial year 2006-07. The proposal evoked mixed reaction and certain modifications were suggested. Ultimately it was decided to raise the subscription to ₹ 70 only.

### **2.05. Request for donation**

As it was increasingly becoming difficult to meet the expenditure, from the Association's own resources, a resolution to request the management of the Company for a recurring donation of ₹ 20,000/- per annum, moved by the Chair was unanimously adopted.

### **2.06 Grant of study leave**

It was noted that the request of some members for the grant of study leave on full pay to pursue further studies was rejected by the management. A sub-committee consisting of

(i) Shri Gokul Shilpe (Convenor)

(ii) Shri Nazir Ahmed and

(iii) Miss Clare Thomas was asked to discuss the issue with the Personnel Manager and to report the outcome at the next meeting.

As no other matter was raised the meeting ended with a vote of thanks to the Chair.

A.K. Dasgupta  
Chairman

Gokul Shilpe  
Secretary

### **Example II**

Pirarnal Steel Corporation Ltd  
14 Garden Avenue  
Subhash Chandra Marg  
Kolkatta 700019

1 March, 2006

### **NOTICE**

Notice is hereby given for the Fifteenth Annual General Body Meeting of the Company to be held at 11 am, on Thursday 15 March, 2006 at Garden Avenue. The agenda is attached.

End: One

R. Chauhan  
Secretary

To: All shareholders

Pirmal Steel Corporation Ltd.  
Kolkata

### **NOTES**

**AGENDA**

- 15.01 Confirmation of the minutes of the last meeting:
- 15.02 Directors' Report and Annual Accounts
- 15.03 Auditors' Report
- 15.04 Appointment of Auditors
- 15.05 Declaration of Dividend
- 15.06 Election of the Directors
- 15.07 Any other matter with the permission of the Chair.

R. Chauhan  
Secretary

**NOTES**

**MINUTES**

Piramal Steel Corporation Ltd.  
Kolkata

Minutes of the Fifteenth Annual General Body Meeting of the Company held at 11 am on Thursday 15 March, 2006 at 14 Garden Avenue.

Present: Shri R.C. Chandra                      Chairman

Shri P.K. Rungta

Shri Deepak Narayan

Shri Kamal Kishore Sharma                      Directors

Shri Pawan Kumar

Shri Ved Prakash Dhillon

In attendance: Shri R. Chauhan, Secretary

Shri Guizar Hussain, Solicitor and shareholders as per attendance sheet.

No.	Subject	Minutes
15.01	Confirmation of the minutes of the last meeting	The minutes of the meeting held on 15 March, 2006 were approved and signed by the Chairman
15.02	Directors' Report and Annual Accounts	The Directors' Report and the Annual Accounts circulated there-with were taken as read. The Chairman reported the progress of the Company and highlighted its achievements besides outlining the next year's development plan. On a motion by Shri R. Diwakar, seconded by Shri T. Varky, the Directors' Report and the Annual Accounts as audited by the Company's auditors were approved and adopted.
15.03	Auditor's Report	The Auditors' Report which had already been circulated was taken as read and approved. It was noted that the assets of the company had increased by Rupees 87 lakh.

**NOTES**

- 15.04 Appointment of Auditors On a motion by Shri Pawan Kumar, seconded by Shri Gopal Vyas, it was resolved: 'That Messrs Chopra and Joshi be reappointed as auditors of the Company for the next accounting year at a fee of ₹ 24,500'.
- 15.05 Declaration of Dividend The following motion moved by Shri Ram Singh and seconded by Shri Naveen Chandra was adopted: 'That a dividend of ₹ 50 per equity share, subject to deduction of income tax, as recommended by the Board of Directors is approved and will be paid to the shareholders whose names stood on the books of the Company on 1 March 2006'.
- 15.06 Election of the Directors Shri A. Ali proposed that the two retiring directors Shri P.K. Rungta and Shri Pawan Kumar be reappointed. The following resolution moved by him and seconded by Shri A.K. Patodia was adopted 'Resolved that Shri P.K. Rungta and Shri Pawan Kumar, being eligible for reelection are hereby reelected as Directors of the Company for a period of two years'.
- 15.07 Next year's development plan The suggestion of a shareholder, Shri Ramanand Pandey that the main points of next year's development plan of the Company be printed and circulated to shareholders, was admitted by the Chair and adopted by the general body.

The meeting ended with a vote of thanks to the Chairman.

R.C. Chandra  
Chairman

R. Chauhan  
Secretary

Date: 17 March, 2006

### Check Your Progress

1. Assume that you have been appointed Secretary of a Committee comprising management, staff and workers' representatives, to advise the company to produce a handbook containing information about conditions of service, rules and regulations, fringe benefits and other related matters. The Committee held its first meeting on 16 April, 2006 and discussed the procedures for the collection of information and its organisation for the handbook. Invent the necessary details and draft the agenda and minutes of this meeting.
2. The Executive Committee of Bhiwani Industrial Corporation, Bhiwani, held its fifth meeting on 10 December, 2007 at BIC Headquarters, Bhiwani. The agenda was as follows:
  - 5.01 Minutes of the last meeting.
  - 5.02 Addition of two rooms to the building- one for general stores and the other for office workers.
  - 5.03 Opening a tea stall.
  - 5.04 Appointment of two peons and one treasurer.
  - 5.05 Setting up a paper mill at Bhiwani.

## NOTES

5.06 D.A. to the employees.

5.07 Any other matter with the permission of the Chair.

As Secretary of the Executive Committee write the minutes of the meeting.

3. Imagine that you are the Secretary in attendance at the seventh annual meeting of the Executive Committee of the Ramgarh Club held at 6 pm on Tuesday, 6 March, 2006. Write the minutes of meeting, assuming the agenda to be as follows:

7.01 Minutes of the previous meeting.

7.02 Chairman's report.

7.03 Appointment of an auditor for the next year.

7.04 Purchase of furniture for the common room.

7.05 Creation of one post of a full-time clerk for the club.

7.06 Increase the the subscription rate.

7.07 Any other matter with the permission of the Chairman.

4. At a meeting of the Executive Committee. of the Staff Association of Government Engineering College, Devigarh held at 4 pm, on Friday 23 March, 2006 in Room Number H-39, the following business was transacted: appointment of auditors for the annual accounts, construction of a swimming pool for staff, minutes of the last meeting, establishment of departmental libraries, extra classes for students who failed in the mid-semester examination, any other matter with the permission of the Chairman.

Assuming that you were the Secretary in attendance, (i) draft a notice to be sent to each member arranging the agenda ite1ps properly and (ii) write the minutes.

5. At the tenth meeting of the Board of Directors of Precision Machine Tools Co. Ltd., Jamshedpur the following business was transacted:

10.01 Minutes of the previous meeting.

10.02 Tenders for the new premises.

10.03 Creation of five posts of travelling salesmen.

10.04 Resignation of the Chief Accountant.

10.05 Opening branch offices in Nagpur, Hyderabad and Cochin.

10.06 Any other matter with the permission of the Chairman.

Assuming that you were the Secretary in attendance, draft the minutes of the meeting.

### Summary

- A notice is a written or printed have announcement or imformation.
- Agenda is an official list of items of business to be transacted at a specific meeting.
- Minutes are the official records of the business transacted at a meeting.
- A circular is essentially a letter containing some important information distributed to a large number of people.
- Circulars in business communication must focus on a particular group of onlookers.

### Keywords

- **notice:** a piece of paper or a sign giving information, a warning, etc. that is put where everyone can read it.



- **agenda:** a list of items to be discussed at a meeting
- **the minutes:** a summary or record of what is said or decided at a formal meeting

## Review Questions

1. In a TV manufacturing organisation, a meeting has been called to take a decision about an advertising campaign to be launched by the company. A proposal prepared by the Advertising Manager is to be presented for discussion and approval. Assuming that you have been named the Secretary of this meeting, draft a notice and agenda for it. Invent the necessary details.
2. Assume that you have recently taken over as the Secretary of a Public Limited Company. Informal discussion with the senior officers reveals, among other things, that the growth of the organisation has been hampered because of frequent strikes by labourers. After going through your preliminary report, the Chairman has called a meeting of the Board of Directors to discuss the issue in depth and to find a lasting solution to the problem.  
Draft the agenda for this meeting, inventing the necessary details.

## Circulars

A circular is essentially a letter containing some important information distributed to a large number of people. Say for example, you have to invite the entire department for a meeting, or to update the dress policy for the entire office – for these purposes a circular will be the best way to communicate.

In addition, circulars are also ad tools. They can include marketing information and have a detailed distribution range. A circular should always reach a large number of correspondents for inter-departmental communication, advertising, or even personal reasons. This is one of its main features.

