

.....	
Opening:	The letter should be opened with a direct statement, which makes it clear that the writer is complaining to the reader about something.
Body:	A direct, factual and plain explanation should be given along with relevant information supported by appropriate documents that convinces the reader that the complaint is genuine and the claim is legitimate. The tone of the letter should be polite but firm and not apologetic.
Closing	The writer should request the reader to take appropriate action and close the letter with an expression of goodwill.
.....	
.....	
.....	
.....	

Fig Complaint Letter

The letter of complaint in Fig. illustrates the organization of ideas:

July 5, 2010

The General Manager
Dhanbad Telecom District
Bharat Sanchar Nigam Ltd
Dhanbad

Dear Sir,

I would like to point out a billing error in my May July telephone bills.

According to the May bill (see copy attached), I had to pay an arrear of Rs, 4391/-for January and March bills. As these bills were already paid in April 2010, I pointed out the error to the accounts officer (TR), Dhanbad, and he assured me that the error would be corrected.

However, in my July bill (copy attached), the same arrear has appeared again. Moreover, my telephone number 2203821 has been disconnected because your computer claims that I have not paid the telephone bill for more than three months.

Please correct this error and instruct the department concerned to reconnect my telephone without any reconnection charge. I have enclosed the receipts for all the bills paid by me since April 2010. I appreciate your cooperation in this matter.

Sincerely,

Dulal Chakarvarthy

14, Luby Circular Road

Dhanbad-826004

Adjustment Letters

An adjustment letter is an attempt to satisfy an aggrieved customer, who has the potential to damage the goodwill of the company in the market. In order to save the reputation of the company, the letter writer has to express clear understanding of the problem conveyed by the customer and offer reasonable solutions. The key elements in an adjustment letter are (1) understanding, (2) apology and explanation, (3) investigation and action, and (4) expression of goodwill. An adjustment letter may be organized into three parts, as shown in the Fig.

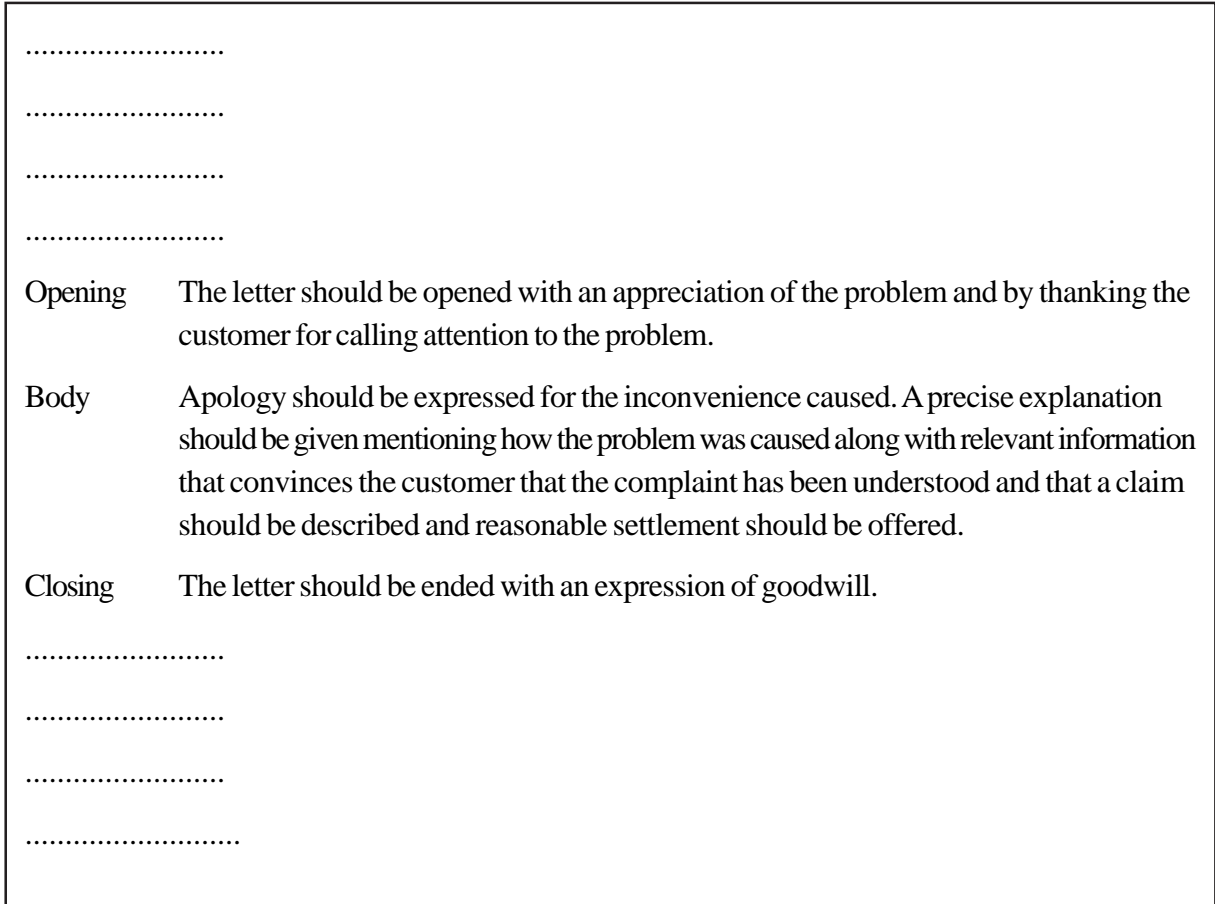


Fig. Adjustment Letter

The following sample letter of complaint in the Fig. illustrates the organization of ideas:

BHARAT SANCHAR NIGAM LTD.

Dhanbad Telecom District

July 12, 2010

Mr Dulal Chakarvarthy

14, Luby Circuar Road

Dhanbad-826004

Dear Mr Chakarvarthy.

Thank you for your letter dated July 5 pointing out a billing error on your May and July telephone bills.

We are sorry for the inconvenience caused to you. I discussed the problem with our Accounts Officer, who informed me that our computer did not show your payment because you made the payment manually. As the list of manual payments reached the accounts department after the July bills had been finalized, your telephone was disconnected.

The errors have been corrected and you will receive the corrected bills within a week. In the meantime, your telephone line has been reconnected, and you do not have to pay any reconnection charge.

Sincerely,

General Manager

Dhanbad Telecom District

Bharat Sanchar Nigam Ltd

Dhanbad

4.6 Sales Letters

Sales letter are persuasive messages that persuade the reader to believe what the sender wants them to believe. Although expensive and time-consuming, sales letters are very effective as result-oriented business publicity. By penetrating a limited but important consumer market, they play an important role in mail marketing, involving the sale of goods and services.

Although the basic objective of every sales letter is to promote sales, they serve many purposes.

They may intend to:

- make new customers;

- promote a business idea;
- introduce new products in the market;
- generate new demand for an old product;
- promote goodwill;
- increase and expand customer network; or
- launch a sophisticated marketing campaign aimed at a target audience.

So, writing a sales letter may involve a careful analysis of the product, service, or idea that needs to be promoted through the letter. The 'central selling points' must be identified to make the letter innovative, fresh, and persuasive. The specific purpose of the sales letter must also be identified. An audience analysis may be required to.

Organising Sales Letters

A sales letter should be organized very tactfully because the reader is under no obligation to read the letter. The writer must ensure that the reader gives the attention that is needed to understand the message and act accordingly. Thus, the key elements in a sales letter are-

- (1) gaining the reader's attention;
- (2) building the reader's interest in the product, service, or idea;
- (3) convincing the reader that the product or service is the best; and
- (4) motivating him/her to act.

Like other business letters, sales letter may be organized into three distinct parts: opening, body, and closing.

Opening

The letter should open with an attention catching statement. Any of the following may be suitable;

Special Offers

- Videocon brings to you a special celebratory offer. Now, you can get a Videocon 74 cm Pure Flat TV, a DVD Player, and 80 Litre Refrigerator just for Rs. 28,990/-. Hurry! Rush to your nearest dealer to avail yourself of this exclusive offer.
- If you do not get it within half an hour, you will get it free.
- Most cars give you a free audio system. We will give you a car FREE with our audio system.
- May this Baisakhi add speed to your life. Rush to your nearest Santro dealer to avail yourself of a special offer of free insurance and a free car audio system for the Santro Xing.

Product Feature

- Oxyrich Shirts have been designed to release energy giving oxygen ions in high pressure situations like meetings, traffic jams, and crowded places. To keep you charged and focused. All day.
- 528 liters of boot space unfolds into 1328

Stimulating Questions

- Wondering which way to go after the exams? NIIT invites you to Career Space.
- Are you with the (right) agency?
- Who says you have to select from what we have got?
- How many monsoon-ravaged roads does your car cover with every litre?

Startling Statements

- Shirts that are of breath of fresh air. Literally.
- If you are young, energetic, and enthusiastic, act differently.
- Making cars that last longer is care for our customers. Making the world last forever is care for our children. Our cars are better built so that our world stays well-built.
- Keep an eye on your money. At IDBI bank of qualified investment advisors is waiting to guide and fulfill your investment needs.

Fact

- Panasonic makes your life a little more colourful. Panasonic presents the world's smallest colour phone.
- Power energizes India's entire economy. Invest in Reliance Diversified Power Sector Fund.
- Special Appeals
- Be a proud owner of a Hilkon air conditioner designed for your room on your budget.
- A great Gold and Diamond collection for the greatest moments of your life.

Prizes

- Buy any LG product. Win prizes worth over Rs 50 crores.

Promise

- No tension. No problem. Just enjoy every day, every season.
- Now look up to global education standards and turn your vision into reality.

Quotations/Proverbs

- "God created man to be immortal and made him to be an image of his own eternity" (Bible, The Wisdom of Solomon)
- Good health is not just felt, it shows.

Persuasive Suggestions

- Ensure that you get a job in a multinational company. Your job is well paid. You get an excellent University, USE.
- Change your Career in Software Engineering with a Masters Degree form. Carnegie Mellon to boost up your confidence.

- Do what you want to do. Freedom to learn Freedom to mobile.
- Get fishy. Swirl, splash, and create some ripples on your mobile.

Mixed

- Don't pay for your obsession with music, Let us! Are you a part of this music?

Progress Check 1

Study the strategies to capture the reader's attention in sales letter (Part A) and match them with the openings of a few sales letters (Part B):

PART A: Strategies to Capture the Reader's Attention in Sales Letter

1. Special Offers
2. Product Features
3. Questions
4. Startling Statements
5. Facts
6. Special Appeals
7. Prize Announcements
8. Promises
9. Quotations/Proverbs
10. Persuasive Suggestions

PART B: Some Openings of Sales Letters

- a. Think smart now. Buy now Buying a Suzuki right now makes more sense than ever.
- b. Today, our happy family of over 24 lakh policy holders is enjoying the unmatched benefits offered by PLI schemes.
- c. Get a free LG microwave with LG Health Zone air conditioners. Add to that a range of attractive offers, and you have a great opportunity to make your home a complete health zone.
- d. It does what no other car can. It talks.
- e. Are you thinking of a career in Business Management? IIBS has the answers.
- f. No matter where you are in India, JVC is close to you. Looking for a place to service your JVC product? Look no further than the 171 JVC Service points across India. These include 26 Authorized Service Centers which are equipped to service all JVC products, and 145 collection centers which arrange for your system to be repaired as soon as possible. Either way, we're there wherever you need us.
- g. Our expert counselors have a unique way of giving you advice. They listen.
- h. You shop for perfect ingredients. But do you cook in perfect conditions?

- i. Every cloud has a silver lining.
- j. When it comes to protecting you and your family, few cars in the world match the Corsa's superior European safety standards.

Body

The body of a sales letter should contain information that builds the interest of the reader in the product/service and convinces him/her that the product is worth buying. Key features of the product may be included and the selling points emphasized. Convincing the customer that the product is worth buying could be a difficult task due to the presence of competing product in the market. Therefore, all claims have to be substantiated by facts, figures, testimonials, guarantees, and logic. The following strategies may be used to prove your point.

Statistics

- PCS Computer are available at over 350 outlets across the country. And PCS has India's 2nd largest service network.
- For over 30 years, we've helped people with asthma live normal active lives. We pioneered inhalation therapy in India. And today, we manufacture the world's largest range of asthma inhalers. Not just that, we export millions of asthma inhalers across the globe. All in all, when it come to asthma, we've always been at the forefront.
- An IDBI bank International Debit cum ATM Card lets you access your savings account anywhere in India and abroad. Withdraw from your savings account at over 6000 ATMs in India. You can also withdraw cash in the local currency at 8.5 lakh ATMs abroad. Shop and dine at over 55,000 outlets in India and 1 crore worldwide.

Testimonials

- My 2 close relatives were very serious, treated successfully in Neeraj Clinic.
 - o **Justice D. Shagir, Former Judge Supreme Court of India.**
- NIPS helped me to realize my dreams. As a premier institute in the field of hospitality education. Where learning extends beyond books and classrooms, it offers its students ample opportunities to train. learn and realize their dreams.
 - o **Anurag Srivastava, an alumnus of NIPS**
- ———Written in a conversational style, the book is fully capable of teaching spoken English....The intricacies of English grammar are easy to understand when you read this book.
 - o **Navbharat Times, New Delhi**

Guarantees

- We do not give you a warranty for five years. Kejian is India's only handset with a lifetime warranty.
- Our courses are designed for the best jobs in IT with 100 per cent job guarantee.
- We give you not only an AC with extra cooling but also a six years warranty with it.

Customer Lists

- We are sending you a list of companies that are our permanent customers.
- Enclosed is a list of doctors who strongly believe in our inhalation therapy and recommend only Cipla asthma inhalers.
- Please find enclosed the names of institutes that have been using our security systems for more than five years.

Free Trials

- Try our new MINDPOWER absolutely free for 15 days. If you are not satisfied with it, just send it back to us, we know you will never do it because MINDPOWER will change the way you think.

Free Samples

- We are sending you two asthma inhalers as free samples. We are sure you will find the product more effective than the ones in the market.
- Enclosed are some free samples for your assessment. We believe you will find the product better than our claim.