Circulars are a modest and quick approach to disperse data. Supervisors can make a circular on their PC and print out numerous duplicates in 30 minutes or less. Circulars are also profoundly educational, contingent upon the dimension of data required. For instance, an organization needs just a couple of lines of a duplicate to advise employees about a class. Circulars can also be casual and non-obtrusive people are allowed to peruse or overlook them.

Circulars in business communication must focus on a particular group of onlookers. For instance, a circular welcoming an organization employee to learn database the board is intended for advertising research chiefs and PC software engineers. An organization that circulates circulars for its paper is focusing on people who don't have a membership. Authors who remember their intended interest group will generally deliver progressively effective circulars.

The best circulars, for the most part, have a few key highlights. The most significant element is the heading, which focuses on a particular gathering of people. "Need to Lose 10 Pounds This Month?" may be an effective circular heading for an organization selling diet items, focusing on people who need to get thinner. The heading drives interested people into the body of the circular, which depicts a specific offer, item, or administration in a visual cue design. On the off chance that people are intrigued, they will at that point take a gander at the "contact data" or time and spot of the deal, for instance.

Business proprietors can post circulars on market announcement sheets or incorporate them with the day by day paper. Some business proprietors place circulars on people's vehicle windshields. There are also organizations that disperse circulars

## NOTES

way to-entryway alongside different offers. Business may incorporate a circular in a post office based mail bundle. These techniques can be exceedingly effective in achieving the customer.

**NOTES**

**Sample**

Circular number \_\_\_\_\_

25 May 2018

Modified working hours

All employees of ABC Company,

It is to inform all employees that the working hours of the organization will change immediately. As you know, now we do not work on any Saturday from last month. So we have only 5 working days in a week, to ensure the quality of work, an amendment was necessary for the working hours. Therefore one hour will be added in the last 9 hours. The revised working time will be as follows:

Business Days: Monday to Friday (excluding holidays)

Working hours: 8 : 30 am to 6 : 30 pm (These hours will include an hour break)

All employees are requested to note these new and modified times. The time is effective immediately from October 26, 2018. Timeliness and new timing are requested. Frequently defaulters will take action. For any questions, please contact the HR department or your managers.

XYZ,

CEO of ABC Company

**Check Your Progress**

1. Write a circular, inviting the entire department for an urgent meeting.
2. Write a circular, inviting the entire department to give a farewell party to a retiring employees.
3. Write a circular, inviting the entire department to announce some incentives.

**5.3.1.1.4. Orders**

Every manager must give directives to employees, but it can be more difficult than it sounds. Employees must feel respected and must be able to understand the orders you are giving. Most of all, employees shouldn't feel as though they are being given orders at all. Rather, treat your employees as though you are giving them instructions to help you run the company, and you'll likely get excellent results.

1. Use respectful words such as "please" when giving orders to your employees. Although they are obliged to follow your instructions, you will establish goodwill that will make your job as manager easier. Employees are more likely to respect a manager who shows them respect as well.

2. Give clear instructions to your employees. Vague instructions such as, "Mop the floor," may not be sufficient. you may need to provide instructions such as, "Use hot water and the blue cleaner to mop the floor in the kitchen."

3. Make yourself available to answer questions that employees might have, otherwise you risk the job being done incorrectly or not at all. Human resources expert Stewart Liff recommends that you "manage by walking around." Liff points out that this sends the message to employees that you want to succeed.

4. Use a firm, confident tone of voice when giving orders to employees. If you give a directive, yet use a tone that is questioning or wavering, your directions may not be deemed important.

5. Let employees know the reason you are giving them an order. For example, you might say, "please count how many cheesecakes are in the freezer so that we'll know if we need to order more for the Saturday rush." This approach helps employees to feel like they are part of the team. Of course, this is not necessary if you are merely asking employees to do routine tasks for which the reason is already clear.

6. Put your request in writing if it is complex. This helps to avoid confusion and can increase accurate follow-through. Give your employees verbal instructions to reinforce your memo.

### **How to Deal with a Defiant Employee**

Employees who do not see eye-to-eye with managers and act defiantly when told to do something can cause workplace problems. While telling a defiant employee to do something because you're the boss may seem like the right way to handle things, doing so may backfire and cause even more problems. Talking to the employee in a friendly, positive manner usually yields better results than ruling with an iron fist.

1. Ask, don't demand. Your workplace consists of varying types of personalities. Some people respond fine to demands, while others resent being told to do something. To sound more personable and more like a friend, rather than a boss, ask the employee to do something instead of telling him to. Since you're a manager, it's known that your question is more like an order but a question comes across as friendlier. For example, rather than saying "Go clean the oven," say, "John, can you please clean the oven for me?"

2. Compliment the employee when he performs at a high level or completes a task. Managers who do not acknowledge their employees essentially tell employees that they're not important. A "Good job" or "Nice work" makes employees more willing to do something for you in the future.

3. Explain why. If you tell an employee to do something and he doesn't understand how it benefits anyone, he's less likely to put forth an effort. Unless the reason for doing something is obvious, such as telling an employee to wash his hands before cooking food, always give the employee a good reason as to why his task is important.

4. Avoid micromanaging. Let the employee complete his task without constantly telling him what he needs to do. Employees who understand their job duties but have managers consistently reminding them of those duties may turn defiant and unwilling to cooperate. If the employee begins to slack off or turn in lackluster work, then you can start reminding him to complete his daily tasks.

5. Remind the employee that you're the boss and disobeying your orders is insubordination. Explain the possible disciplinary action he will face by continuing to act defiant. Threatening the employee with disciplinary action should be a last resort.

### **How to Make Subordinates Listen**

You're the boss; you have the authority to tell your subordinates what to do, and yet they don't seem to listen. If you're stuck in this mode, you easily can become frustrated and start lashing out or turning into a mockery of the leadership process to which you've been assigned. Find ways to get your employees to follow your directions without resorting to angry threats that only lead to resentments among the workers.

## **NOTES**

## NOTES

1. Think of yourself as a coach helping your workers become better at their jobs rather than a taskmaster who is only concerned about production. Approaching workers as a teacher requires a clear understanding of the jobs they are performing. You might set up training courses for those who continue to fall behind or seem to ignore you.

2. Approach employees individually and ask them what they need to follow your instructions. Maybe they don't listen to you because they haven't been thoroughly trained or don't have the proper tools or sufficient time to finish a project. put yourself in the role of facilitator and help them get what they need to do their jobs.

3. Communicate your instructions clearly and encourage employees to ask questions and provide additional input. When subordinates feel respected, they are more likely to offer suggestions or ask pertinent when necessary. put your orders in writing and send electronic reminders to your employees or post goals in a high-traffic area.

4. Listen closely to the feedback you get from your employees. While you might think their concerns or suggestions are irrelevant and they should just do what they're told, workers may actually have important information to share. At the same time, people who feel they are heard are much more likely to cooperate with you.

5. Align your facial expressions and tone of voice with the words you're speaking. If you are in a coaching mode, make sure you also look and friendly and caring. If you are open for questions, convey that attitude by sitting or standing still and looking at the person who is speaking. If you are delivering important instructions, make sure you create an environment that matches the seriousness of your orders. Invite workers into a conference room or stop all workflow to alleviate outside interferences.

### Check Your Progress

1. What is an order in an organization?
2. How will you deal with a defiant employee?
3. How will you make you sub-ordinates listen?

### Summary

- Be restful when ordering an employee.
- Be precise while ordering an employee.
- Be present to another the employees.
- Use a firm, confident tone of voice while ordering an employee.
- Inform the employee why you are ordering than.
- Be careful while dealing with a defiant employee or making your sub-ordinates listen.

#### 3.1.1.5. Staff Suggestions

Staff suggestions are when employees are encouraged and enabled to offer ideas relating to the business.

#### Why You Should Have a Workplace Suggestion Box

Gathering feedback from employees is very vital for any company to enjoy consistent improvement and a workplace suggestion box is a great tool for achieving this, especially if it's an anonymous one. We explain.

Employees at all levels of any organization have their own unique perspectives and ideas, but may not Feel comfortable sharing them for various reasons. This is where an anonymous workplace suggestion box comes in very handy.

For example, a new entry-level employees just got hired for their first job ever at a large company. Still so fresh-faced and untainted by the organization's cultural biases, they quickly notice the inefficiencies in the company's processes and get new ideas for products/services that the company could offer.

However, this new employee is hesitant to share - after all, if their for process improvements and new products/services are so brilliant, how come none of the smart people already working at this mighty organization has already come up with them?

Maybe they already did, tried them out and realized they don't work. If not, then they surely must be silly ideas that aren't worth anyone's time. So instead of sharing them, the new employee holds back to avoid bringing unnecessary attention to themselves for fear of being ridiculed as crazy or reproached as a trouble-maker.

They lie low in their new job, get in step with their colleagues and soon, they absorb the organization's status quo, start thinking like everyone else they found at the company and their fresh ideas are quickly lost forever.

This is a scenario that happens very often in organizations. Human beings are naturally social creatures and so we have evolved to be very sensitive to how we are perceived by others in our social groups for the sake of our survival.

Most of us tend to customize the feedback we share in various social situations to avoid rubbing others the wrong way, especially when we're not at the top of the social group.

This is why employees are often hesitant to share their honest thoughts with colleagues and managers out of fear of rocking the boat. Unfortunately, this often results in the company stagnating and getting stuck with outdated methods and approaches.

This is why offering your employees a safe space to share their thoughts and ideas can go a long way towards propelling your company forward.

### **Benefits of a Workplace Suggestion Box**

Anonymity breeds honesty – a couple of university studies (here and here), as well as this Harvard Business Review article, highlight the importance of an anonymous workplace suggestion box.

The benefits of allowing employee feedback via an anonymous workplace suggestion box include:

- fresh perspectives and ways of thinking by encouraging employees to think of new ideas;
- empowering employees who don't feel confident enough to speak openly to still have a say;
- increasing productivity as employees feel valued and listened to hence having higher morale;
- cutting expenditure by enabling employees to identify and share ineffective company processes;
- boosting revenue by enabling employees to identify and share new avenues to generate sales;
- increasing employee retention levels by giving employees a sense of ownership in the company's future;
- fixing conflicts early by offering an accessible platform to share disgruntlement with colleagues;

### **NOTES**

NOTES

- detecting dishonest /illegal activities in the workplace by enabling safe whistle blowing and;

- delivering higher customer value by creating a channel for employees to translate and relay the ideas, tips and complaints they receive from customers about the company's products/services.

### **Modern Methods for a Workplace Suggestion Box**

When we hear the word “suggestion box” the first image that springs up in our minds is a wooden box hanging on a wall with a cute slot at the front for someone to slide a piece of paper in and a little door on the side for someone to open and remove its contents.

However, with the modern digital age and the millennial generation that is now far too used to sharing their opinions, complaints and ideas via social media apps, emails and comments sections, the physical suggestion box is simply no longer viable.

While the physical version is becoming redundant, the online, anonymous workplace suggestion box is growing more and more important as nurturing business innovation and boosting employee engagement in today's organisations. The modern workplace suggestion box can be created by:

- using your company intranet;
- encouraging anonymous emails;
- using pulse surveys, and;
- having an online form.

Here are five critical tips to keep in mind as you put together your modern workplace suggestion box:

#### **Offer The Right Motivation**

Highlight the empowerment and contribution value this workplace suggestion box has to offer to your employees instead of offering monetary rewards.

Feeling a sense of ownership in the organization and taking personal pride in knowing that they are playing an active role in the future success of the company are far more effective motivating factors than any amount of money you could offer them.

#### **Seek Ideas On Specific Topics**

Put together a list of topics based on the goals you have set as a company and the challenges you are facing in achieving them.

Next, seek ideas on each one of these topics, one at a time, by posing probing, thought-provoking questions that are not limiting to the possible ideas your employees could generate.

#### **Cast Your Net Far and Wide**

Encourage a wide variety of ideas by soliciting ideas and suggestions from employees in different levels, departments, and physical locations.

This will allow you to collect a wide variety of ideas from many various perspectives, giving you a wider, clearer picture of the specific topic you're trying to understand.



## NOTES

### Make It Fun

While it's tempting to only reach out to employees for suggestions about serious business topics such as how to boost sales and improve production, you should make it a point to regularly use the workplace suggestion box for fun topics such as "What should the theme of the next office party be?" or "which toppings should we get when we order some next week?"

Such occasional light-heartedness maintains a high employee buy-in and keeps them looking forward to the next question you will ask.

### Keep It Voluntary

Forcing employees to participate in a workplace suggestion box won't work as they will just give you dishonest answers to get you off their backs. The creativity necessary for fresh ideas and suggestions simply can't be forced out of someone.

On the other hand, highlighting to your employees that participation is strictly by free choice, while emphasizing the earlier-mentioned empowerment and contribution value, will often encourage them to take their own personal initiative to participate.

### Check Your progress

1. Define staff suggestions. Why are they important?
2. Why should you have a workplace suggestion box?
3. Summarize the benefits of a workplace suggestion box

### Summary

- Innovative ideas are the fuel of every successful company and a very important source of these innovative ideas is employees because they are on the front lines, directly interacting with both the products and the customers on a daily basis. This is why a workplace suggestion box is so important.

### Keywords

- **suggestion box:** a device for obtaining employee input – in hopes of improving internal processes and/of products
- **cast your net (far and) wide:** consider or try as many things as possible in order to find what you want

### Review Questions

1. What would happen without a suggestion box at workplace?
2. How can results be miraculous by having a suggestion box at workplace?

#### 3.1.1.6. Complaints

Every human resources professional will have to deal with their fair share of complaints during their career, no matter what company they for. It's part of their role in internal communication. How you deal with these complaints your time can affect not only the employee retention at your company, but the overall corporate culture and office environment which directly impacts company productivity. Fortunately, if you handle them well, you'll be on your way to a great review and possibly a promotion in no time! Read below for my tips on what you should do before, during, and after an employee files a complaint with you.

## Before an Employee Makes a Complaint

### NOTES

**Have a comprehensive Internal Communication policy on Common Issues.** There are certain things that employees are always going to complain about: salary, raises, time off, sick leave, promotions, microwave smells, schedule flexibility, and many more. If your company has a comprehensive policy in place that addresses those items then you have something concrete to fall back on when determining how to proceed.

**Maintain Your Good Reputation.** This should be relatively self-explanatory. If you're known as an honest, friendly, and fair person you're likely to be an effective handler of employee issues. Conversely, someone who is seen as playing favorites or as a pushover will not get that same respect.

**Conduct Regular 'Employee Retention Interviews'.** Employers often conduct exit interviews once unhappy employees quit, but so many issues could be dealt with before it gets to that if you take the time every month or so to sit down with all employees to find out how they're doing and if they're happy. Stopping any problems before they become huge issues is not only effective, but makes you look like the proactive human resources rock star that you are.

### During a Complaint Meeting

**Give the Employee Your full Attention.** You may be tempted to write something down, quickly check your phone, or answer an important phone call/email – DON'T. 99.99% of the time, if an employee feels heard and cared about, they will be infinitely easier to work with and far more flexible in reaching a resolution to their issue.

**Be professional, Honest and Courteous.** On the one hand, you definitely don't want to come across as an uncaring company robot who only recites the employee handbook. On the other, you DEFINITELY don't want to tell them 'yeah the company is so awful and terrible, you should sue them for millions!' I trust you can find a nice balance between those sorts of extremes while maintaining your honesty, professionalism, and courtesy.

**Ask for Their Input on a Solution.** If an employee makes a complaint and feels that they have a hand in how the resolution is handled, that sort of employee engagement and empowerment will make them truly feel like they have the ownership mentality that makes a happy employee. Knowing their opinion is valued will make all the difference in the situation's final outcome.

### After an Employee Makes a Complaint

**Schedule a Follow-Up Meeting.** Following up on an employee complaint to ensure that the issue is handled shows that you honestly do care about their contentment and situation. If you had just met with them once and told them that you would fix the issue without bothering to see if it actually did get fixed, then they would come to think you were simply paying them lip service to get them to leave your office. That is not a reputation any HR Professional needs, and it certainly doesn't help with employee retention. Review the Outcome and Your Company's Internal Communications policy. Employee complaints are a great opportunity to examine any gaps or outdated policies in your company handbook. Use this experience to try and clarify the issue the employee was agitated about in the company guidelines so that there is an easy, streamlined process for handling it in the future.



## Check Your Progress

1. What do you mean by complaints in an organization?
2. What should you do before an employee complains?
3. What should you do during a complaint?
4. What should you do after a complaint?

### 5.3.1.1.7. *Precis Writing*

The ability of quickly and accurately understanding the essentials of written matter and then to reduce it to a simple, orderly precis is certainly of utmost importance for every educated person. The word 'Precis' is derived from French and it means 'precise'. Writing precis is an excellent exercise in careful reading and accurate writing. Precis is not just a paraphrase of the original writing. It is a condensed version of the essential thoughts of the original passage. A good precis is a straight-forward condensed statement of the salient features, ideas or information contained in the original passage and it is written in a clear and concise way in the writer's own words. As a precis writer you must possess, the power of judgement to be able to evaluate the important ideas. You must have a sense of balance to identify the important points and know how to separate them from the unimportant ones.