Closing

This is the important part of the sales letter because it motivates the reader to act. It should tell the reader what he should do, giving specific instructions and providing some special inducements to get a quick response. Any one of the following examples may be appropriate:

Incentives for early birds

- The first 200 subscribers will get three special gifts.
- There is a rebate of 25 per cent for the first 100 customers.

Limited offers

- This is a limited offer for professionals like you.
- The offer is valid till stocks last.

Deadline

- Initial offer closes on April 7, 2004.
- You must book your flat before July 1 to get the special rebate of 05 per cent.

Special bargain offers

- If you respond by June 20, you will be eligible for a special bonus form the company.
- Send the order within a week and get a special gift package.
- If you send your order before July 15, you will get six months extra warranty on the air conditioner.
- Act immediately and take part in our special summer bonanza.

The letter should be closed with a goodwill expression.

Opening	The letter should open with an attention catching statement that could be a special offer, a unique product feature, a stimulating question, a startling statement, a fate, a prize announcement, a promise, a remarkable quotation/proved, or a persuasive suggestion. Its purpose is to get the reader to devote a few moments of attention to the letter.
Body	Related information that builds the interest of the reader in the product and convinces him/her that the product is worth buying should be substantiated by facts, figures, testimonials, guarantees, and logic.
Closing	The reader should be motivated to act and add special inducement to get a quick response. The letter should be closed with a goodwill expression.

Fig. Sales letter

The following sample sales letter shows how the writer persuades the audience:

HDFC
Salt Lake City, Kolkata-700 064
www.hdfc.com

July 5, 2004

Mr Somnath Pan
Chartered Accountant
9, Cama Street, Kolkata

Dear Mr Pan:

Opening You want to own a dream house and visit a bank. The loan officer tells you about the loan formalities, preconditions, payment modules, and so on. You have so many questions, doubts, queries but the man goes on tanking. W'll, visit our office. Our expert loan counselors have a unique way of giving you advice. **They listen.**

Body At HDFC, before we offer you advice, we listen to your concerns. After all, we

understand that buying a home is the single largest investment for you. Our counselors offer you expert advice on all your home loan issues. Our Personalized Loan Counseling includes:

- Advice on property related queries and title of documents.
- Structuring EMIs for tax benefits.
- Guidance on your entitlements for larger loan amounts.
- Options for moving to a larger home.

Closing Talk to us today. Call HDFC Home Line 2321 5060.

We are here for you.

Sincerely,

Vivek Srivastava

Manager, PLD

7.7 Telemarketing

Marketing a product over the phone has become an accepted alternate sales strategy. Like the sales letter this strategy is very effective as it targets a specific audience with a highly individualized approach. It is more effective as it not only deals with the prospective customer by name but also allows for immediate feedback and enables the seller to reply in inquiries and objections immediately. Names are available from telephone directories, trade and commerce directories and credit card companies. By using the telephone line a personal contact is established which makes it possible for the sales person to judge the mood, temperament and personality of the prospective buyer and pitch the sales talk according. (Note: Some people interpret the term Telemarketing as “selling over TV”)

7.8 Review Questions

1. What do you understand by form and structure?
2. What are letters of enquiry? How are they written?
3. What are letters placing orders? How are they written?
4. What are complaint and adjustment letters? How are they written?
5. What are sales letters? Discuss in detail.

UNIT-8

GOVERNMENT CORRESPONDENCE

Structure

- 8.0 Objective
- 8.1 Introduction
- 8.2 Handling Correspondence
 - 8.2.1 Receipt and Despatch of Mail
 - 8.2.2 Noting on the Files
 - 8.2.3 Filing Systems
- 8.3 Usefulness of memos
- 8.4 The Importance of Context in Memos
- 8.5 Letters Versus Memos
- 8.6 Structure of Memos
- 8.7 Examples of Memo Reports
- 8.8 Letters placing Orders
- 8.9 Inviting Quotations
- 8.10 Review Questions

8.0 Objective

After reading this unit, you will be able to:

- (i) understand how to handle reports
- (ii) understand the usefulness of memos
- (iii) understand the difference between Letters and memos
- (iv) know how letters inviting quotations and placing orders are written
- (v) understand memo reports

8.1 Introduction

Despite unprecedented growth in communication technology, the traditional ways of handling incoming and outgoing mail and the preservation of significant information in files is still in vogue in many organizations. Each such organization has developed a well-organized system for these purposes. For the smooth working of an organization it is essential to store significant information, to ensure its easy retrieval when required, and to take appropriate action on each paper/document received by it.

The term 'memo' (plural: memos) is short form of 'memorandum' (plural: memoranda). A **Memo**,

like a letter, is a form of correspondence. Unlike letter, though, which are usually sent outside the organization, memos are circulated within the organization. Thus **memos are brief written communication of internal correspondence.** That is why these are also called inter-office memoranda.

Some organizations use the memos format for short reports. These are memo reports which are also circulated within the organization. Occasionally memo reports may also contain an analysis of date and the opinion and recommendation of the writer. Memos and memo reports are basic kinds of writings which professionals generally use for effective communication within the organization. **It is an effective means of sending information at many employees within the organization.**

You may write a memo to the person you report to or you may write it for circulation-for other people within the organization interested in what you have to say. Generally a memo is written in a simple language. The pressure of time allows no opportunity for superfluous writing or prolonged explanation. The reader usually wants information, recommendations or background material concisely, stated in plain language. You should develop the ability to analyze a situation and to state it concisely. In process you may have the following hints:

- Decide the central idea or main purpose of the memorandum.
- Subordinate every fact or idea to this central idea or main purpose and how these facts or ideas are related logically to the central theme.
- Reject any material which is irrelevant, superfluous unnecessary for the reader's understanding of the central theme.

8.2 Handling Correspondence

8.2.1 Receipt and Despatch of Mail

Generally all organization have a separate section or department to handle incoming and outgoing mail. If an organization is large, it have two sections- one to receive and sort out incoming mail and to send it to the concerned departments and officers, and the other to collect the outgoing mail and despatch it. Some organizations call this section *Receipt* and *Dispatch section*.

The mail is opened and sorted out department-wise and officer-wise. A stamp indicating the date of receipt is put on each letter and the name of the department or the designation of the officer who is to deal with it, is also written by the assistant who initials it. Then all mail is entered in the *Register of Receipt* and sent to the concerned departments or officers through a book called the *Transit Register*.

In the department, the head quickly glances through all the mail and marks letters to various officials. If the organization has a large number of units, sections and departments, an assistant in each one of them is made responsible for receiving the mail. He first enters it in *Register of Receipt and Disposal* and then hands it over to the concerned official for necessary action. When the necessary action on a letter has been taken, a suitable entry is made in this register. For example, if a reply has been sent, the reference number of the letter and the date on which it is despatched is noted there.

8.2.1 Noting on the Files

Before drafting a reply it is sometimes necessary to seek the opinion of some other department or to collect information from some other source or to obtain the orders of the competent authority. To

achieve any of these purposes we usually resort to writing a *Note*.

A note contains a concise history of the case, discusses briefly the points involved and recommends an action. If the matter is controversial, both the sides of the picture are presented and a solution is offered.

Since the decision is generally taken on the basis of the noting on the file, great care is taken in stating the facts and referring to all relevant documents. The relevant file(s) and references to documents are cited in the margin.

Often flags are tagged to draw the attention. Many organizations use printed forms for noting. Each officer after completing his portion of the job endorses it to the next authority. To indicate that he has taken the action he scores out the marking of the files to him.

8.2.3 Filing Systems

The incoming letter and the office copy of the reply (outgoing letter) are preserved for future reference and record. Before dictating a letter it is necessary to go through the previous correspondence of refresh one's memory about the history of a transaction or case. Hence, every organization needs an efficient system of filing.

A file is a folder containing all relevant papers- correspondence, telegrams, notes, memorandums. etc.- relating to a particular topic, subject or person. Each file bears an identification number. There are two popular filing systems: (i) centralized, and (ii) departmental. In the first system all the files are kept at one place under the charge of an official trained in the maintenance of files and records. The departmental filing system has two advantages: (i) Files are easily and quickly available, and (ii) they can be classified according to the convenience of each department.

8.3 Usefulness of Memos

Memos often have a far greater visibility than that the reader imagines. They play a very useful role in an organization. The memo is generally written under pressure of time. The great majority of memos are undoubtedly written because the top executives want the information quickly for further action. Memos handle the information up, across and down within the organization. It ensures quick and smooth flow of information in all directions. It also enables employees to maintain and regulate business transactions effectively. Another useful function of a memo is to establish accountability. Since it is a record of facts and decisions, you can refer to it in future whenever you need it. Some organizations insist that even small events, requests, telephone conversations on official matters, etc., should be recorded in the form of memos. Thus, it serves as a reminder and maintains a permanent record of discussions, meetings, activities, changes, procedures or policies. You will need to write a memo when the message is complex- for instance, if you are establishing the terms of a contract or explaining a procedure. You will write memos documenting your progress to keep your professional expert (supervisor) up to date on your accomplishments. You will also write memos whenever you intend a permanent record of the transaction. Often copies of all memos are maintained in the company's central file or internal archive. In the event of investigation or litigation they can be produced as evidence.

8.4 The Importance of Context in Memos

One of the basics of technical writing is that the context should be very clear so that reader understands the context of findings. Generally, the writer doing the investigation, taking the trip or reporting

on progress will be very close to the problem. But often the readers will be farther from the problem than the writer. The readers may be management, in marketing, in another technical specialization or in the same specialization but working on a different project or supervising different projects. Hence, it is difficult for readers to understand the nature of the problem or to have an intuitive grasp of the problem. You will, therefore, need to make the context of the work clear to the reader, so that then they can understand and appreciate the work. Generally, the following are the three useful ways of providing a context:

- To state the problem before you state the solution, so that readers can better fit the new information into a framework.
- To follow a summary statement of what you have found with an explicit statement of its importance or significance; and
- To summarize what you did and why it matters before you give details.

The organization of material depends on the context and the background of the reader.

8.5 Letter versus Memos

Like a business letter, a business memo is a positive functional instrument of professional exchange of business ideas, opinions, decisions, policies, and information. As both letters and memos are forms of business writing, they follow similar writing principles and strategies. Memos like letters are written to inform and make requests. However, a business memo differs from a business letter in several important ways.

Unlike letters, which are used as a memo to reach out to people outside an organization, memos are used to give information inside an organization.

- A memo is written in a specific format, which is different from the letter format.
- Memos are less formal than letters.
- Memos are less structured than letters.
- The tone of memos is more conversational than that of letters.
- Memos contain less background explanation and information than letters.

8.6 Structure of Memos

Many organizations use printed memo forms. One can quickly write the message then transmit it to the officer concerned. It takes comparatively less time to write a memo since it does not contain several details. The following essential items of information must be given in a memo: (i) to (ii) form (iii) reference (iv) date (v) subject.

Some organizations have their own ways of arranging the various elements of a memo. You should adopt the existing practice of the organization. One way of arranging parts of a memo is shown below.

Standard Memorandum

INTER-OFFICE MEMORANDUM

To: Report Writing Students
Form: Report Writing Instructor
Date: 9 November 2010
Subject: Standard Memorandum format.

This illustration explains standard memorandum format. Please read this and notice features of memo format.

1. The standard format consists of the captions 'To', 'From', 'Date' and 'Subject'. These captions may be arranged in different ways, but either, 'Date' or 'To; should be the first item. Subject should immediately precede the main body.
2. The subject line must be a precise, meaningful summary of the memo's content.
3. Left and right margins should be at least one inch wide.
4. The memo body is single spaced. Leave double space between the heading and the first paragraph of the body, and between paragraphs.
5. Enumerations focus the reader's attention on specific information.
6. Number the items so that they help the reader to identify specific items for response.
7. If there is only one major point, do not number the major point.
8. Do not use a closing line such as 'Yours sincerely' or 'Yours truly' at the end of the memo
9. The memo sender puts her/his initials after the type writing name to indicate approval of the message.

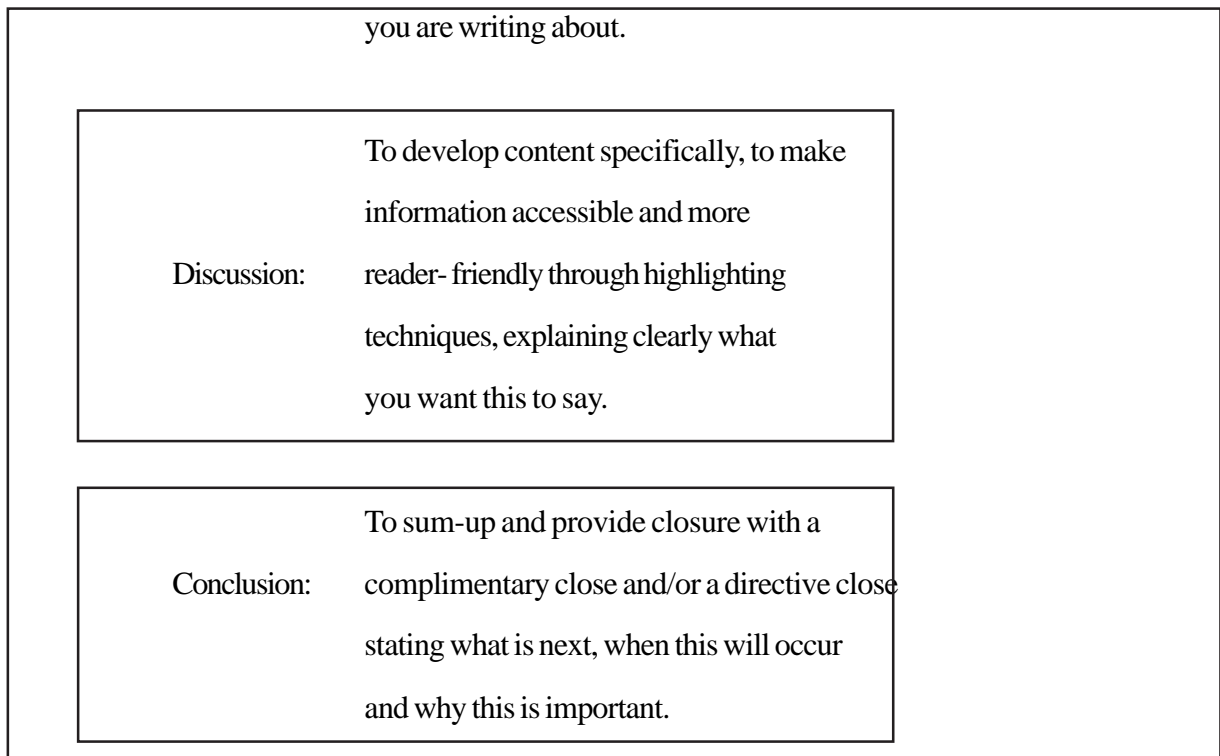
Please follow these guidelines as you prepare memorandum.