### Forms of Condensation

A precis is sometimes used interchangeably or synonymously with **summary** and **abstract**. Other forms of condensation include **outline, synopsis, abridgement**, and **digest**. But these forms of condensations are for different purposes. These forms are different from each other in many respects. **Summary** is the most general form of condensation and implies any effort to present briefly an all encompassing and comprehensive account of the passage. It is more of a pithy paraphrase of the main ideas of the passage. **Abstract** on the other hand, gives the gist of the important points or important results of the report or paper. More specifically, an abstract refers to a scholarly citation which gives the main points of a piece of research or study. It is a brief, qualitative presentation of the more complex ideas contained in the passage. **Precis** on the other hand, is lengthier than the abstract and follows the exact order of points of the original passage. It is a clear statement of bare facts without any unnecessary frills. In fact, precis writing requires writing of the essential facts/ideas in a clear, exact and concise way. In this sense, precis is more like original piece of writing. As a precis writer you use your own words to write the gist of the passage. A good precis is terse and succinct; it incorporates the rules of unity and coherence. (Also see Chapter 13: Formal Reports).

Outline and synopsis, like precis, follow the order of points of the original passage. Outline covers a wider range than synopsis. Outline numbers the salient or principal features of the document or project work. It uses the key words or phrases of the given material to give its extended paraphrase in prose. Synopsis is a shortened or condensed form of a great mass of material. It sometimes refers to a summary of the plot of a novel or a piece of fiction. Many a time an author submits a chapter of a proposed book along with the synopses of the unwritten or planned chapters to the publisher for his perusal. The outline also may sometimes state in a short and compact form points mentioned in the material.

Other important forms of condensation are **abridgement** and **digest**. These are expanded forms of condensation of the original writing without changing the words and style of the original written material. Abridgement retains the general sense and unity of the original. It shortens the length by omission of words without sacrificing

## NOTES

## NOTES

the sense. In **abridgement** least changes are made, thereby retaining the flavour of the original, like for example, a one-volume abridgement of Edward Gibbon's great and voluminous work 'The Decline and Fall of the Roman Empire'. However a systematic condensation of essential points into a convenient form of the original is called a **digest** like, for example, a digest of weekly news. It can be a condensed compilation of legal rules, statutes or decisions for easy reference, it may or may not retain the flavour and style of the original piece of writing. Sometimes, passages of the original document are rewritten as 'digest' to bring in brevity and clarity. It can also refer to the collection of condensed technical and scholarly papers like a quarterly digest of articles on alternate sources of fuel or space research.

### Skills Required

When you read the passage given for precis writing, you would observe that the writer has used a more words thap ate necessary to express his ideas. It is difficult to express one's ideas comprellensively in a few words and this is why precis writing is an arduous task. The aim of precis is to present to a busy reader, the main ideas of the original passage as concisely and clearly as possible, in a readable form. In this sense a precis is like an original piece of writing.

Precis writing demands power of judgement and evaluation, as the passage usually contains important ideas and a number of unnecessary words. So you have to read the passage carefully, paying close attention in order to identify the important ideas and discard those which are not required. You would need to develop a sense of balance. For the purpose of reduction of the original passage, you have to train yourself to express ideas concisely. Vocabulary extension is extremely helpful because you would have to substitute one single word for a clause or even a sentence. As you go on practicing precis wiring you would be training yourself to think logically and present the author's ideas in a way which is clearly understood. The final precis that you write should be in your own words and have the same tone as the original. It must be a good piece of writing. The art of precis writing develops in the student a proper reading habit; forcing him to read attentively and carefully. It helps in vocabulary extension and it also inculcates in the precis writer the power of judgement to discriminate between essential ideas, and facts and not so essential ones given in the passage. It trains the precis writer to think logically and present the author's ideas in a way which is clearly understood. You would have to train yourself to shorten the sentences for conciseness, select important ideas and discard unimportant ones and generalise.

### Guidelines

1. Read the passage at least two times to familiarise yourself with the theme and the main ideas contained in the passage.
2. Give the passage a title; a suitable title would help you to identify the theme of the passage.
3. Write down important points, and arrange them in the same sequence as the original passage.
4. Make a rough draft. A precis should not be more than 1/3 of the original, unless otherwise directed.
5. Write the precis in the indirect form of narration, using only the third person.
6. Scrupulously avoid all examples, figures of speech, illustrations and comments.
7. Retain all those facts and ideas which are related to the main idea; reject those which have minor importance.
8. Drop all redundant words and expressions and circumlocutions.

## Practical Hints

- Find one word which means the same as several.
  1. His excuse was such that it could not be believed.  
*Reduced* – His excuse was unbelievable.
  2. Suhana is one who never commits a mistake.  
*Reduced* – Suhana is infallible.
  3. She was caught-in the act of listening through the keyhole.  
*Reduced* – She was caught eaves-dropping.
- Identify and delete redundant words.
  4. The little child was found sitting all alone with no one with her.  
*Reduced* – The little child was sitting alone.
  5. There came to his recollection the words of a great poet that when sorrows come, they come not in single spies but in battalions.  
*Reduced* – He remembered that sorrows never come alone.
  6. He gained universal esteem of all men everywhere.  
*Reduced* – He gained universal recognition.
- Replace a clause by a phrase or a phrase by word.
  7. Mr. Ramakrishna came across his friend in the vicinity of the college.  
*Reduced* – Mr. Ramakrishna met his friend near the college.
  8. When she enquired into the matter, she found the accused was innocent.  
*Reduced* – On enquiry she found the accused to be innocent.
  9. In case of a dispute they wanted a direct vote of the electorate of the state.  
*Reduced* – In case of a dispute they wanted a plebiscite.
- Reframe sentences by changing sentences and clauses into phrases or single words.
  10. When the next day arrived, Mr. Govind, the politician, addressed a group which consisted only of his own followers.  
*Reduced* – Mr. Govind, the politician, addressed only his followers the next day.
  11. This small village is inhabited by people who can neither read nor write.  
*Reduced* – This small village is inhabited by illiterate people.
  12. The museum was in a bad state because the authorities had persistently neglected to repair the roof.  
*Reduced* – The museum was in a bad state due to authorities persistent neglect.
- Strip circumlocutions to the simple fact.
  13. Sohan was introduced to a member of the fairer sex endowed with more than the usual portion of attractive features.  
*Reduced* – Sohan was introduced to a very pretty woman.
  14. They found out that the house possessed another occupant in addition to the presence of themselves.  
*Reduced* – They discovered that the house had another occupant.
  15. The sudden accident necessitated the requisition of the family physician.  
*Reduced* – The accident made it necessary to call the family doctor.

## NOTES

NOTES

Whenever you come across a lot of details in the sentence or a paragraph you have to decide deleting unnecessary details and think of what the main point is and which other points support it.

(i) The young girl, dressed in jeans and wearing a cap to protect her hair went up to the window of the burning house, quietly pushed it open, went inside and after floundering through heavy clouds of smoke and burning rubble discovered what she was searching for and came out carrying the charred remains of the precious briefcase.

Note that the above sentence contains 57 words and a lot of details. Stripped of all unnecessary details the sentence can be reduced to: *The girl brought the charred remains of the precious briefcase from the burning house.* (14 words)

(ii) The unfortunate victim of the murderous attack firmly believes if her statement is to be repeated, that she can identify these men as her attackers and no doubt it is an honest belief on her part. (36 words)

*Condensed form:* The victim believes that she can identify her attackers. (9 words)

(iii) Mahatma Gandhi spoke with young men and women, older men and women and also with the middle aged people. (18 words)

*Condensed form:* Mahatama Gandhi spoke with everyone. (5 words)

(iv) One could travel by bicycle, by scooter, by motor bike, by car, by taxi, by bus, by train; but none is better than walking. (23 words)

*Condensed form:* Walking is the best mode of travel (7 words)

(v) Her father belittled everything she had been through, making fun of her sufferings and laughing away the problems of hostel life. (21 words)

*Condensed form:* Her father belittled everything she has been through. (8 words)

Now three more examples are given below; each passage is followed by a suggested heading, and its precis.

**PASSAGE I**

A man may usually be known by the books he reads as well as the company he keeps; for there is a companionship of books as well as of men and one should always live in the best company whether it be of good books or men. A good book may be among the best of friends. It is the same today, that it always was, and it will never change. It is the most patient and cheerful of companies. It does not turn its back upon us in times of adversity or distress. It always receives us with the same kindness: amusing and instructing us in youth and consoling us in old age.