Dr. K Aruna

All Purposes Memo Template

To : Report Writing Students
FROM : Report Writing Instructor
DATE : 22 September 2007
SUBJECT : All-Purpose Memo Template

To communicate immediately, write
Introduction: Read-in sentence and provide overview
stating why you are writing and what



The process of preparing memo follows the same steps as we have analyzed for the formal writing reports- getting the facts, analyzing them, imposing on them and writing to serve a reader’s purpose.

The following are some organizational patterns for memo:

- Problem-Solution
- Main findings-Significance
- Give/Request Information
- Comparison-Contrast
- Objective-Giving Instructions
- Literature-Review
- Give Negative News

Each organizational pattern is described below with examples. All these formats will help you shape the information in memos and memo reports that provide necessary context and summarize before presenting details. In this way, the reader will find it easier to follow the logical pace of your argument. Sometimes you will be able to combine organizational patterns using, for instance, summary-division-wrap for the overall organization and listing within a particular section.

Problem-Solution

In the problem- solution pattern, follow the steps given below:

1. State the problem in the opening paragraphs. Use one, two or even three sentences to establish the problem, depending on the familiarity of readers with background. If the problem is familiar, state it briefly, providing sufficient details for context only.
2. State the solution or answer in the second paragraph. Write in simple and direct language.

3. Give details of the solution or answer in the third paragraphs. Generally, it contains definitions, process descriptions, or their information that reinforces the main ideas in the first two paragraphs. The first two paragraphs function as an abstract or summary. The next two or three paragraphs contain details. Use subheadings to divide this section if the information is highly detailed.
4. Give alternative solutions. If it is necessary give alternative solution. It strengthens your recommendations. Use a subheading to introduce this section if it is detailed.
5. Give recommendations. Use a subheading to set this section off. List recommendations when possible.

Main Findings-Significance

In this pattern, the following steps are important:

1. Start with the main findings. State them directly in one or two sentences. (trip, laboratory, investigation)
2. State the significance of main findings in the second paragraph. (This finding is significant because....)
3. State details in the remaining paragraphs. Use subheadings to organize the information if it is highly detailed.

Give or Request-Information

Your major question in writing memos that gives or requests information is how to group the content in a way that makes sense to your readers. Remember that these messages can contain a lot of information, which your readers will need to sort into major and minor points. Give clues that indicate which are major and which are minor point.

In this pattern use following sequence:

1. State the main purpose.
2. Present relevant facts or examples in subsequent paragraphs.
3. Ask for action, if necessary.

Comparison-Contrast

In this pattern first state the subject, next give salient features and then compare and contrast in the subsequent paragraphs.

1. State the subject. Explain the concept clearly.
2. Give details of the concept.
3. Compare one with another.
4. Bring out the differences.

Objective-Presentation

In this pattern, use the following steps:

1. State the technical objective.

(what you were evaluating, why you are evaluating and your purpose)

2. State the scope of the memo.
(range, subjects covered, limits)
3. Divide the information logically into parts.
(indicate division with subheads)

Summary-Presentation

This pattern follows the steps given below:

1. Start with a summary, giving the objective and main findings.
2. Follow with logical divisions, such as procedure, results, advantages and disadvantages.
3. End with a wrap-up section that combines conclusion, implications and recommendations.
4. Use first, second and third-level headings the memo report so that it will be more accessible on the page.
5. Use devices like indentation, bullets, and underlining and boldfaced to highlight key points.

If the subject is complex, and reader background is varied then this is the best memo report. The format orders the logical sequence of elements. Hence, the main points are at the beginning and the supporting technical details.

A separate, final section gives recommendations, conclusions or further actions. This section helps the persons concerned to take necessary steps.

Giving Instructions or Listing

In his pattern generally, the following steps are effective:

1. Summarize the items you are going to enumerate in an introductory sentence or paragraph. State the purpose also.
2. Give step-by-step instructions, or list items.
3. Put the items in context and logical sequence.
4. Close courteously with an offer of further assistance.

Literature-Review

When an employee reads an article in a journal which has an implication for his own company, he prefers this pattern.

1. State the background in the opening paragraph: Identify the publication and give the complete bibliographic information in case the reader of the memo wishes to read the article for themselves. Specify the reason for this study.
2. State the details: In the next three paragraphs, summarize the article and give salient features of an article.

Give Negative News

When the purpose of your memo is to give bad news, an indirect approach may make the news more palatable to your readers. To organize this memo we suggest you do the following:

1. Establish a shared goal or common frame of reference with your readers.
2. Provide them with information that will support the negative news you have yet to inform or that will help them to think or act as want them to know.
3. Give the negative news.
4. Close with a cordial remark and when appropriate ask for action.

8.7 Example Memo Report 1

SHAREWELL WOODS LTD.,		
Inter-Office Memorandum		
To: General Manager		Ref: S/147/
Form: Sales Manager		
Subject: District-wise for December, 2010		
I am giving here the figures of sales reported by district supervisors for December, 2010 which you desired in our telephonic conversation yesterday:		
District	December Sales in Rs. (year 2010)	December Sales a Year ago (in Rs)
Jaipur	67,000	1,05,000
Jodhpur	76,000	1,50,000
Bikaner	1,25,763	1,25,550
Kota	1,16,500	1,16,473
The sales dropped about 50% in Jodhpur district and about 20% in Jaipur. The other two districts held their own. This could be because new sales supervisors in these districts and half of their sales force consists of inexperienced men. This, however, does not mean they are to be blamed for the decrease in sales, but they should be given a chance to prove their worth.		
I shall look into the matter carefully and take appropriate steps to increase the sales, I shall report to you again after a month appraising of the situation.		
(V.KALYAN)		

Example Memo Report 2

ABC CONSULTANCY

Inter –Office Memorandum

TO : TRAINEE

REF : I/123/

FROM : MANAGING DIRECTOR

DATE :

The following information will help you prepare effective visual aids for oral presentation:

1. Write title of the speech and the name of the speaker on the first transparency.
2. Have an introductory visual stating goals and purpose of your talk.
3. Provide your main points.
4. Provide continuity as much as possible from one aid to another.
5. Give each aid a 'thesis' sentence.
6. Cover one basic idea. Several simple visuals are more effective than one that is complex.
7. Use a maximum of six facts for aid. If one idea requires more, use several aids.
6. Do not crowd it with information. Crowded aid will annoy your audience.
9. Use only two columns for the table.
10. Use only three lines for graphs or charts.
11. Use only 5/6 lines for a text visual.
12. Include only basic points in your aids. Detailed information should be covered orally.
13. Use pictorial or graphic representation wherever possible, instead of phrases or tables.
14. Do not give minor details.

An overhead projector will be supplied to you at the time of your presentation, Buy the required transparency sheets and pen set.

If you have further questions about how to prepare your visual aids, please call me at extension

..... I have many books that contain detailed instructional guidelines and illustrations. You may consult those books. My assistant Mr....., who has worked as a graphic designer, can also help you plan your visual aids.

(V. KALYAN)

Example Memo Report 3

A Report on the Decline in Business, with suggestions the decline.

FURNISH WELL WOODS LTD.,

MEMO REPORT

HYDERABAD

To: The General Manger Ref: FW/
Form: Sales Manager Date: 20 May 2010
Subject: Report on the Decline of Business with suggestions to arrest the Decline.

I visited the six branches of our company as per your requirement. I interviewed the branch managers, agents, salesmen and some of our customers to find out the causes of the decline in the company's business during the last four years. My report based upon my investigations is submitted below:

1. Lock of Coordination: In some of our branch offices there was observed a lack of coordination between the order received and their execution. In some cases, orders were cancelled by the customers because their execution was inordinately delayed, while in few cases delivery of the ordered goods was made twice.
2. Untrained Salesmen: In our branch depots at Bangalore and Delhi, some college students who have been carrying on their studies in colleges have been recruited as salesmen. They do not know the traits of salesmanship and consider their job as of secondary importance. Generally, they do not show any commitment. Their lack of commitment had adversely affected the turnover of those branch depots.
3. Higher Prices: In comparison with the prices of other well-known companies, our prices for the same quality goods are considered higher by our customers.
4. Maintenance of Accounts: Accounts are not maintained properly. The sales account and the amount deposited do not match.
5. Recommendations: After analyzing all problems, it is, there fore, recommended that:
 - (i) the branch managers be instructed to have a very strict supervision on the work done, by their office people. Hence, delay in the execution of orders or double supply of goods may be avoided.
 - (ii) Care should be taken to see that well-qualified and properly trained salesmen are recruited in all branches of our company.
 - (iii) We should revise the company's price list in the light of the rival companies. A sub-committee may be appointed immediately.
 - (iv) A research section may be started to improve the quality of our goods.
 - (v) One qualified accountant should be appointed at every branch so that account may be maintained properly.

(vi) Care should be taken to retain the old customers of our company.

If we implement these recommendations, we can develop our company sales and we can arrest the decline.

8.8 Letters Placing Orders

A letter placing an order is a straight forward written message that orders supplies, services, or merchandise. To order items by letter, the direct pattern may used, as shown in.

.....
.....
.....
.....

Opening—— The letter should be in order language making it clear that it is a supply/purchase order.

Body—— The order items should be listed and specific data such as detailed description of the item/items such, catalogue reference, quantity/number, price, insurance instructions, clear address, and such other information that might be necessary to execute the supply order should be included.

Closing —— The time-period for the delivery of the item/items must be mentioned and mode of payment must be stated. The letter should be closed with an expression of appreciation and goodwill.

.....	AVT TRADING CORPORATION Court lane, Civil Lines, Delhi	
Mr Ravi Malhotra Sales Manager Ravi Computers Ajmer Road, Jaipur-302006		May 23, 2010

Dear Mr Malhotra,

Please send the following items on the business terms agreed upon:

Catalogue No	Item Description	Quantity
126	HP Pavilion T2501 Desktop	05
236	HP Scan Jet 3200C	05

We would be grateful if you could send the items duly insured. The insurance charge may be included in the bill.

We would appreciate receiving the items by June 15, 2010. As desired, we would make the payment by crossed bank draft.

Sincerely,

Sd/-

Rakesh Mathur

Purchase Manager

8.8 Letters Placing Orders

After you accept a quotation, the next step is to order the goods. To ensure efficient and prompt handing of your order bear the following in mind.

- (i) Place a clear and firm order.
- (ii) Give a detailed, accurate, and complete description of the items you wish to buy. Mention the size, colour, quality, make, and reference to catalogue or identification number, if any.
- (iii) The next important thing is to specify the quantity you want. Also state the price per unit of item.
- (iv) Indicate the mode and terms of payment.
- (v) In most quotations the mode of transport, viz. passenger train, goods train, truck, etc. would be stated. But if it is not, do mention the way you want it.
- (vi) When you place an order, you expect the goods to arrive within a reasonable period of time. However, it is always better to spell out what you consider to be the reasonable time-period.
- (vii) State the full address of the place where you want the goods delivered.
- (viii) Normally proper packing is the responsibility of the seller and its cost is included in the quotation. But if you want a special kind of packing and are prepared to pay extra, say so in your order.

- (ix) Goods would be insured only when you specially instruct the seller. If, however, it is the normal practice to insure the kind of goods you have ordered, there is no need to include any such instruction.

8.9 Inviting Quotations

It is customary for a business organization to invite quotations from several sellers before placing an order. The purpose is to find out the cheapest and best source of supply of goods required. Great care is necessary in drafting such a letter so that you can quickly get the information you wish to collect and also locate the right seller. To achieve these objectives you should proceed in a systematic manner as follows:

- (i) Describe your needs clearly and precisely. Give detailed specifications such as the shape, size, quality, make, etc. of the goods you require.
- (ii) Request the seller to quote his prices and terms of payment.
- (iii) Ask him for a sample, if necessary.
- (iv) Give an idea of the quantity you intend to buy.
- (v) Indicate the time by which you would like the goods to be supplied. This will help the seller determine whether during the period available he will be able to meet your demand.
- (vi) Ask if the goods are guaranteed and if so, for what period. Also ask the seller to give an idea of the normal expected life of these goods.
- (vii) Ask what accessories and spares, if any, would be supplied and how much would they cost.
- (viii) If the goods you are ordering need installations, ask the seller the cost of doing so and also the repair facilities offered by him.
- (ix) As the processing of a purchase proposal takes some time, ask to indicate the period for which his quotations will be valid.

8.10 Review Question

1. What is 'memo report'? Explain.
2. Discuss the usefulness of memo reports.
3. Explain the importance of context for writing memo reports.
4. Explain the structure of memo report in detail.
5. 'Memos are an important part of your interpersonal communication at the workplace'. Discuss.
6. Describe the information that must be included in a letter placing orders.
7. What factors should be borne in mind in inviting quotations?

UNIT-9

OFFICIAL AND SOCIAL CORRESPONDENCE

Structure

- 9.0 Introduction
- 9.1 Routine Letters
- 9.2 Demi official Letters
- 9.3 Memorandum.
- 9.4 Circulars
- 9.5 News Letters
- 9.6 Social Correspondence.
- 9.7 Review Questions

9.0 Introduction

You will often be called upon to write letters, memo, circular, new letters of the organization and groups to which you belong. These forms of communication have certain established conventions and it is necessary to know them to be able to discharge one's responsibility effectively. In this unit we shall briefly discuss how to write these communicatinons.

9.1 Routine Letters

Letters are the most ancient and the most important of all mass communication media. It is an art of conveying the required message. In other words, a letter is sent from a person to another to express the desired or necessary message. Of all the-forms of written communication, letters are the most common, the most numerous, and the most personal. Correspondence, in fact, is one of the chief means of keeping oneself in touch with those separated by distance.

A letter is really "a piece of conversation by post". Every letter you write bears the hallmark of your character and personality.

Nature and Structure

The business letters play an important role in selling the good reputation and goodwill of the company.

It builds friendly relationships between the company and the parties concerned such as customers, suppliers, creditors, expert advisor, government officials etc. The correspondence is naturally dominated by the profit motives, but it also has the social motives of building friendly and cordial relationships with other concerns and the customers.

It has increased the complexity of the modern business world and it has made it necessary for businessman to use letters to exchange information of various types with different parties. There are various purposes served by writing the business letters. Placing order for goods, making enquiries, acknowledging

orders, executing orders, applying for credit, complaining about delay, complaining about the mistake in the supply of goods. Correspondence with government departments such as sales tax, income tax, local tax, offices etc. and lot of such matters require communication by letters. The letters provide valid written records for ready reference in routine administration and also in planning for the future.

Planning of the Letter

By planning of the letter, the letter writer does not leave things to chance. Planning of the letter depends on the communication situation. The communication situations for business letters are manifold. The letter writer makes inquiries, asks for catalogue of products and its prices, places orders for goods, applies for bank loans etc. The routine business letters with their fixed format are comparatively easy to write and they do not require special planning and preparation, but other business letters which are written with different business purposes must be planned carefully. While planning for a letter, the writer must have clear idea of its purpose. Usually the matters related with the purpose are presented at the beginning of the letter, but before making beginning of the letter, the letter writer must write down all the major and supporting points which he has to cover in the message. Then, these points should be arranged in successive logical order. This logical arrangement of all the jotted points gives clarity to the message. While planning the message, only relevant information should be included. All the irrelevancies must be strictly excluded from the message. The reliability of gathered information also needs to be checked.

Though the principles of writing a letter are uniform there is a lot of difference between business, personal, and official correspondence.

Classification of letters can be done keeping in view the multifarious activities of man and society. A letter may be :

- | | |
|----------------|---------------------|
| 1. Descriptive | 7. Private |
| 2. Narrative | 8. Foreign |
| 3. Technical | 9. Confidential |
| 4. Legal | 10. Demi – official |
| 5. Domestic | 11. Personal |
| 6. Public | 12. Official |

Layout of a Business Letter

Introduction -

As a significant form of written communication, a business letter is supposed to have a lay-out that impresses. Its physical appearance, that includes the quality of the paper, the arrangement of the typed printed matter, the way it is folded and kept in the envelope, the envelope itself with the addressee's name and address, stamping-everything communicates and passes through the receiver's mental filter. It, therefore, cannot be taken casually. As has been well said, a letter's appearance is a part of its message. That is why most reputed companies choose the best quality stationery and send out carefully written letters.

Many companies choose their own lay-out. But the differences in lay-out are not as many as their similarities. The following points are common to all designs or lay-outs. Their differences occur due to the typing/printing conventions, indenting, spacing etc.

The first-indented form-follows the old, established British conventions of writing letters and

paragraph construction. The greatest advantage of this layout is that everything seems to be in its- 'proper' place, of course in the conventional sense. Each paragraph can be easily identified because there is some space left in the beginning, This is also the way most of us are taught to write paragraphs in the earliest stages of our learning.

The second block form is of recent origin, primarily because of the American practice of paragraph writing. Now, of course, it is being followed all over the world. No doubt it looks more presentable, and is easier to handle.

Indented form

Company letter - head

Name and address already printed

Telegram, cable, telex, telephones, fax

Reference No,

Date

Name and address of person

to whom the letter is going

For the attention of...

Salutation

Subject heading-not obligatory, but often used

Body of Letter

Subscription

Handwritten personal signature

Signatory's typed name Signals

Signatory's position in the company.

Company name

Encl Postscript

Ref. Initials

Full Block Form

Company Letter Head

Ref. No.

Date :

Inside Address

<p>Attention line</p> <p>Saluation</p> <p>Subject _____</p>
<p>Body of letter</p>
<p>Subscription</p> <p>Signature Signatory's typed name</p> <p>Signatory's position in the company Company</p> <p>Name</p> <p>Encl</p> <p>P.S.Ref.</p> <p>Initials</p>

Heading

The Heading, also called letterhead', contains the name of the firm/ company and its address. It is usually' given at the top centre or top right side of the paper. It is also usual to give the telephone, fax and telegraphic address in the heading as shown below :-

<p>BHATIA CHEMICALS LIMITED</p> <p>Regd. Office: 26, Naraina Estate, New Delhi - 110027</p> <p>Phone: 5698007</p> <p>Fax: 5698108</p> <p style="text-align: right;">Grains: Bhat chem</p>
--

Reference Number

Every business letter usually carries a reference number to which the receiver may refer in all future correspondence. It serves the useful purpose of quick reference and linking up the chain of letters going out of the organization or identifying the memos issued by a department within the organization.

The reference number may look like this :- .

i .5/PD/67

In this reference number '25' stands for the number given to the department, 'PD' is a code for personnel department and '67' is the-number allotted to the person addressed.

Date

The Date of the letter is of crucial importance. It is usually written on the right hand side, parallel to the reference number as shown below:

25/PD/67

November 18,2010

Abbreviated forms of date such as 18.04.2010 or 04.18.2010 or April, 18, 2010 or 18 April, 2010 should be avoided as they do not leave a good impression on the mind of the receiver

When the address of the organization is combined with the date, the following format should be used.

26, Naraina Estate, New Delhi

April 18, 2010

Inside Address

It contains the name and address of the organization or the individual to whom the letter is being sent. It should be written below the Reference No. line, leaving some space. It should be complete and can be written in either of the two ways as shown.:

- a) Kalindi Fertilizers Ltd,
Bhiwadi Road Crossing,
National Highway 2, Gurgaon.
(Haryana)

Closed punctuation

Indented lines (not applicable to PIN code).

Mode of address

Attention line

When the writer directs his letter to a particular official in an organization he may use the phrase 'For the attention of' below the inside address and above the salutation and underlines it. For example:

Kalindi Fertilizers Ltd

Bhiwadi Road Crossing

National Highway 2

Gurgaon.

For the attention of Shri R.R. Khanna

Salutation

Salutation is the greeting of the addressee. We may choose the salutation on the basis of our familiarity with the reader and the formality of the situation. The commonly used salutations are given below.

- (i) Sir.
- (ii) Madam
- (iii) Dear Sir/Dear Madam
- (iv) Dear Mr Smith
- (v) Dear Ms Jones
- (vi) Dear Sirs
- (vii) Your Excellency (while addressing the Ambassador or High Commissioner of a foreign country) .
- (viii) Gentlemen: used when a circular is sent to many addresses including an individual, firm, society, company etc. Now a days ‘Dear Sir/ Madam is also freely used in circulars.

Punctuation of Salutation

When indented paragraphs are used in the letter, it is customary to end the salutation with a comma. For example:

Dear Ms. Jones,

Thank you for your letter

Subject line

Many offices/writers use subject lines to enable the reader to quickly identify the subject of correspondence: It tells what the correspondence is about. In addition, it contains any specific identifying material that is supposed to be helpful-date of previous correspondence, invoice number, order number or the central point of the letter. It is placed just below the line of salutation. It usually begins at the left margin, although it may be placed in the centre or indented (if the paragraphs are indented).

The subject line may be worded in a number of ways. The following forms are a few representative samples:

Subject: Your July 12 inquiry about....

Reference: Your July 12 order for....

Body of the letter

The body of the letter carries its message or content. It is generally divided into three or four paragraphs, each having its own function. The first or opening paragraph links up the correspondence and establishes rapport with the reader. The second paragraph may be called the main paragraph that contains the subject proper. If need be, the point made in the second or main paragraph is elaborated or further developed upon in the third paragraph. The fourth or final paragraph brings the letter to a goodwill ending, leaving the doors open for further business. Whatever the circumstances, the last paragraph brings the letter to a close on a positive note. It is generally followed by phrases like ‘With regards’, ‘With best wishes’, ‘With warm regards’, ‘Thanking you’, etc.

Formal close

The formal close-must ‘match’; the salutation as shown below:

Dear Sir

Dear Mr Smith

Dear Madam

Yours faithfully

Dear Ms Smith

Yours sincerely

Sir

Dear Sheila

If the salutation does not name the recipient, formal close is 'Yours faithfully'. If the salutation names the recipient the formal close is 'Yours sincerely'. 'Yours' begins with a capital Y but 'faithfully' and 'sincerely' begin with small letters.

Signature block/slot

There is a fixed place for the signature of the writer. Just as the signature is important, so is its place in the lay-out of the letter. Conventionally the signature, that, is handwritten and contains the writer's name, status, department, company etc, appear just below the complementary close. As far as possible it should be legible. But, irrespective of legibility, the name of signatory should be written/typed/printed in parentheses below the signature.

Enclosures (Encl)

Very often a letter carries along with it some important papers such as proof of date of birth, copies of certificates/testimonials, price list, invoice,- receipts, cheque/draft bill/cash memo, copies of required pages of passport, photo identity card etc. The writer is well advised to make mention of these papers at the bottom left margin as shown below:

Postscript

Postscript or P. S. is written if the writer has forgotten to mention something important in the letter. Generally a writer is not supposed to forget any important item. But, then some information or part of the message may flow in after the letter has been written or typed". *In* such a case the writer is supposed to write the postscript very carefully and precisely or, in other words give the additional information in as few words as possible.

'CC' Carbon Copy Notation

Often copies, of a letter are supposed to be sent to some other people directly or indirectly concerned with the matter/ subject. In such cases the names of the persons to whom copies are sent should be typed adjacent to the left margin like this.

Reference initials

Many firms continue to follow the practice of putting typed initials of the person who dictates the letter and those of the one who types it. These initials are useful for office checking. They can be typed adjacent to the left margin in the end like this:

HKS/NB

HKS:NB

HKS-NB

HKS are the initials of the person who has dictated the letter and NB of the person who typed it.

9.2 Demi Official Letter

Demi official letters are also called as semi official letters. In this type of letters the body and text of

letter is written in a partially official format. These are written for mutual exchange of views or information. Subject is not mentioned in the D O letter. Specifically these letters are written to invite attention on important matters when formal communication system is not sufficient. Demi Official Letter is written in between equivalent post or rank but in exceptional cases it may be sent to slightly below or higher rank or post.

Drafting of Demi – official letter –

1. As the objective of writing a demi – official (d.o) letter is call the personal attention of the addressee, the style of writing should expedient to come to the issue at the beginning itself e.g. I seek your cooperation in the matter of
2. A d.o letter should preferably not exceed one page. If the message to be conveyed is lengthy, it is better to condense it into one page in a few small and equally divided paragraphs in a manner that holds the interest of the addressee, the detailed arguments can be set out in appendices.
3. The color code in d.o letter will be as follows. A. d.o letter from a Minister will exhibit the National Emblem in blue colour and that from an officer exhibit the National Emblem in red colour.

9.3 Memorandum

A memorandum (known as ‘memo’ in short form) is by definition, “a written statement that is prepared specially for a person or committee in order to give them information about a particular matter”. In an organization it takes the form of “a short official note that you write to a person or to several people, especially people whom you work with”. It has been derived from the Latin word ‘memorare’, changed to memorandus (notable), and means literally ‘to mention’ or ‘tell’.

Large companies need an efficient system by which colleagues can communicate with each other, either in the same building/office or often in departments or sections situated in different locations. The telephone is no ‘doubt an immediate method but it is often necessary to have some written records of requests, instructions, actions suggested or taken, etc. For this system of internal correspondence, memoranda or memorandums (memorandum in the singular) are used. They may be for the attention of one person only or in the form of a circular for the attention of several people, whose names will appear in the bottom left-hand corner. They are used for passing on or making requests or information, for requesting and reporting actions and for acknowledgements. They are not used for lengthy reports.

THE MEMO FORMAT

A memo is a form of written communication, but it is not a letter. Its format, therefore, is also different from that of a letter. Most companies have their own printed memoranda sheets with the main company heading and also the heading of the department or section and often one or two coloured sheets attached which can be torn off as copies for filing. A typical headed memorandum sheet might look like this:

UNITED BREWARIES LIMITED	
MEMORANDUM	
No.....	Date
To.....	

From.....	
	Sub :
(1)
(2)
(3)
Cc To	

	Signature

It is to be noted that memos do not carry a salutation ('Dear...') or a complimentary close ('Yours...').

Tips on writing a memo

Just as an effective letter requires careful planning, so does a good memorandum.

The Exploratory Phase

- Put down everything you want to say about the subject.
- Use personal pronouns.
- Don't judge what you have written in this phase.

The Drafting Phase

- Underline every item that is vital to your reader; Omit those that aren't.
- Jot down the purpose of the memo at the top of the page.
- Divide your underlined items into separate categories.
- Write a heading for each category. Example. "When to deliver parts" (instead of timetable).
- Determine the order of importance of each category to the reader and number them.
- Start writing your memo. Begin the body of the memo with Phase 1. Then go down your list. Use the headings as subheads throughout the text. Place background or support information at the end.

To achieve a more personal human touch, here are some tips from the editors of 'Communication Briefings':

- Use you and 'your'. Instead of saying "Everyone is requested to provide input on course content", say, "Please send me your course content ideas".

- Include a name. Example: John, I'll send that material to you by 3 o'clock Friday.
- Picture your reader. Write to a person with a title, not to a title with a person.
- Use conversational words and phrases. Say, "As you suggested" and "Please let me know" instead of "Kindly advise".