**Title: Importance of Books in Life.**

*Precis.* Books, like friends, determine a man's character. So he should read the best books. A good book is a patient, happy and life-long friend. It cheers up man in his misfortunes, guides him in youth and comforts him in old age.

**PASSAGE II**

It is said that boys who shine at school do not make the greatest figures when they grow up and come out into the world. The things, in fact, which a boy has to learn in school and on which his success depends, are things which do not require to exercise either of the highest or the most useful faculties of the mind. Memory is the chief faculty called into play in conning over and repeating lessons by rote in grammar, in languages, in geography, arithmetic, etc. so that he who has the most of this technical

memory, with the least tum for other things, will make the most forward school boy. The jargons containing the definitions of the parts of speech, the rules for casting up an account, or the inflection of a Sanskrit verb can have no attraction to the tyro of ten years, except as they are imposed as a task upon him his feeling the want of sufficient relish or amusement in other things. A lad with a sickly constitution and not very active mind, who can just retain what is pointed out to him, and has neither sagacity to distinguish nor spirit to enjoy for himself, will generally be at the head of his form. An idler at school, on the other hand, is one who has, high health and spirit, who has the free use of his limbs, with all his wits about him, who feels the circulation of his blood, and the motion of his heart, who is ready to laugh and cry in a breath, and who would rather chase a ball or a butterfly, feel open air in the face, look at the fields or the sky, follow a winding path, or enter with eagerness into all the little conflicts and interests of his acquaintances and friends, than doze over a musty spelling-book, repeat barbarous formulae after his master, sit for so many hours pinioned to a writing, desk and receive the reward for the loss of time and pleasure in paltry prize medals or scholarships. There is indeed a degree of stupidity which prevents children from learning the usual lessons, or ever arriving at these puny academic honours. But what passes for stupidity is much oftener a want of interest, of a sufficient motive to fix the attention and force a reluctant application.

## NOTES

### **Suggested Heading – In Defence of the Idler**

*Precis.* The top-ranking students of schools often do not shine in later life. It is because memory and no exercise of any higher faculty, determines the success of the student. A teenager considers the dull rules of grammar and rote learning of other subjects as an imposition. Naturally a weak boy incapable of physical activities will come first in the class. An idler, on the other hand, enjoys good health and has boisterous spirits. He is witty. He chases butterflies and spends time in the open air. He prefers participating in community life rather than dozing over spelling books and dull formulae for the sake of a medal. It may be true that academically backward students in a class are stupid to a certain extent but often it is lack of interest rather than stupidity.

### PASSAGE III

The advance of the age of machinery has not been all gam. In fact, against all that the machine has given us must be set one serious disadvantage – the decline of craftsmanship. In days gone by a furniture maker would use with care and pride the tools which over a period of years, had become almost a part of him and, chair took shape before his eyes. It was the work, not only of his hands but also of his mind and expressed something of himself. No other chair, even one made by his own hands, would be just like that, so it was with all craftsman, everything they made was their own work, the result of their skill in the use of their tools, and they could look on it with pardonable pride.

What is the position today? In the large factories of the machine age, rows of men are engaged in producing not a whole article but only a part of the whole. The individual worker does not even have the satisfaction of feeling that part is the work of his own hands because it is made by a complicated machine. All he has to do is to feed the raw material into the machine, press a lever, and put the finished part on a moving belt, which will convey it to the assembly lines. Thus the modern worker is denied the joy of creation; his work is reduced to monotonous repetition of automatic movements that are carried out almost without the use of his conscious mind.

NOTES

Yet craftsmanship is not dead. In some country districts there are still people who prefer to make things with their own hands – and they are not old men who have refused to move with the times, but to make beautiful things which have individuality. The fact that art classes in art schools all over the country are full suggests that the urge to create is a deep one and that even the machine age cannot kill it. .

**Suggested Heading: The Decline of Craftsmanship**

*Precis:* One great disadvantage of machine is that it has brought about the decline of craftsmanship. In the past, craftsmen worked with their tools and whatever they made had the mark of their creativity. Besides, they took great pride and delight in whatever they created. In the machine age workers in large factories derive no such happiness. They do mechanical work without paying any attention to what they do. However, there are still some young craftsmen who prefer to make beautiful things even though there is little demand for them. The popularity of art classes indicate that the machine cannot kill the human urge to create.

**Check Your Progress**

1. Write a precis of each of the following passages

The test of a great book is whether we want to read it only once or more than once. Any really great book we want to read the second time even more than we wanted to read it the first time; and every additional time that we read it, we find new meanings and new beauties in it. A book, that a person of education and good taste does not care to read more than once is very probably not worth much. But we cannot consider the judgement of a single individual infallible. The opinion that makes a book great must be the opinion of many. For even the greatest critic apt to have certain preferences and prejudices. A man must be many-sided to utter a trustworthy estimate of many books. We may doubt the judgement of the single critic at times. But this is no doubt possible in regard to judgement of generations, even if we cannot perceive anything good in a book which has been admired and praised for hundreds of years. We may be sure that by trying, by studying it carefully, we shall at last be able to feel the reason of this admiration and praise. The best of all libraries for a poor man would be a library entirely composed of such great works only, books which have passed the test of time.

2. We are often told that human/misery and crime are the results of ignorance. But ignorance of what? If you mean the ignorance of the physical world around us, ignorance of the laws of nature, I cannot agree that our miseries and crimes come mainly from that. While some may arise from that source, far more and worse are the effects of misusing such knowledge as we have. Much of the scientific knowledge we now possess is being used in a way which can be described as wicked. To employ our knowledge of chemistry, for example, for the invention of poison gases to be let loose on women and children, is a misuse of knowledge. If we were judged by that alone, we would be stamped as a race of savages. I can see no relationship between the increase of such knowledge and the decrease of misery and crime.

But if we are talking of the ignorance not of the physical world outside us but of the spiritual world within us, then I think we are much nearer the source both of misery and of crime. The foolish or criminal use we make of our knowledge of the outer world of matter largely arises from our ignorance of the inner world of spirit—that is, of ourselves. At the same time we must not forget that moral and spiritual truth is sometimes misused by hypocrites.



## NOTES

I may be told that the cure for the misuse is more knowledge. Again I cannot agree fully. I should expect that the same causes which led to the misuse of the old knowledge would lead to the misuse of the new. All depends on the kind of person to whom the knowledge is imparted, that is, the human quality. The brave and the honest-minded will do his duty when he is told to do it. But the cowardly and the evilminded will either avoid it or do it wrongly.

There is certainly a relation between morals and scientific progress, but not a fixed relation working at a steady rate in one direction only, either towards good or evil. We cannot say that men's characters improve in proportion as their knowledge increases, nor can we say the opposite. Good or evil to our characters, the increase of knowledge certainly does. But which of these two it does, predominantly depends on the people who get it – that is on ourselves. If we are strong, balanced and self-controlled and we have good will then the odds are that we shall put our knowledge to good use and improve our characters by doing so. But if we are weak, confused and cowardly, if we are treacherous, if we are losing all good human qualities of character – then the odds are that we shall use the new knowledge to make a greater mess, of our lives and become a greater nuisance to our fellowmen. There is nothing in any kind of knowledge, to make us absolutely sure that it will be put to a good use. The use that we make of it for good or evil is our own affair.

3. The job scenario today is a paradox. On the one hand you have a surplus of jobs but on the other end, executives are biting their nails due to the fear of job redundancy. Job redundancy is a typical situation which arises in corporations, where a particular job is no longer relevant to the enterprise. Sometimes jobs are made redundant when there is no need for a specialised skill or delineation of role or when the organisation's need of role or when the organisation's needs because of growth or downsizing requires a more or less qualified person. A lot of activities, today, are occurring around mergers and acquisitions. So what happens then is, some set of jobs overlap with reach other like- HR, some support function areas, at times even excess of sales manpower; that's when some of the functionalities become redundant. Redundancy could also happen as a result of introduction of new technology and change in working styles, for instance, the typical 'personal secretary' has been replaced by the 'executive assistant' phenomenon. Newer ways of working or delivery have made certain profiles redundant. For instance, once railways decided to get away with 'using mugs made of mud' led to huge job redundancy of that genre of labourers.

So what happens when a job gets redundant and how does the company treat its employees whose jobs get redundant? Most of the professional organisations are normally aware of future redundancies. They take it into consideration while training and retaining employees on newer and additional skill sets. However, sometimes employees with less visibility about the future are caught unaware. In a number of joint-ventures and take-overs, the pace of change is so fast that often employees and employers are not able to calculate it well in advance. When skill needed for a particular project is over, employees are kept in the bench and are re-skilled for newer dexterities. However, in smaller organisations, this still hasn't happened on a large scale.