As a final test: Read your memo out aloud to find out if it sounds conversational and natural

A memo requesting departmental reports

<p>BHARAT OIL PRODUCTS LTD</p> <p>Head Office: MUMBAI</p> <p>MEMO</p> <p>No: BLP/305</p> <p>Date: 18 April, 20 </p> <p>From: S.K. Jain, Managing Director</p> <p>To: All Heads of Departments</p> <p>SUBJECT: DEPARTMENTAL REPORTS</p> <p>Would you please make sure that your current half-yearly report is handed on to my secretary before the last day of the month so that figures can be collated and incorporated into the general report for the meeting of the Board of Directors on 1st May.</p> <p style="text-align: center;">Thank you. .</p> <p>C.C. J.P. Jain, Finance</p> <p style="padding-left: 40px;">R.K. Garg, Operations</p> <p style="padding-left: 40px;">L.S. Deva, Sales</p> <p style="padding-left: 40px;">Prasad Sharma, Production</p> <p style="padding-left: 40px;">A.Rizwan, Administration</p> <p style="padding-left: 40px;">C.Shankar, Purchasing and Supplies</p>
--

9.4 Circulars

Introduction

Other forms of communication like notices, circulars, office orders, questionnaires etc. are widely used in organizations for the purpose of information giving and exchanging with the other members of the staff. All of them follow more or less standardized format, though an organization is always free to evolve its own style. But that really does not count much. What is more important is the purpose that these forms of written communication are supposed to serve within the company.

Notices seeking the opinions of the staff are often circulated in order that each person has one and can fill it and give his or her own comments on a specific matter As a secretary, one is quite likely to be

asked at some time to draw up a questionnaire asking staff for their opinions/comments on tips already given or to give suggestions of their own. For example, an organization decides to celebrate sixtieth anniversary of the country's independence and the management wants to celebrate the occasion by involving the staff in a suitable way. They may be asked to give suggestions. The secretary will have to compile a questionnaire that gives people opportunity to state their preferences.

Office circulars of a more formal nature are meant to bring to the notice of a certain audience matters of importance to the organization. They are widely used to disseminate information like inviting applications from employees for promotion test/interview, insistence on punctuality, change in working hours, inviting suggestions etc. They are usually brief, precise and persuasive pieces of writing brought to the notice of staff. Some examples of office circulars in their usual format are given below:

Example. Circular inviting suggestions

<p>BHAGIRATH ELECTRICALS LTD</p> <p>DELHI -110006</p> <p style="text-align: right;">Circular No 435/03</p> <p>Dated: 25 May,</p> <p>The office manual which was last revised in July 2005 is now due for revision. We look forward to all employees to consider this matter with interest and send their suggestions of the undersigned latest by 25 June, 2010.</p> <p style="text-align: right;">Sd/- Manager</p>

9.5 Newsletters

A **newsletter** is a regularly distributed publication generally about one main topic that is of interest to its subscribers. Newspapers and leaflets are types of newsletters. Additionally, newsletters delivered electronically via email (e-Newsletters) have gained rapid acceptance for the same reasons email in general has gained popularity over printed correspondence.

Many newsletters are published by clubs, churches, societies, associations, and businesses, especially companies, to provide information of interest to their members, customers or employees. Some newsletters are created as money-making ventures and sold directly to subscribers. Sending newsletters to customers and prospects is a common marketing strategy, which can have benefits and drawbacks. General attributes of newsletters include news and upcoming events of the related organization, as well as contact information for general inquiries.

Newsletter can be divided into two type- **printed on paper** and in **digital format** which are usually distributed via the internet. The digital format vary from the simplest format, text to highly designable formats like Portable Documents Format (PDF) and HTML. The use of more formatting and web 2.0 attributes like video and sound have become a market standard all over the world.

- (1) Ref. "Newsletter" – Merriam- Webster Online Dictionary.

9.6 Social Correspondence

All of us write letters to fulfil social obligations or to meet personal needs which may be directly related to our official or professional activities. Some letters of this kind are letters of congratulations, invitations, introductions, recommendations, condolences letters conveying acceptances and regrets and letters making hotel reservations and booking for air, rail, etc.

Though the format and style of such letters is generally the same as that of business letters, they have an air of ease and casualness. Their tone depends largely on the degree of intimacy between the writer and the receiver.

Promptness is the key to success in social correspondence. For example, a letter of congratulations will be appreciated only if you send it soon after the event. Similarly, a letter offering condolences will have no value if it is sent long after the death.

The following seven parts usually constitute the structure of a social letter ; sender address, date, salutation, body, complimentary close, signature and receiver's address.

Examples of Letters

Congratulations on Promotion

My Dear Mohit

I am delighted to know that you have been promoted as Marketing Manager. Warmest congratulations!

It is a recognition which you so richly deserve, I wish you many more successes in future.

Yours sincerely

Anshu

Reply

My dear Anshu,

Many thanks for your congratulations and good wishes. I need the goodwill of friends to make a success of this added responsibility. I only hope I can emulate to some degree the distinguished service of my predecessors.

With best wishes,

Yours sincerely,

Mohit

Invitation to Speak

Dear Sri Tandon.

The Management Association, Kota is organizing a two-day symposium on *Current Trends in Indian Management* on 27 and 28 Feb. 2011. The emphasis will be on the role that management can play in helping the country make a success of the Prime Minister's new economic programme. As the head of a large national corporation, you have the knowledge and experience which will benefit the participants and also. I am sure, stimulate new thinking

on the subject.

I am, therefore, writing to enquire whether it would be possible for you to be one of the speakers at the symposium. You may choose any aspect of the topic you like for your talk.

I am enclosing a copy of the tentative programme. Most of the listed speakers have already accepted the invitation. Each is being given forty minutes to speak.

We hope the dates suit you. I would be extremely grateful if you could convey your acceptance at your earliest convenience so that I can- meet the deadline for the arrangements.

With kind regards,

Yours sincerely,

V.K. Mehra

Formal Invitation to Lunch

Sri and Smt. Vinay Kumar Verma

Request the pleasure of the company of

Sri and Smt. Vivek Praksh Misra At

Food Bank

On Monday, 16 March 2011 at 12.30 p.m.

At 21, Subhas Enclave, Sarojini Nagar, New Delhi.

Formal Invitation to Tea

The Junior Chamber of Commerce, Kota
requests the pleasure of your company at a

RECEPTION

In honour, of Sri R.P. Kelkar

on

Monday. 16 August 2011 at 5.30 p.m.

The Grand Chandiram

RSVP

K. Kumar

Secretary

Formal Invitation to Lunch to Meet a Dignitary

To meet Brig. Z.R. Zutshi
Sri and Smt. O.P. Marwah cordially invite you to
LUNCH
on Monday, 16 February 2010, 12-30 p.m. at
Hotel Uday Regency

R.S.V.P :
122, Civil Lines
Kota – 400006

Letter of Introduction

Dear Sri Misra,

This is to introduce to you Sri K.P. Singh the son of a very dear friend of mine. K.P. Singh just passed his MBA from the Indian Institute of Management, Ahmedabad in the First Division. Two years ago he passed his B.E. (Mechanical) from I.I.T., Delhi with distinction. Besides having a brilliant academic record, he is of cheerful disposition and can get along easily with people. He is now looking for a suitable job and I thought I should send him to you just incase you have an opportunity for a young man of his qualifications.

I trust you will be able to spare a few minutes to talk to him about his interests and areas of specialization. If there is no immediate vacancy in your company, I should be grateful if you could refer him to some other organization.

And what about the holidays we planned for October which is just two months away? If you convey your firm 'yes' by return mail, I shall go ahead with the arrangements.

With kind regards and best wishes,

Yours sincerely

P.N. Shrivastav

9.7 Review Questions

1. Write short notes on-
 - i) Demi officials letters
 - ii) Memorandum
 - iii) Circulars
 - iv) News letters
2. The head of your organisation is worried about the amount of time employees are spending during the 'tea break'. Draft a memo to be signed by him and circulated to all employees, asking them to be at their desk during duty hours.
3. Prepare a memo for circulation to all employees of your organization announcing change of the working hours and explaining the reason for the change.

4. Draft a letter congratulating a business executive in a sister concern, who has just been promoted to the post of Financial Controller of his company. Invent the necessary details.
 5. As the Personnel Manager of a company, write a letter of condolence to Smt P.K.Kekre, whose husband expired suddenly due to heart attack. Shre Kekre had served the company for ten years in different capacities and was the Labour Welfare Officer at the time of his death.
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UNIT-10

NON-VERBAL COMMUNICATION

Structure

- 10.0 Objectives
- 10.1 Introduction
- 10.2 Non-Verbal Communication
 - 10.2.1 Types of Non-Verbal Communication
 - 10.2.2 Importance of Non-Verbal Communication
 - 10.2.3 Advantages of Non-Verbal Communication
 - 10.2.4 Disadvantages of Non-Verbal Communication
- 10.3 Modern Means of Communication
- 10.4 Telex
- 10.5 Facsimiles (FAX)
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 - 10.7.1 Basic Types of Teleconferencing
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 - 10.7.3 Disadvantages of Teleconferencing
- 10.8 E-mail
 - 10.8.1 Advantages of Email
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- 10.9 Self-Learning Exercise
- 10.10 Let Us Sum Up
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- 10.12 Answers to Self-Learning Exercise
- 10.13 Review Questions
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10.0 Objective

The objective of this unit is to discuss the importance of body language in effective communication. It focuses on the role of gestures, posture and facial expressions in communicating meaning and in establishing rapport with others.

It has been observed that between 65 and 93 percent of communication is non-verbal. Congruent verbal and non-verbal signals enhance communication and learning. Information also flows more easily when the message in our voice matches the words we speak. Awareness of the importance of non-verbal communication helps one to monitor one's body language, read others' non-verbal signals more accurately and consciously choose appropriate non-verbal signals for different contexts/intentions.

The unit also focuses on some modern means of communication and how they can be useful.

10.1 Introduction

There are various ways through which we communicate with each other. In face-to-face contact we use different parts of our body as we directly talk to others while communicating our message. Where face-to-face communication is not possible, we take the help of some other means through which we usually convey our messages. For example, we may use letters to convey written messages; talk to others on the telephone; send telegrams and use various other modern machines like computers, fax machine, etc. to communicate our messages. The means to be used in our communication process depends upon the purpose of communication. For example, to send any urgent message we generally use the telephone; for any important matter for which a written document is required, we use letters, telegrams, fax, etc. The modern technology gives us a variety of options to choose the means according to our requirement and liking.

10.2 Non-Verbal Communication

We communicate by exchanging symbols to describe our ideas and experiences. Language is a common symbol system which we use for sharing our experience with others. Communication through words is called verbal communication; communication through other symbols is called non-verbal communication. Non-verbal methods of communication include all things, other than words and language that can convey meaning. For example, graphics like pictures, maps, charts, graphs and diagrams in a written document, body language and voice qualities in speech are non-verbal communication.

Non-verbal communication can be independent of verbal communication; but verbal communication is always accompanied by non-verbal communication. Non-verbal methods can be used as a substitute of words like the red colour to mean danger, or nodding the head to mean "Yes." Or both may be used together as when we shake the head and also say "no". Sometimes, a gesture like slapping the hand on the table may be used with words like, "we must do it," to emphasize the point. Sometimes, our body language or voice, or untidy typing may convey a meaning different from what we want to convey. This discordant or inconsistent relation between verbal and non-verbal communication occurs when the person is not comfortable or is trying to say something different from what he or she really feels.

An understanding of non-verbal methods and aspects of communication helps a person to improve one's communication skills by gaining control over body language.

10.2.1 Types of Non-Verbal Communication

Body language:

We use our body and its different parts to communicate a lot of things. This communication through our body and its various parts is called 'body language'. Often people consider body language to be the only form of non-verbal communication. However, non-verbal communication includes body language and

much more. This includes the way we dress up for different occasions, the way we greet people, the way we use our hands while talking, the way we use space etc.

Facial expressions:

A face, it is said, is the mirror of the mind. It is the most obvious vehicle for non-verbal communication. It is a constant source of information to the people around us. Our faces reveal how we are feeling inside while we might be trying to present a different emotion. For example, while telling a lie, a child tries to cover his or her mouth with both the hands. A teenager tries to cover her mouth with one hand. These gestures are called the 'mouth guard' gestures. Also, the colors of one's face, the wrinkles, presence or absence of facial hair, etc. reveal a lot about a person's personality. For example, people with dark tans supposedly spend a lot of time outdoors. Hairstyles and make-up provide insight into one's economic status, their sense of self-worth, interest in fashion, etc.

Eye behavior:

Eyes and their effect on human behavior are as important to poets and painters as to the students of non-verbal communication. This is because one can communicate a lot just with the help of the eyes. By winking, seeing, glaring, staring, eyes can perform many functions. Eye-contact is another important facet of eye behavior. When one maintains eye-contact with the audience, he or she is perceived as sincere, friendly, and relaxed. Those who don't maintain eye-contact while talking to others are perceived as nervous. Another important function of eyes is to express intimacy. Eyes help us create 'connections' with others. For example, a simple glare may stop students from talking, while a warm glance and an encouraging smile often win many friends.

Kinesics and body movement:

Ray Birdwhistell, an expert in the field of nonverbal communication, coined the term 'kinesics for the different body-expressions. 'Kinesics' is the study of body-movements.

Posture and Gait:

The way we stand or sit and the way we walk (gait) are strong indicators of our physical and emotional states. When we are aggressive we sit or stand straight and in an alert manner. When we are defensive we usually sink into our chair or stand with our head, shoulders drooping. When confident we walk with our chin raised, chest puffed, and arms swinging freely. Our legs are often little stiff and our walk has a 'bounce' when we are confident. A standing posture with 'hands on hips' indicate an aggressive frame of mind.

Personal appearance:

Physical appearance is one of the most important factors that influence the effectiveness of our interpersonal and group communication. In fact, one's personal appearance is very crucial as it makes the all-important 'first impression'. This is particularly important as advertisements shape our minds day in and day out through all those beautiful people who endorse everything from hairpins to aero planes. So we manipulate our personal appearance to look good. We try to accentuate or highlight our best features while hiding and underplaying the others.

Clothing:

Our clothes provide the visual clue to our personality. Clothes also indicate about one's age,

interests, and attitudes. Information about one's status can be judged from the clothes' age, condition, and fashion. Clothes are used as means of keeping up with the latest social changes. Also clothes are means of decoration and self-expression. Clothing also indicates about a person's confidence, character, and sociability. These are the reasons why it's said that 'clothes make a person'.

Touching:

It is the most common form of physical contact between human and animals. In fact animals use touching much more frequently and to great effects. Human beings use touching to emphasize a point, interrupt, as a calming gesture, to reassure. Also, touching is very important to healthy development of children.

Proxemics:

This is an additional way of communicating by use of 'space'. Often we place ourselves in certain special relationships with other people and objects. The study of these special factors is called 'proxemics'. The intimate distance ranges from actual contact to about 18 inches. We allow only intimate persons within this range. Of course, there might be forced closeness at times as in the case of a crowded lift. Social distance is maintained with people who we are meeting for the first time. This distance ranges from 4 feet to 12 feet.

Paralanguage:

Oral communication does not just occur through words uttered. The words are supplemented by a lot of other factors, particularly related to the voice. The pitch, tempo, range, resonance, and quality of voice add meaning to the words. These vocal characteristics and vocal sounds constitute 'paralanguage'. Speaking without pitch variation makes the speech monotonous. 'Pitch' is the raising or lowering of our voice. 'Resonance' on the other hand is the variation of volume from a quiet and thin voice to loud, booming voice. Speaking too fast or too slow is a variation of 'tempo'. Paralanguage gives us clues about the age, sex, emotional state, and personality of the speaker.

Smell and taste:

We receive a lot of information about our environment through the sense of smell, like a particular fragrance announces the arrival of a particular person. Body odour also provides clues about a person's hygienic state. We send out information about ourselves through smell by using deodorants, body sprays, hanky sprays, etc. To hide the smell of onion or garlic we brush our teeth and gargle with mouthwash. Like smell, taste is also a silent sense that receives and sends messages.

Environmental factors:

Architectural arrangement of objects, interior decoration, colours, time, music, etc are the environmental factors that provide a lot of non-verbal cues and clues. Dim lighting, quiet atmosphere, and soft music leads to greater intimacy and has a soothing effect. Colours have wide-ranging associations. For example, one turns pink when embarrassed and one sees red when angry.

10.2.2 Importance of Non-Verbal Communication

1. Non-verbal methods of communication have almost an instant effect because of quicker grasp by the receiver; it takes less time to see a colour or a picture and to hear a horn or a bell than to read or hear and understand words and sentences. Speed in conveyance and response makes non-

verbal methods extremely useful in critical situations like traffic signs and signals.

2. Visual non-verbal methods aid verbal communication; maps, charts and graphs are necessary for conveying information or plans related to geography, locations, data, and most of the sciences. A large amount of complex data can be presented in a compact form. It makes information available conveniently, at a glance for comparisons.
3. Response to visual and plain sounds is more powerful than to language. A cry of agony arouses stronger response than a sad story; a film is more effective than a written story. TV news is more interesting than news on radio.
4. It is the best method to convey information to illiterate people. Containers of poison are marked with a skull and cross-bones as a warning; illiterate drivers manage with the non-verbal traffic signals. Films are used to explain processes to people who may not follow oral explanations easily.

10.2.3 Advantages of Non-Verbal Communication

Non-verbal messages communicate emotions

As we pointed out, non-verbal communication forms the bulk of our communication. Most of our communication is about emotional information, which in turn is a powerful motivator in human behavior. We base our feelings and emotional responses not so much upon what another person *says*, but upon what another person *does*.

Non-verbal messages are seen as more reliable

Old folk saying: actions speak louder than words. Research bears this out. When verbal and non-verbal messages contradict each other, we tend to believe the non-verbal clues. For one thing, it is seen as being more difficult to fake non-verbal expressions. An experiment showed that virtually everything we use to discern if someone else is lying comes from the non-verbal expressions or from the aspects of paralanguage of the speaker.

Because of non-verbal communication, you cannot *not* communicate

The very attempt to mask one's communication communicates something. If you are playing poker with someone who has been talking normally, but who suddenly stops talking and goes "stone-faced," that person has communicated something. It may be a very good hand, or a very bad hand, but at the least the poker player has communicated a desire to hide what is there. Long periods of silence at the dinner table communicate as clearly as any words that something may be wrong.

Non-verbal communication is strongly related to verbal communication

Non-verbal cues substitute for, contradict, emphasize, or regulate verbal messages. For instance, if someone asks us which way the restroom is, we may simply point down the hall. We may compliment someone's new haircut while our faces give away the real feeling of dismay we have. We may describe a fish we caught with a motion of our hands to emphasize the monster-like proportions. And most certainly we regulate the flow of conversation non-verbally by raising an index finger, nodding and leaning forward, raising eyebrows, and/or changing eye contact.

10.2.4 Disadvantages of Non-Verbal Communication

Problems of studying nonverbal communication

Studying nonverbal communication presents a whole range of challenges that are unique to its

nature. They include:

Non-verbal cues can be ambiguous

No dictionary can accurately classify them. Their meaning varies not only by culture and context, but by degree of intention, i.e., you may not be intending to communicate. Some people who may feel emotion strongly nevertheless find that their bodies simply do not respond appropriately, i.e., someone who is feeling happy may not necessarily smile.

Non-verbal cues are continuous

This is practically related to the last point. It is possible to stop talking, but it is generally not possible to stop non-verbal cues. Also, spoken language has a structure that makes it easier to tell when a subject has changed, for instance, or to analyze its grammar. Non-verbal behaviour does not lend itself to this kind of analysis.

Non-verbal cues are multichannel

While watching someone's eyes, you may miss something significant in a hand gesture. Everything is happening at once, and therefore it may be confusing to try to keep up with everything. Most of us simply do not do so, at least not consciously. This has both advantages and disadvantages. Because we interpret non-verbal cues subconsciously, it can happen quickly and fairly accurately. However, because it is not conscious, it is difficult to put one's finger on exactly *why* one got a certain impression from someone, or even to put it into words.

Non-verbal cues are culture-bound

Evidence suggests that human beings of all cultures smile when happy and frown when unhappy (M. Argyle, *Bodily Communication*. New York: Methuen & Company, 1988). A few other gestures seem to be universal. However, most non-verbal symbols seem to be even further disconnected from any "essential meaning" than verbal symbols. Gestures seen as positive in one culture (like the thumbs-up gesture in the USA) may be seen as obscene in another culture.

10.3 Modern Means of Communication

Communication is a process of sharing, informing, interacting, exchanging, sending and receiving messages, meanings and means among the participants. Recent events have shown that the modern means of communication can make a tremendous influence on the mind and behaviour of the people in a particular context at a particular time. The modern means of communication includes those technological means such as newspapers radio, television and internet, their genre (digital, analogue, cable and Direct to Home - DTH), their content (films, news, soaps) and formats (entertainment, educational). These means have established their own cultures of communication and created their own space for communicating, entertaining, marketing and manipulating. The space among the mass audience is constructed and used for different purposes. The same means are also used by many with alternative approaches, perspectives and goals.

10.4 Telex

By definition a telex message is an electronic message that is typed on a word processor and is directly sent through telegraph lines to the recipient. It is in fact replacing the letter fast as it reaches the destination almost immediately or as soon as the message is keyed in. Sending telex messages is an expensive

affair and is worked out in terms of the time the operator takes to transmit the message. Hence, for telex messages, brevity, clarity and accuracy are absolutely essential. Further, the grammatical and punctuation necessities in a letter are usually not followed in a telex. As in a telegram, the entire message is written in capitals or in block letters. A period is used instead of the word “STOP”.

Some of the techniques of writing a letter are observed, for example, the attention line and the complimentary close. While in a letter the attention line is written when it is to be addressed to the company, in a telex the name of the receiver is used. Depending on the relationship observed between the sender and the receiver, the complimentary close is formulated, which is followed by the name of the sender.

A telex message operates more on code numbers than does a telegram. Many details are provided prior to the actual start of the message, but almost all of them are in the form of number or alphabetical representations, e.g., there is the code from the place from where the telex message began and to the place where it is being sent. Time, once again, is written in the form of numbers, using the twenty-four hour time pattern.

However, with the advance of information technology, as more and more people have started using fax or e-mail, the mode of sending messages by telex has become outmoded.

10.5 Facsimiles (FAX)

A fax is an electronic device for transmission of messages. Most organizations have a fax machine through which they can transmit the message almost instantly. A fax can also be sent by the computer provided there is a modem attached to it. The advantage of fax is that visuals and graphics can also be transmitted. An attempt should be made to make the fax as brief as possible so that minimum number of pages are faxed. The advantage of a fax over a letter is that it can be transmitted immediately. While a letter takes on an average three to four days to reach its destination by ordinary post, the fax reaches as soon as it completes its circuit through the fax machine. There is also the provision of an activity confirmation line in the fax machine that confirms the accurate transmittal of the message.

A typical fax would look like a letter with the name of the recipient and the fax number on top of the letter in the following manner:

Kind Attn : Mr. Mohit Sharma
Fax No. : (011) – 61331567

10.6 Telegrams

A telegram is a quick and easy way of transmitting a message. However, it is different in many ways from a letter. It is a very brief message that neither adheres to the rules of grammar, nor observes punctuation. There is a printed form on which the message, together with the details of the sender and the receiver, is filled in.

The message, the sender’s name and the address are all in capitals or block letters. Instead of a period the word “STOP” is written to indicate a break between sentences. Time is mentioned by way of a twenty-four hour time scheme and is always written in words, and so are dates. Since a telegram is a costly affair and each word is counted separately, brevity at all cost should be maintained. This does not mean that clarity and accuracy can be sacrificed at the cost of brevity. Words with prefixes such as un-, im- and in- can be used to economise the use of the words in the telegram.

Here is an example:

		CHANDIGARH POST OFFICE
NAME AND ADDRESS OF THE ADDRESSEE	NAME ADDRESS	RAJAN GUPTA Sector C, House No. 3053 Vasant Kunj, New Delhi.
		TELEGRAPH OFFICE Vasant Kunj TELEPHONE No. 67594858
MESSAGE:		
1. FIVE PROFESSORS ARRIVING DELHI FROM CHANDIGARH TUESDAY FIFTH DECEMBER IC219 0600 STOP LEAVING NEW DELHI FRIDAY EIGHTH DECEMBER IC319 1800 FOR ENGLAND		
2. ARRANGE ACCOMMODATION FOR NIGHTS OF FIFTH SIXTH AND SEVENTH		
3. CONFIRM STOP SEND DETAILS BY TELEGRAM		
SENDER'S NAME		SHRABANI BASU
NOT TO BE TELEGRAPHED SENDER'S ADDRESS		SECTOR 14 MAIN SQUARE, CHANDIGARH

10.7 Teleconferencing

Teleconferencing is interactive group communication (three or more people in two or more locations) through an electronic medium. In general terms, teleconferencing can bring people together under one roof even though they are separated by hundreds of miles. Teleconferencing was first introduced in the 1960's with American Telephone and Telegraph's Picture phone. At that time, however, no demand existed for the new technology. Travel costs were reasonable and consumers were unwilling to pay the monthly service charge for using the picture phone, which was regarded as more of a novelty than as an actual means for everyday communication. But things have changed in the past 10 years.

Teleconferencing can only facilitate the linking of people - it does not alter the complexity of group communication. Although it may be easier for us to communicate with teleconferencing, it may also be easier for us to miscommunicate.

Meetings are an important part of the job in Extension. This is because face-to-face (FTF) interaction is the traditional standard on which we base our communication with clientele groups, advisory boards, and Extension colleagues. However, FTF meetings may be an inefficient and costly way to conduct business, particularly when participants must travel a great distance. Over the past few years, travel-related costs (lodging, airfare, meals), have increased at a rate frequently greater than that of inflation. Travel budgets,

on the other hand, have often remained static or decreased. An alternative meeting format called teleconferencing may be a solution.

10.7.1 Basic Types of Teleconferencing

Today, teleconferencing is used in many ways. There are three basic types:

- Video conferencing - television-like communication augmented with sound.
- Computer conferencing - printed communication through keyboard terminals.
- Audio-conferencing - verbal communication via the telephone with optional capacity for telewriting or telecopying.

10.7. 2 Advantages of Teleconferencing

One of the major advantages of teleconferencing is its potential to reduce the cost of group meetings. Savings come primarily from reduced travel costs. In fact, teleconferencing can reduce national business travel-associated costs by about 30% annually. Although saving money is a big advantage of teleconferencing, there are several other advantages:

- People (including outside guest speakers) who wouldn't normally attend a distant FTF meeting can participate.
- Socializing is minimal compared to an FTF meeting; therefore, meetings are shorter and more oriented to the primary purpose of the meeting.
- Communication between the home office and field staff is maximized.
- Participants are generally better prepared than for FTF meetings.
- It's particularly satisfactory for simple problem solving, information exchange, and procedural tasks.

10.7.3 Disadvantages of Teleconferencing

While teleconferencing is characterized by many advantages, it does have disadvantages:

- Technical failures with equipment, including connections that aren't made.
- Unsatisfactory for complex interpersonal communication, such as negotiation or bargaining.
- Impersonal, less easy to create an atmosphere of group rapport.
- Lack of participant familiarity with the equipment, the medium itself, and meeting skills.
- Greater participant preparation and preparation time needed.
- Informal, one-to-one, social interaction not possible.

Teleconferencing has vast potential for increasing the efficiency of human communication. For those of us in Extension, this means less time away from home, more money to devote to other activities, and more time to spend on other projects. Yet, teleconferencing for all it's worth can never totally replace FTF meetings. FTF interaction is an important part of human communication. Furthermore, teleconferencing can only facilitate the linking of people - it does not alter the complexity of group communication. Although

it may be easier for us to communicate with teleconferencing, it may also be easier for us to miscommunicate.