Today in most Indian companies, with functions like payroll, administration, security, etc., being outsourced, related jobs are getting redundant.

So when exit is inevitable, companies give the redundant employees three months of notice and also hire external recruitment agencies to do outplacement for redundant employees.

Well, if the impact on career is directly proportionate to the time it takes for him or her to find another job and if the period between jobs is short, the impact

## NOTES

is not much, but if it stretches out, then it can be quite traumatic. A prospective employer will always be influenced by the way the individual has handled redundancy and the reasons for redundancy.

Previous job redundancy will not create a negative impact as long as employees are open to learning and employers value their experience. Normally new employers do understand the past redundancy scenario of a prospective hire and it does not create a negative impact on the employee's profile.

But definitely the new hire needs to convince the new employer why he or she could not get retained and absorbed by the previous employer. At the same time in some senses, it does reflect on the lack of farsightedness of the employee also, as most of the smart employees are always eager to take on role expansions and experience with different roles or functions.

But is India mature enough to handle this? The answer lies in the way our economy is segregated. In the organised sector which is just around 9 per cent, job redundancy is significantly low because the job market is very upbeat and there is a huge demand, hence people can shift careers and can still manage well. However, at unorganised sector, which is about 91 per cent, it's a big challenge.

Again, as employees – we are still not very comfortable and open to move out of our comfort zones. Typically, people below 40 years of age are more open to change and hence redundancies do not hit them hard. However employees in the later age bracket are still very closed to it. Employees are person.

A person's job gets redundant, not because he or she is incompetent, but just because the organisation couldn't offer a role to suit his specific skill sets. So the solution is to be able to scale yourself upto the changing environment, and be perfectly well-equipped to take up any job irrespective of such job redundant scenarios.

4. What should be the medium through which western 'light' and knowledge could be communicated to the Indian people? There are two ways of making this communication: the one is, by the medium of the languages of those countries; the other is by the medium of English. In general, when foreign teachers proposed to instruct the inhabitants of any country, they have used the vernacular tongue of the people, for a natural and necessary reason, that they could not hope to make any other means of communication intelligible to them. This is not our case in respect of our Eastern dependencies. They are not our own, we have possessed them long; many Englishmen reside among the natives, and our language is not unknown there and it is practicable to diffuse it more widely. The choice, therefore, of either mode, lies open to us and we are at liberty to consider which is entitled, to preference.

The acquisition of a foreign language is, to men of cultivated minds, a matter of no great difficulty. English teachers could, therefore, be sooner qualified to offer instruction in the native languages than the Indians would be prepared to receive it in English. This method hence come into operation more speedily than the other and it would also be attended with the advantage of a more careful selection of the matter of instruction. But it would be far more confined and less effectual. It may be termed as a species of deciphering. The decipherer is required to unfold, in intelligible words, what has been hidden. Upon every new occasion, he has a similar labour to perform, and the information obtained from him is limited to the single communication then made. All other writings, in the same character still remain, to those who are ignorant of it, unknown. But if they are taught the character itself, they can at once read every writing in which it is used. The employment of the English language thus appears superior in point.



And upon this ground, we give a preference to that mode, proposing here that the communication of knowledge shall be made by the medium of the English language.

5. We live in a curious age. We are offered glimpses of a genuine world civilisation slowly emerging: the UN special agencies, organisations like Oxfam and here, and there, as I have seen for myself, remote enterprises, dedicated to healing or education, with international staff as selfless enthusiasts. And such glimpses warm the heart and brighten hope. But along with these are the heat and sounds that suggest that the whole fabric of civilisation, the work of civilisation, the work of centuries, is rapidly being torn apart. Two official policies clash, and instantly embassies, consulates, centres of information services, are surrounded and then attacked by howling mobs of students, at once defying law, custom, and usage. And that, this may not be merely so many hot-headed lads escaping all control that it may itself be part of government policy, mob antics as additional propaganda to deceive world opinion, makes our situation worse: it is as if we were all compelled to exist now in a sinister circus. No doubt governments have always been dishonest and hypocritical, but now it is beginning to look as if power mania is ready to destroy those long-accepted forms and civilities that make international relations possible. The times may soon come when ambassadors will have to move around in tanks, and embassies and consulates will have to be fortified or abandoned. And perhaps students, on admittance will be given machine-guns and flame-throwers.

There is something else, just as bad, perhaps even worse and evidence of it is amply supplied to us by TV cameras and mikes. What we see in these students faces, illuminated by burning cars and bonfires of books, is not the glow of political enthusiasm but a frenzied delight in destruction. Whatever country or party they may be demonstrating for or against, what really inspires them is an urge towards violent demolition. They do not know and may never know how to make anything worth having but they need no courses on wrecking and destroying. If degrees were given in window-smashing, car over-turning, furniture firing, they would all have them with honours. They may still be weak in the sciences and the arts, medicine and the law, but they already have firsts in Hooliganism.

6. Unexpected tragedy is the downside, of this age of opportunity and ambition. It's because an age-old human condition has resurfaced in corporate India. An innocuous condition once considered a state of the mind is, in deadly fashion, eating away at the achievers and strivers of a society that has no time to stop and smell the roses. It is a prehistoric affliction, probably affecting Adam when he first met Eve. It is simply a response to a perceived threat or challenge. A wide range of unpleasant sensory or psychological experiences are called 'Stressots': a 300-point drop in the stock market if you are an investor; the whistling of an incoming shell if you are a soldier in Kargil. The adrenaline rush, pounding heart, dry mouth: these are all recognisable signs. Human beings are equipped to deal with stress – if it doesn't happen too often. Your brain's stress response is to secrete messenger hormones to prepare for battle and simultaneously send out more energy and fuel by way of oxygen and glucose. It all helps channel the body's resources for added mental and physical strength or speed. But activate your stress response too often and it can turn chronic. The human body, say experts, was never meant to drag around frustrations, anxieties, overwork and bad thoughts. So chronic stress breaks down the body and makes way for a startling variety of diseases.
7. Morals are the rules by which a society exhorts (as laws are the rules by which it seeks to compel) its members and associations to behaviour consistent with

## NOTES

## NOTES

its order, security and growth. So for sixteen centuries, the Jewish enclaves in Christendom maintained their continuity and internal peace by a strict and detailed moral code, almost without help from the state and its laws. A little knowledge of history stresses the variability of moral codes and concludes their necessity.

Moral codes differ because they adjust themselves to historical and environmental conditions. If we divide economic history into three stages hunting, agriculture, industry – we may expect that the moral code of one stage, will be changed into the next. In the hunting stage a man had to be ready to chase and fight and kill. When he had caught his prey he ate to the cubic capacity of his stomach, being uncertain when he might eat again. Insecurity is the mother of greed, as cruelty is of memory. It was a time when the chance of survival (as now between states) was the ability to kill. Presumably the death rate in men – so often risking their lives in the hunt was higher than in women. Pugnacity, brutality, greed and sexual readiness were advantages in the struggle for existence. Probably every vice was once a virtue, i.e. a quality making for the survival of the individual, the family, or the group. Man's sins may be the relics of his rise rather than the stigmas of his fall.

We may reasonably assume that when men passed from hunting to agriculture, the new regime demanded new virtues and changed some old virtues into vices. Industriousness became more vital than bravery; regularity and thrift more profitable than violence; peace more victorious than war. Children were economic assets and birth control was made immoral. On the farm the family was the unit of production and paternal authority had a firm economic base. Each normal son matured soon in mind and self-support. So he married early, almost as soon as nature wishes; he did not fret long under the restraints placed upon pre-marital relations by the new order of permanent settlements and homes. For fifteen hundred years this agricultural moral code of continence, early marriage, divorceless monogamy and multiple maternity maintained itself in Christian Europe and its white colonies.

Thereafter the Industrial Revolution changed the economic form and moral superstructure of European and American life. The mechanisation of economic production suggested mechanistic, materialistic philosophies; education removed religious doubts, morality lost motive and more of its supernatural supports. The old agricultural moral code began to die.

8. The horrors of modern 'pleasure' arise from the fact that every kind of organised distraction tends to become progressively more and more imbecile. There was a time when people indulged themselves with distractions requiring the expense of a certain intellectual effort. In the seventeenth century, for example, royal personages and their countries took a real delight in listening to erudite sermons and academic disputes on points of theology or metaphysics.