10.8 E-mail

The abbreviated form of an Electronic mail is 'E-mail'. E-mail is a system of creating, sending and storing textual data in digital form over a network. Earlier, the e-mail system was based on Simple Mail Transfer Protocol (SMTP) mechanism, a protocol used in sending the e-mails from one server to another. Today's e-mail technology uses the store-and-forward model. In this model, the user sends and receives information on their own computer terminal. However, the computer is used only for connecting to the e-mail architecture. The creation, transmission and storage of e-mail takes place only when the connection with this e-mail architecture is established.

E-mail is one of the many technological developments that have influenced our lives. It has changed the medium of communication. So, it becomes necessary for us to check out the benefits and harmful effects of this popular tool used on the Internet.

10.8.1 Advantages of Email

The benefits of e-mail are huge in number:

- **Easy to use:** E-mail frees us from the tedious task of managing data of daily use. It helps us to manage our contacts, send mails quickly, maintain our mail history, store the required information, etc.
- **Speed:** The e-mail is delivered instantly, anywhere across the globe. No other service matches the e-mail in terms of speed.
- **Reliable and secure:** Constant efforts are being taken to improve the security in electronic mails, thus making it one of the secured ways of communication.
- **Informal and conversational:** The language used in e-mails is generally simple and thus makes the communication informal. Sending and receiving e-mails takes less time, so it can be used as a tool for interaction.
- **Easier for reference:** When one needs to reply to a mail, there is a provision in the mailing system to attach the previous mails as references. This refreshes the recipient's knowledge, on what he is reading.
- **Environment friendly:** Postal mails use paper as a medium to send letters. Electronic mail thus, saves a lot of trees from being axed. It also saves fuel needed in transportation.

10.8.2 Disadvantages of Email

E-mail, though beneficial in our day-to-day life, has its own drawbacks that are off late coming to the fore.

- **Viruses:** These are computer programs which has the potential to harm a computer system. These programs copy themselves and further infect the computer. The recipient needs to scan the mails, as viruses are transmitted through them and may harm computer systems.
- **Hacking:** The act of breaking into computer security is termed as hacking. After the e-mail is sent

and before it is received by the desired recipient, it “bounces” between servers located in different parts of the world. Hence, the e-mail can be hacked by a professional hacker.

Misinterpretation: One has to be careful while posting any kind of content through an e-mail. If typed in a hurry, the matter could be misinterpreted.

Every new technology enters the social world with its share of benefits and drawbacks. Different people interpret and utilize it in different ways. In order to make the most of the available technology, users should try to understand both, the positive and negative sides of the tool they use. No technology can be totally perfect!

10.9 Self-Learning Exercise

1. Fill in the blanks with appropriate words:
 - (i) Communication with the help of words is known as _____.
 - (ii) Communication through spoken words is known as _____.
 - (iii) Communication through the use of various parts of human body is known as _____.
 - (iv) Communication with the help of pictures, symbols, diagrams etc. is known as _____.
2. Write ‘V’ to the phrase that illustrates **Verbal Communication** or ‘NV’ to the phrase that illustrates **Non-verbal Communication**.
 - (i) A person reading a letter.
 - (ii) A teacher looking at a student with anger.
 - (iii) Saluting the national flag.
 - (iv) Talking to a shopkeeper
 - (v) Nodding one’s head silently.
3. Match the columns correctly.

Column A

- a. Telegram
- b. Mobile Phones
- c. Fax
- d. Voice Mail
- e. E-mail

Column B

- i. Receiving and sending mails through internet
- ii. Instant transmission of a printed document
- iii. Short Messaging Service
- iv. Payment according to number of words used
- v. Computer-based system of receiving and responding
- v. to incoming telephone calls

10.10 Let Us Sum Up

- The process of sharing facts, ideas, opinions, thoughts or information through speech, writing or gestures and symbols, between individuals is known as communication.
- Basic elements of the communication process are sender, receiver, message and feedback.

- Communication can be verbal or non-verbal.
- Communication with the help of words is known as verbal communication and without using words is called non-verbal communication.
- Verbal communication may be oral or written.
- Non-verbal communication may be visual, aural or gestural.
- There are various ways through which we communicate our message. These are called means of communication.
- Letters, telegrams, phones, telex, fax, e-mail, paging, and teleconferencing are means of communication normally used to send messages to distant places.

10.11 Glossary

Gestures	Motions of the body, usually hands or arms that have communicative value.
Kinesics	The part of non-verbal communication consisting of gestures, expressions, and postures. This is also known as body language.
NVC	Nonverbal communication Messages expressed by other than linguistic means.
Paralanguage	Non-linguistic means of vocal expression: rate, pitch, tone, etc.
Posture	The ways in which individuals carry themselves - erect, slumping, and so on.
Proxemics	The study of personal-interaction distances and other culturally-defined uses of space that affect communication.
Sub-culture	A regional, social, or ethnic group that is distinguishable from other groups in a society.
Repeating	Nonverbal behaviors that duplicate the content of a verbal message.

10.12 Answers to Self-Learning Exercise

1. (i) verbal communication (ii) oral communication (iii) gestural communication (iv) visual communication
2. (i) V (ii) NV (iii) NV (iv) V (v) NV
3. (a) iv (b) iii (c) ii (d) v (e) i

10.13 Review Questions

1. State the different types of non-verbal communication.
2. "E-mail is the fastest method of transmitting written messages". Explain.
3. What are the advantages and disadvantages of (a) telegrams, (b) telex messages, (c) fax, (d) e-mail?
4. Discuss the advantages and disadvantages of teleconferencing.
5. What is non-verbal communication?

6. What is the importance of using non-verbal communication?
7. Discuss some of the advantages and disadvantages of non-verbal communication.

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UNIT-11

PREPARATION FOR JOBS

Structure

- 11.0 Objectives
- 11.1 Preparing a Curriculum Vitae
 - 11.1.1 Introduction
 - 11.1.2 Solicited and Unsolicited Letters
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- 11.5 Let Us Sum Up
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- 11.7 Answer to Self-Learning Exercise
- 11.8 Review Questions
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11.0 Objectives

The objective of this unit is to give an overview of the various popular methods of evaluating a candidate for recruitment. This unit will focus on the steps to prepare for interviews and group discussions. It will discuss the types of interviews and how to conduct oneself during an interview. It will also elucidate the art of expressing viewpoints and developing arguments during group discussions. It will discuss the significance and the preparation of the job application letter and the curriculum vitae.

11.1 Preparing a Résumé

11.1.1 Introduction

Designing and formatting a Résumé is a painstaking task. To a great extent the Résumé determines the suitability of a candidate. It is a passport to a good and attractive job. Whenever an organization advertises for vacant positions, it calls for and receives a large number of Résumés. These Résumés are screened and the candidates shortlisted for interview on the basis of their qualification and experience as presented in their Résumé. The determining factor for being shortlisted for the interview is the appropriately written and designed Résumé and the accompanying job application.

11.1.2 Solicited and Unsolicited Letters of Application

A letter of application, which is written in response to an advertisement, is referred to as a solicited letter of application and a letter of application written in the form of a self-initiated proposal is referred to as an unsolicited letter of application.

The features that need to be kept in mind at the time of writing application letters are as follows:

1. Make your letter individualistic

Each one of us possesses certain traits that are specific and which make us specially suited for a particular job. In a job application these qualities should be presented and highlighted to indicate the candidate's suitability for that job. A conventionally framed letter will only produce a disinterested response. Contrast this with a letter that is innovative and spells a dynamic personality.

2. Catch the reader's attention

In a solicited letter, the attention line could refer to the details of the advertisement. The strategies for framing an unsolicited letter of application need to be different and can vary from initiating the letter with a reference to the product the company manufactures, to the expression of a desire to make a concrete and worthwhile contribution to the growth of the company.

3. Highlight your educational/professional qualifications

Once the attention of the reader has been caught, it is necessary that his interest be sustained. In the middle paragraph of the job application letter, mention your qualifications and experience and highlight your selling points. For an organization looking for a suitable candidate, what else could appeal save the details of the educational or professional qualifications of the candidate and how best he would be suited to the job? Present these details with accuracy and in a manner that impress the reader.

4. Refer to the Résumé

Specifying one's professional qualification in the job application is sufficient as an unnecessarily

long letter can literally put off the reader. As far as possible, the points made in the job application should be clear yet precise. The attached Résumé should provide all the details and elucidate all his achievements to make his candidature stronger.

11.1.3 Curriculum Vitae (CV)

The Latin phrase *curriculum vitae* (CV) mean “the course of life”. A CV is a summary of the candidate’s qualifications and experience. A chronological statement of biographical details, the CV is more suitable for academic positions wherein details about research and publications are equally essential. Most companies advertising professional positions prefer to ask for a Résumé, which is more specific in terms of the candidate’s skills and achievements and spells out contributions made by the candidate.

11.1.4 Résumé

A Résumé is one or two page summary of skills, accomplishments and education written to capture the attention of the reader, and its basic purpose is to secure an interview. A Résumé can be tailor-made for a company and the job that an individual wishes to apply for as it is original and geared towards a specific goal. Since it discusses the strengths of the candidate, like, the positions that he has held, or the technical skills and experience that he has acquired, the formatting in terms of the content needs to be accurate and interesting, and should be related to the objectives of the company. The positive quality about a Résumé is that it helps you to ‘sell’ your traits by providing pertinent and unique details that stand out, and assists in relating the skills and achievements of the candidate to requirements of the job.

The various sections within a Résumé include:

Name and Address

The full, legal name of the candidate should be written. It is normally centred on the page. If the applicant wishes to present both the permanent and the current addresses, then the current address should be written on the left-hand column with the e-mail id and the permanent address in the right-hand column. If the permanent address does not vary from the current address, it should be written in the center of the page immediately beneath the name.

Career Objective or Career Goal

The career objective or goal should be related directly to the job which you are applying for. Make the statement highly focused and related to the goal of the organization. Avoid usage of pronouns such as “I” and “my” in your objective. Details to be included in your career objective are: the tenure of the position you are seeking, the job title, the field in which you wish to work, and your specific aim with reference to that position.

Educational or Professional Qualification(s)

If you have certain professional qualifications that will aid you in securing this job, stress them before you move on to other educational qualifications. The name of the institute, degree and graduation date, and the marks or percentage or degree should be highlighted. The manner of formatting should be consistent. Avoid mentioning average scores while including the above. Average scores send a negative signal to the employer.

Related Course Work, Special Projects, Academic Awards

This section is optional. In case you have done some related coursework or a special project or

have won an academic award, you could list them and indicate what you gained as a result of it. Contrast the two statements:

1. Completed a summer project on Marketing Strategy of Liberty.
2. Project Assistant for promoting Marketing Strategy of Liberty, a project undertaken as part of summer job. Assisted clients with selection of shoes developed and promoted special marketing events. Sales increased by 7% in the six-month period.

The first statement is terribly dry and does not actually tell much about the contributions the candidate made. On the other hand, the second statement specifically stresses through action words the work undertaken by the candidate and the result of the work carried out by him.

Work Experience

If the work experience is significantly more than the educational or professional qualifications, it should be put prior to the latter; else it should be positioned after a reference to academic qualifications. The Work Experience section should include:

1. Date and year
2. Name of the organization
3. Job title
4. Nature of work
5. Any significant contribution made to the growth of the company

Skills, Abilities

Not all Résumés carry a section on skills. If you feel that some of the acquired skills can be suitably mentioned under various headings, proceed confidently. To write this section, a five-tier process needs to be worked on.

1. List jobs and activities or special posts that you have held.
2. Jot down skills that you have acquired in the process of completion of the task.
3. Group them into three or five groups.
4. Think of a suitable heading for all and list all the skills under these headings.
5. Arrange headings in order of importance as they relate to your career goals.

Activities and Awards

All the activities in which you have participated and the awards that you have won need not be stated. Select only those that have a direct bearing on your career goals. List them in order of importance. Do not indulge yourself in this section. Make it brief and meaningful.

References

Unless the employer asks for references, do not mention them.

11.2 Preparing for an Interview

11.2.1 Introduction

The term 'interview' has its origin from the word *intrevue*, which means 'sight between two

people.’ The word ‘interview’ can be defined as a planned conversation with a predetermined purpose that involves question sessions. Hence, it is a process of dyadic communication that not only fosters interpersonal relationship, but also proves the worth of the candidate.

A job interview plays a vital role when seeking employment in a company. It enables the employer to ascertain the suitability of the candidate for his organization. During the intense interactive process, which the interview involves, several personality traits of the candidate come to the fore and help the employer make the right decision. It also enables the candidate to get a glimpse of the organization’s goals and objective.

11.2.2 Types of Interviews

There are eight different types of interviews that are held for different purposes:

1. Job interview

A **job interview** is a process in which a potential employee is evaluated by an employer for prospective employment in their company, organization, or firm. During this process, the employer hopes to determine whether or not the applicant is suitable for the job.

2. Information interview

An informational interview is an interview conducted to collect information about a job, career field, industry or company. An informational interview is not a job interview. Rather, it is an interview with an individual working in a field you would like to learn more about.

When you are interviewing for information, you are seeking information about a specific type of job, about a career field, an industry, and/or a company. You are attempting to discover what the other person’s job is like, what responsibilities he has, and what it’s like to work in that job in that company.

3. Persuasive interview

A persuasive interview is associated with interviews designed to elicit information used in persuasive opportunities. Although sales interviews constitute a common example of this type of interview, persuasive interviews can also take place in college/career recruiting drives, charitable contribution solicitations, and arbitration/negotiation meetings.

4. Exit interview

An exit interview is an interview conducted by an employer of a departing employee. A relatively neutral party conducts them. Exit interviews are conducted by paper and pencil forms, telephone interviews, in-person meetings or online through exit interview management systems.

5. Evaluation interview

An evaluation interview is a formal meeting in person, especially one arranged for the assessment of the qualifications of an applicant, for example a conversation, such as one conducted by a reporter, in which facts or statements are elicited from another.

6. Counseling

Counseling may be an informal or formal interview that consists of a discussion between an employee and his or her supervisor regarding problems with the employee’s work performance, behavior, and/or

conduct.

7. Conflict-resolution interview

A conflict resolution interview is used as a range of methods of eliminating sources of conflict. The term “conflict resolution” is sometimes used interchangeably with the term dispute resolution or alternative dispute resolution. Processes of conflict resolution generally include negotiation, mediation, and diplomacy.