Royal personages were not the only people who enjoyed intelligent pleasures. In Elizabethan times every lady and gentleman of ordinary culture could be relied upon to take part in a choral composition on a sacred text. Those who know the enormous complexity and subtlety of sixteenth century music will realise what this means. To indulge in their favourite past time, our ancestors had to exert their minds to an uncommon degree. Even the uneducated vulgar delighted in pleasures requiring the exercise of a certain intelligence, individuality and personal initiative. They listened for example, Othello, King Lear and Hamlet apparently with enjoyment and comprehension. They sang and made much music. And far away in the remote country, the peasants, year by year, went through the traditional rites – the dances of spring and summer, the winter merry making, the ceremonies of harvest appropriate to each successive season.

**NOTES**

Their pleasures were intelligent and alive, and it was they who, by their own efforts entertained themselves.

We have changed all that. In place of the old pleasures demanding intelligence and initiative, we have vast organisations that provide us with readymade distractions – distractions which demand from pleasure-seekers no personal participation and no intellectual efforts of any sort. A million cinemas bring the same stale nonsense. There have always been fourth rate writers and dramatists; but their works, in the past, quickly died without getting beyond the boundaries of the city or the country in which they appeared. Today the inventions of the scenario-writer go out from Los Angeles across the whole world. Countless audiences soak passively in the tepid bath of nonsense. No mental effort is demanded of them, no participation; they need only sit and keep their eyes open.

Do the democracies want music? In the olden days they would have made it themselves. Now they merely turn on the gramophone. Or if they are a little more up-to-date they adjust their wireless telephone to the right wave length and listen to music. And if they want literature there is the Press. Nominally, it is true, the Press exists to impart information. But its real function is to provide, like the cinema; a distraction which shall occupy them without demanding of it the slightest effort or fatigue of a single thought. This function, it must be admitted, it fulfills with an admirable success. It is possible to go on for years and years, reading two papers every working day and one on Sundays without ever being called upon to think or make any other effort than to move the eyes, not very attentively, down the printed column.

Certain sections of the community still practice athletic sports in which individual participation is demanded. Great numbers of upper and middle classes play golf and tennis in person and if they are sufficiently rich, shoot birds and pursue the fox and ski in the Alps. But the vast mass of community has now come even to sports vicariously, preferring the watching of football to the fatigues and dangers of the actual game.

These effortless pleasures, these readymade distractions that are the same for everyone over the face of the whole Western World, are surely a worse menace to our civilisation than ever the Germans were. The working hours of the day are already, for the great majority of human being occupied in the performance of purely mechanical tasks, in which no mental effort, no individuality, no initiative are required. And now in that hour of leisure, we turn to distractions as mechanically stereotyped and demanding as little intelligence and initiative as does our work. Add such leisure to such work and the sum is a day which it is a blessed relief to come to the end of.

9. In the height of selfishness men fully appreciate in their own case, the great advantages of a good education, but deny these advantages to women. There is no valid argument by which the exclusion of the female sex from the privilege of education can be defended. It is argued that women have their domestic duties to perform and that if they were educated, they would bury themselves in their books and have little time for attending to the management of their households. Of course, it is possible for women, as it is for men, to neglect necessary work in order to spare more time for reading sensational novels. But women are no more liable to this temptation than men as most women would be able to do their household work all the better for being able to refresh their minds in the intervals of leisure with a little reading. Nay, education would help them in the performance of the narrowest sphere of womanly duty. For, education involves knowledge of the means by which health may be preserved and enables a mother to consult such modern books as will tell her how to rear up her children into

NOTES

healthy men and women and skillfully nurse them and her husband when disease attacks her household. Without education she will not be averse to listen with fatal results to the advice of superstitious quacks who pretend to work wonders by charms and magic.

But according to the higher conception of women's sphere, woman ought to be something more than a household drudge. She ought to be able not merely to nurse her husband in sickness but also to be his companion in health. For this part of her wifely duty, education is necessary, for there cannot be congenial companionship between an educated husband and an uneducated wife who can converse with her husband on no higher subjects than cookery and servants' wages. Also one of a mother's highest duties is the education of her children at the time when their mind is not amenable to instruction. A child's whole future life, to large extent, depends on the teaching it receives in early childhood, and it is needless to say that this first foundation of education cannot be well laid by an ignorant mother. On all these grounds female education is a vital necessity.

10. The whole point of technical advance is that it enables man to manipulate his environment to live in the sort of conditions he wants to live in. So you ask, 'What will man's everyday surrounding be like in forty years' time?' Other animals will get the environment they deserve; man will get the one he wants. And will man be so different in forty years' time? I do not think so. Healthier, yes; I imagine we shall have mastered the viruses and the problems of cancer in the young; and I am sure we shall know enough to be able to avoid passing on hereditary abnormalities to our children; but I suspect that the illness and hurts of old age will still be with us, because I doubt whether we shall have overcome the necessity of growing old.

And shall we be anymore sensible? No; certainly no. The recorded history of several thousand years shows us that all the logical absurdities of man have always been with us; what we have not outgrown in 4000 years, we shall not outgrow in another forty.

Food is already becoming increasingly hygienic, quick frozen, packaged and pre-packaged and in impregnable plastic containers; increasingly free from all taint of decay – forgetting the fact that many of the flavours which we prize most highly, are due to early stages of decay of one sort or another. Already the production of our organic food is becoming increasingly mechanised. One obvious step remains, and that is to produce all out food-the proteins, carbohydrates, fats, vitamins, roughage, and what-have-you entirely synthetically.

And how do we communicate? We shall still talk to each other. Shall we write? No, I think, not in the way we do today. Even today handwriting is dying out. Typing will last longer, but the time will come when the manual typewriter will in turn become obsolete, and will be relegated to the status of a toy, like a child's printing set. For already computers are beginning to tackle the problem of recognition of ordinary written texts; an already a simple computer exists which will obey verbal instruction. Put these ideas together and you will see that even today we are within sight of the possibility of a machine that will take dictation, and will then automatically print out the dictated text.

Do you find this sort of prospect worrying, depressing, even frightening? I have; envisaged nothing that will not be technically feasible in forty years if we really want it. For it is what we want now that will decide what we get in the-future; man, as ever, will make his own environments.

## Summary

- A good precis is a straight-forward condensed statement of the salient features, ideas or information contained in the original passage and it is written in a clear and concise way in the writer's own words.
- A precis is sometimes used interchangeably or synonymously with **summary** and **abstract**. Other forms of condensation include **outline**, **synopsis**, **abridgement**, and **digest**. But these forms of condensations are for different purposes.
- Precis writing demands power of judgement and evaluation, as the passage usually contains important ideas and a number of unnecessary words.

## NOTES

## Keywords

- **precis:** a short version of a speech or written text that contains only the most important points
- **condensation:** the process of making a text shorter by taking out anything that is unnecessary.

## Review Questions

1. Select a paragraph of about 600 words and write its precis.

### 5.3.1.1.8. Electronic Mail

Before the advent of the internet, professionals felt a strong need to share information among IBM users spread far apart and a unique way developed for multiple users of time-sharing mainframe computer for the purpose of communication. Now the Internet, which is made up of a network of millions of computers throughout the world, allows people to access a wide range of information and services. Apart from helping users find information on almost all subjects, the Internet allows them to send messages in the form of electronic mail (e-mail). The e-mail is one of the most useful features of the Internet. e-mail functions at a staggering speed. Messages are typed into the computer and then sent to other email users thousands of miles away, all at the cost of a local phone call. Besides being cheap, it is very convenient in comparison to transmission by post. e-mail has now emerged as the most acceptable form of written communication, replacing typed memos and letters in business and industry. In some cases, e-mails replace telephonic conversations, saving time of the users.

## Pros and Cons of Email

### Advantages

There are many advantages of sending messages through e-mail. It is an efficient and quick means of communication. It is easy to understand and it overcomes the problems of inconvenience in face-to-face meetings and expenses of travelling from one place to another. Its speed, almost instantaneous, is a boon in this fast modern age.

### Disadvantages

However, e-mails have their drawbacks too. There is no privacy as e-mails can be easily intercepted and read by others. Like letters written on emotionally-charged issues, e-mails can cause harm besides communicating message or information. They also cause loss of context as information is often communicated in fragments. Then

there are junk e-mails or spams which lead to an information overload. Sometimes such spams come with attached files containing viruses.

Whatever be the drawbacks of e-mail, there is no denying the fact that it continues to be the favourite communicating medium in business and industry both within the organisation and outside the organisation.

## NOTES

### Writing E-mail Messages

e-mail messages consist of two major sections: Header and Body. A Header includes names of the receiver to whom the message is directed and that of the sender who sends the message, e-mail address, subject, giving the contents of the message to provide context and date. Sometimes the local time of writing the message is also written. The e-mail address of both the sender and receiver are also a part of the Header. If needed, a carbon copy (CC) can also be added. Body has the actual content of the message. An e-mail may or may not have a complimentary close of a formal letter. As e-mails contain informal messages they are commonly used for conveying information, placing orders or asking questions to ascertain the status of an on-going project or investigation. The tone depends upon the terms and relationship between the receiver and the sender of the mail. Official e-mails are informative, wellorganised, short and their tone is formal.

A few examples of e-mails follow:

(i) Date : Monday 10 September, 2020  
To : Deven Prasad Vanna dpv@rediffmail.com  
From : Hiren Singh cblcomputers@mega.com  
Subject : Installation of Personal Computers in Girls' PG Hostel

Dear Mr. Varma

We had assured Prof Anita Mehra that all the fifteen XYZ personal computers would be installed in the postgraduate students' rooms by 12 September 2020.

I didn't get your report on this. Do keep me posted on the progress.

Regards

Hiren Singh

(ii) Date : Tuesday, 11 September, 20  
To : Hiren Singh cblcomputers@mega.com  
From : Deven Prasad Varma dpv@rediffmail.com  
Subject : Report on Installation of Computers in PG Girls Hostel.

Dear Mr. Singh,

Sorry for not sending a report earlier. All the fifteen XYZ personal computers have now been installed. One of the computers had to be replaced as it had a manufacturing defect. Our technician was down with viral/fever, and was on leave for two days. But now the work is complete and in time too. Sorry once again.

Regards

Deven Varma

Note that this is an e-mail within the firm. The language is informal and the enquiry about installation of personal computers was made by the Manager of the CBL Computers. The reply too is informal in tone and gives the report on installation without any additional information of designations, complementary close of a formal



letter. Such a mode of communication is very common in business and industry. Another example follows:

(iii) Date : 15 October, 2007  
To : Amit Kumar ak@swedn.com  
From : Om Pratap Gupta opg@swedn.com  
CC : xyz@swedn.com  
Subject : Regarding Ph.D. Research in Progress

Dear Mr. Kumar

I find that there are many students registered for Ph.D. programme for more than five years and they have still not made sufficient progress yet. Some of the registered students have gone and left their programmes incomplete. Further, the bulk of the Ph.D. students are still from Humanities and Science streams.

Please let me know what the Research Advisory Committee has done in this respect.

Om Pratap Gupta

(iv) Date : 18 October, 2020  
To : Om Pratap Gupta opg@swedn.com  
From : Amit Kumar ak@swedn.com  
CC : xyz@swedn.com  
Subject : Ph.D. Research in Progress

The Research Advisory Committee (RAC) carried out a survey and noted that there is a drop in the number of Ph.D. students who registered in Engineering, Humanities and Sciences in the years 2004-06 and not completed their thesis requirements. RAC met several times and brought in several flexibilities in the interpretation of 'pure' and 'applied' research and enabled students to have a wider choice of themes and areas of research. RAC has put stress on research being relevant to social and environmental needs in the wider national context.

Some success has already been achieved in research areas like solar energy, renewable energy, planning and management of water resources and interdisciplinary and multidisciplinary approaches to research in Engineering, Sciences and Humanities. The increase in the number of Ph. D. students in all three major disciplines is an indication that this trend is popular among students. Regarding Ph.D. students leaving their research work, RAC strongly feels that it is the outstanding and evolutionary progress made by the IT sector that attracts students. They do not hesitate to give up academic work and join IT sectors for high salaries and perks offered to them. Even fresh graduates do not opt for higher studies but prefer to go to different IT firms.

We would carry out another survey next year to ascertain the trends in research and make appropriate changes in our policy accordingly.

Regards,

Amit Kumar

You would have noticed that both the above e-mails have 'CC' and this indicates that the copies of the e-mail from Om Pratap Gupta are to be sent to all the members

## NOTES

of the Research Advisory Committee. The recipient is the Secretary, Amit Kumar, who is responsible for monitoring and guiding research work.

Sometimes, a reply thanking the person who has conducted the survey and sent the report is also sent. It is believed that politeness pays dividends and paves the way for smooth, hassle-free business relations.

## NOTES

### **Dos and Derits of e-mail**

- Decide whether an e-mail would be a better medium than a letter, a telephone call or a face-to-face meeting.

- Keep your sentences short, avoiding too many adjective clauses, noun clauses and adverb clauses, to enhance readability.

- Organise the message by stating the main points first and details in the middle.

- Give sufficient reference for the receiver to respond to your e-mail.

- Keep paragraphs short to provide eye-relief.

- Don't convey information which is confidential and personal.

- Avoid sending e-mails when you are angry or emotionally upset.

- Be friendly and courteous. Poorly written e-mail would do more harm than good.

- Write grammatically correct sentences and avoid making spelling mistakes.

- Be brief. Let your e-mail not be longer than 200 words. If it is more than screen long, use headings to break up the text of your message.

- Ascertain that your e-mail is addressed to the correct receiver.

- Note that the e-mail header comprises 'To: the e-mail address(es) and name(s) of the receiver(s) of the message; From: the e-mail address and name of the sender of the message; Subject: a brief summary of the contents of the message to provide the context and date: the local time when the message was written.' The Header may also include 'CC' (Carbon Copy).

- Send attachments, if necessary, separately but remember to mention this below the subject so that the receiver is aware that the attachment sent to hirq is genuine and not a junk-mail.

- Safeguard your e-mail address. Give your e-mail address only to individuals of your choice. Omit writing your e-mail address in forms to avoid getting junk e-mail.

- Beware of computer viruses. The best way to avoid getting a virus from the internet or any other source is to use an anti-virus utility software.

- For added security when downloading files, ensure that the 'Always ask before opening' box is ticked on your virus scanner.

- Remember, there is a risk of infection from 'macro viruses' that enter your PC via e-mail attachments.

- Do not use only uppercase letters. These are hard to read and amount to shouting. Similarly, avoid using only lowercase letters.

- Be wary of opening a file attached to an e-mail as the file itself may carry a virus. As a general rule, do not open files attached to unsolicited e-mails.

### **Attaching a Letter or Memo to an e-mail**

You can attach a letter or memo as an attachment or as a message in the body of the email. Customize the Quick Access Toolbar to help you streamline the emailing of your content without opening Outlook first. Office also provides time-saving templates



for memos in a variety of pre-designed formats, such as contemporary or professional, to suit you company and your communication.

### **Send Your Memo as an e-mail Attachment**

1. Open Microsoft Word to display a black document window.
2. Type your memo or letter.
3. Press “Ctrl-S” on your keyboard to open the “Save As” dialog box. Type the file name in the File name box. Click the location on the scrollable left pane where you wish to save this file, such as Desktop or a named folder in Documents. Click “Save”. Your memo file saves as a Word document.
4. Click the “File” tab on the ribbon to show a list of commands in the left pane.
5. Click “Save & Send” in the left pane to open the Send Using E-Mail options in the center pane.
6. Click “Send as Attachment” in the right pane to open your e-mail program. Your file’s title appears in the subject line. Your memo converts to an attachment.
7. Type the names of the recipients in the “To” text box. Type a message in the body text to let your recipients know the memo is attached for their viewing. Send this message.

### **Customize the Quick Access Toolbar**

1. Given Microsoft World to display a black document window.
2. Type your memo or letter.
3. Save your memo or letter as a Word document by pressing “Ctrl-S”. Type the file name. Click “Save”.
4. Point the mouse over the “Customize Quick Access Toolbar” arrow located to the right of the Quick Access Toolbar. Click the arrow to display a list of commands, including More Commands.
5. Click “More Commands” to open the Word Options window.
6. Click the box in the “Choose commands from” section near the top of the large right pane to display the options. Click “All Commands” to show a long, scrollable list.
7. Scroll the list until you see “Send to Mail Recipient.” Click this option to highlight it. Click the “Add” button between the two lists to copy the “Send to Mail Recipient” command to the right list.
8. Click “OK” to close the dialog box and add the command to the Quick Access Toolbar. The “Send to Mail Recipient” button displays a tiny document and an open, stamped envelope.
9. Click the “Send to Mail Recipient” button to open the e-mail program. The name of your saved file appears in the “Subject” box. The memo or letter appears in the body text.
10. Type your recipients’ addresses. Send this message.

### **Check Your Progress**

1. Define electronic mail.
2. What are pros and cons of e-mail?
3. What are the things you would take care while e-mailing?
4. How will you attach to a letter or memo to an e-mail?

### **NOTES**

## **Summary**

- The e-mail is one of the most useful features of the Internet.
- e-mail functions at a staggering speed.
- There are many advantages of sending messages through e-mail.

## **NOTES**

### **Keywords**

- **e-mail:** mail sent electronically
- **pros and cons:** advantages and disadvantages

### **Review Questions**

1. Write a formal e-mail.
2. Write an informal e-mail.