8. Disciplinary interview

A disciplinary interview is a meeting between at least one manager and an employee (who may be accompanied by a colleague or trade union representative) to investigate and deal with an employee’s misconduct in a fair and consistent manner.

11.2.3 Purpose of Interview

The purpose of the interview is two-fold. It helps both the parties, i.e. the interviewer and the interviewee, achieve their respective purposes, It is meant to determine if the applicant is qualified for the position and if the position is what the applicant is really interested in. In whichever case, if the interviewer’s expectations and the candidate’s desires match maximum, the purpose of the interview is fulfilled.

Interviewer’s Expectations

Appropriate interpersonal skills

Relevant qualification

High energy and enthusiasm level

Leadership and managerial attributes

Candidate’s Desire

Positive impact on the panelists

Appropriate replies to the questions asked

Not getting trapped

Confident and enthusiastic

11.2.4 The Preparation for an Interview

Before the interview, it is very important to reassess your current skills, talents, abilities, strengths, weaknesses, interests and work values. In addition, it is the time to reinterpret your accomplishments and achievements, particularly those that may be relevant to a prospective employer.

Besides, preparation for interviews involves dressing properly, arranging certificates and acquiring two important sets of information: (1) knowing you or self-assessment and (2) knowing the company or company research.

Self-assessment

Socrates truly remarked once, ‘*Know thyself,*’ in order to know about yourself, all you require doing is an objective self-assessment. Self-assessment is nothing but a process through which you become aware of your strengths and weaknesses, skills and abilities, interests and values, and goals and aspirations. About 70 percent of the organizations nowadays use a form of interviewing called behaviour-based interviewing. That is why questions like “Tell me about yourself” and “Why should we hire you?” are commonly asked during an interview. These questions are subtle and tricky. It would be difficult to answer these questions unless the candidate has a fairly good idea about his strengths and weaknesses. Here you are asked questions about your background, your experience, what you’ve done, and what you’ve learned, etc.

Company Research

Research about the company can be done in many ways. The first source of information about the companies, of course is the Internet. Internet information has become the most common source for doing research about the potential employers. The other sources are:

1. Reading and analyzing the available print information such as annual reports and brochures about the organization.
2. Talking with the employees who are familiar with the work culture of the organization.

11.2.5 Techniques for Tackling Questions

There are various possible questions that might be asked from the candidate. We shall explore the various methods that we can use while answering these questions. These techniques may equip you better to tackle all possible questions in desired ways:

1. Reframing Technique

It is very important to possess effective listening skills, but at times you may be asked a question which is not clear to you or which may be complex or at times you might have missed or not heard some of the crucial details which form the question. In this situation, if you attempt to answer the question, you will certainly end up in giving an incomplete answer. Therefore, you should reframe the question and ascertain the expectations of the questioner.

2. Behavioural Technique

The Behavioural technique will be applicable in questions, which would require examples from your experiences, studies, work, and extracurricular activities in which you were involved. The examples or incidents that you narrate should be your own and they should neither be borrowed from other person's experience nor drawn from very general ones.

3. Compelling-story Technique

The compelling-story technique enables you to lead the discussion in your favour if you are tactful and well-versed in using it. The obvious reason is that you get a chance to expand your answers by developing the specific examples into compelling stories to reflect your personality, flair and interest.

4. Abraham Lincoln Technique

Abraham Lincoln as a lawyer used to first take the opponent's side of the issue and then his client's side. This method of answer can be used easily when questions are raised focusing on your weaknesses. During an interview the experts usually try to pick the candidate's shortcomings. You as a candidate also know what are the areas where you have done badly or comparatively below average in your academic career. What you can do is to be mentally prepared for such questions and think of an appropriate answer. In such a question,

- First speak of other areas where you have done a commendable job.
- Then tell the interviewer why you are lacking in a particular area and establish your own case.

11.3 Preparation For Group Discussions

11.3.1 Definition

The term *Group Discussion* (GD) is used to refer to an oral communication situation in which a

small number of professionals meet and discuss a problem or issue to arrive at a consensus or to exchange information on a significant matter related to the function, growth or expansion of the organization to which they belong. The purpose of the discussion is to elicit the views of all participants and through intense interaction evolve a consensus.

Sometimes, the group discussion is used as an instrument for judging the suitability of a candidate for a job as several personality traits are revealed during the discussion, and this helps the prospective employer assess the applicant.

11.3.2 Purpose

The importance of group discussions has increased tremendously over the years as it has become a tool in solving problems, making decisions and assessing personalities. Whenever the organization faces a new challenge, GD acts as a tool for decision-making. A group discussion helps the candidates to exchange their ideas, and approach the given problem from different perspectives so that all the pros and cons are examined to make the right decision. This certainly converges to effective decision-making.

11.3.3 Process

Unlike a meeting, the group discussion is not structured. There is no chairperson, no secretary, and no detailed agenda. Only the problem or issue is stated and any member can initiate the discussion and deal with any aspect. Similarly, any member can give a preview of what points are likely to arise, provide an internal summary of the views expressed up to a point of time and summarize the discussion towards the end. However, it is the duty of each member to ensure that the discussion proceeds smoothly in an orderly fashion, leading to the emergence of a solution, a common viewpoint or a course of action. Obviously, the display of anger, emotion and excitement has no place in a group discussion.

11.3.4 Guidelines

To improve the quality of performance in a group discussion it would be necessary to follow the guidelines given below in the form of DOs and DON'Ts.

DOs

1. Define the topic or the issue.
2. Analyze its scope and implications.
3. Initiate and generate the discussion.
4. Encourage and provide reticent members to speak.
5. Summarize the views of the others before presenting your point of view.
6. Be brief and to the point in the presentation of your views.
7. Try to lead the group to a definite conclusion.
8. Look at, and address, all the members of the group.
9. Speak with proper pronunciation.
10. State the conclusions reached.

Don'ts

1. Don't be assertive in presenting your views.
2. Don't dominate the discussion.
3. Don't make any personal remarks.
4. Don't jump to conclusions.
5. Don't speak continuously for a long time.
6. Neither raise your voice too high nor speak too softly.
7. Don't use aggressive gestures.
8. Neither recline in your chair nor lean forward.
9. Don't ignore any member of the group.
10. Avoid using speech mannerisms and time-fillers.

11.3.5 Types of Group Discussions

As a candidate, you might be asked by the recruiters to participate in either of the two types of Group discussions:

- (i) Group discussion on a topic
- (ii) Group discussion on a case study

Group discussion on a Topic

Group discussions on a topic are conducted mostly for admissions to institutions of higher studies and selection in technical jobs. Such group discussions are somewhat quizzical to handle, as you need to decide upon which aspects are to be discussed within the stipulated time-frame. There is no starting point. At times the topic given might be very abstract in nature with multiple interpretations. In such a case, the first few minutes are spent on deciding which of the meanings should be taken.

Group discussion on a Case Study

If you are applying for HR or any managerial or administrative post, mostly you will be asked to discuss a case. This means wherever analytical and decision-making abilities are required to be examined, case studies are given for discussion. We cannot handle case studies the way we handle group discussions on a topic. To discuss a case it is necessary to understand the background of the problem, and then interpret the situation from different viewpoints.

11.3.6 Features

Group discussion as a part of a selection process, has the following features:

1. Different from Debates

Group discussions are different from debates. In a group discussion everyone gets a fair opportunity to express his or her opinions on a given topic. In a debate once you speak in support of the topic you can't change your stance even if you are convinced by your opponent. This is not the case in GDs. In a debate

you are restricted to talk for an allotted time. In a GD there is no such time limit provided the participants continue the discussion until the stipulated time.

2. A Form of Conversation

Group discussion is a form of conversation with many persons. It is a spontaneous act as there is no prior preparation. Sometimes in an informal situation it can start on any interesting topic and can go on endlessly.

3. The Examiner is the Observer

The participants are free to discuss the topic, oblivious of the examiner's presence. The evaluator or examiner acts as a silent observer in the background. The participants sit in semicircle or in a circle facing each other. They make eye contact with each other, and not with the observer.

4. Cordial Ambience

The atmosphere is quite friendly as all the participants have almost the same background. There is no trace of fear as in the case of an interview; therefore the natural behaviour of an individual can also be easily assessed.

11.3.7 Steps in a Group Discussion

Since the formal GD is conducted with a purpose, it should be handled in a systematic manner. Though there is enough liberty for an individual to express ideas, opinions and views yet it has to be done in a planned manner. The various steps are as follows:

1. Broaching the topic

There is no nominated leader in a GD session; therefore anyone in the group can take the initiative to begin the GD. The evaluator announces the topic clearly, usually twice so that everyone gets it correctly. The duration of the GD is also announced simultaneously. On indication by the evaluator, after 2-3 minutes of complete silence to contemplate about the topic, the group is free to start the discussion. The evaluator doesn't speak out until the GD comes to an end.

The success of the GD lies in its beginning. If it begins on the right note, then the proceedings will be smooth. All the participants should be conscious of the procedure, which includes adequate participation, time management and group contribution. The individuals should be careful not to be overenthusiastic or brash, and should allow others to express their opinion too. Hence an environment should be created such that everyone feels free to participate.

2. Contributing judiciously

The GD is successful if all the participants give voice to their views. The process of reflective thinking should be understood and practiced by each participant. Contributing at different stages where one finds scope of participation can do this. While participating in a GD, one should listen carefully before expressing ideas on any particular aspect of the topic.

3. Creating a conducive environment

Creating a friendly atmosphere is the responsibility of each member. This makes participation fun, and allows the candidates to be involved in meaningful talk. Only a cooperative environment encourages

the participants to freely contribute to the discussion. Though GDs are meant to be formal, there is no need to make them monotonous and dull.

4. Handling difficult situations

It is very important that each individual should know how to deal with difficult situations and avoid getting into conflict. Never think that it is not your responsibility to handle the conflict. When you find two participants getting into an argument, take the initiative to act as the mediator and pacify them. It is an art but any individual can resolve an altercation by being clear with the discussion proceedings in the beginning and create a friendly atmosphere by respecting the feelings of each individual.

5. Closing effectively

The evaluator gives an indication for winding up the discussion. At this juncture, one of the participants who has been actively listening should take a lead to sum up what had been discussed in the previous minutes. No new idea should be added at this point. The summing up should be done in three to four sentences and concisely.

11.3.8 Evaluation of certain traits

In a group discussion, the participant is evaluated for individual and group behaviour. The most important evaluation components are as follows:

1. Ideas and knowledge

If the solution to a problem had been readily available, the entire exercise of a GD would have been redundant. So it is important to think deeply and come up with ideas that have relevance to the topic under discussion. A good member always tries to take the discussion ahead and prevents the discussion from becoming an exercise in just generating one idea after another without reaching a logical conclusion.

2. Articulation and listening

Knowledge without implementation of ideas is useless. It is, therefore, necessary to be able to deliver one's ideas in an effective manner. Success depends how confidently and convincingly you put across your ideas. The members of the committee closely evaluate your oral communication skills. Communication skills include clarity in articulation and pronunciation, listening skills and effective language.

A good speaker is essentially a good listener as well. So it is important that we listen to what everyone has to say. Appreciation of others' ideas can be done openly but condemning a bad idea has to be done very carefully so as not to offend the sensibilities of the fellow members.

3. Body language and emotions

A person's body language is probably the subtlest aspect but most members ignore it, which sends out very wrong signal at times. Since this aspect deals mainly with the subconscious, one needs to remind oneself from time to time to drill it into the system. While participants may comfortably, care should be taken that their posture is not offensive or overtly relaxed.

It is always disadvantageous to show one's emotions in public and in a GD this should be avoided at all costs. Even if you feel strongly about an issue, it is advisable to maintain one's composure without displaying anger.

4. Initiative and creativity

This is an aspect which requires moderation. It is important that a person takes the initiative to broach the topic and manoeuvre the discussion to right direction in order to make it meaningful. While you will impress the evaluators if you give a good start to the GD but it will work against you if you start fighting in the beginning. Further, take the initiative to start the discussion only if you have a clear understanding of the given topic and have the confidence to speak to the entire group in the very beginning.

5. Leadership

One of the most important managerial skills is leadership. The leader of a group should keep himself in check even if he has been appointed as one. He or she should try to influence the proceedings by constructive participation, rational arguments, and by convincing others, building support or by summarizing the key points.

11.4 Self- Learning Exercise

True or false

- A. A Résumé highlights skills, strengths and abilities in relation to the job.
- B. An unsolicited letter is never considered.
- C. A covering letter to a Résumé is similar to a sales letter.
- D. While listing educational qualifications and work experience follow a chronological ordering pattern.

Fill in the blanks

- A. An exit interview is taken when _____.
- B. An appraisal interview is _____.
- C. A resume is _____ and _____.
- D. The manner of formatting a CV or a resume should be _____.

11.5 Let Us Sum Up

A job application letter is written to sell one's services and it should therefore have all the qualities of a sales letter. Before applying, a careful analysis of the job requirements is essential so that the required skills and areas of knowledge can be highlighted in the letter. There are two types of letter of application: solicited and unsolicited. For success in a job interview adequate preparation is essential. You should analyze the knowledge and skills you possess and also know how these would be useful for performing the required tasks. While attending the interview, you should be your usual self, and remain cool and relaxed. The answers should be brief and to the point. The purpose of the interview is to seek information about the candidate's aptitude, attitude, achievements, temperament and health. A group discussion is held to discuss a problem or an issue to arrive at a decision and to exchange information on a significant matter related to the function, growth or expansion of a professional organization. For effective participation one should possess effective communication skills, an ability for using different interactive strategies, and also to be aware of the nature of group dynamics.

11.6 Glossary

Curriculum Vitae (CV) A document, which sets out a record of an individual's experience, qualifications and achievements.

Group Discussion (GD) a discussion among participants who have an agreed (serious) topic to discuss.

Job Description A written description of the scope, responsibilities, expectations, etc. of an individual's job.

11.7 Answers to Self-Learning Exercise

True or False

A. True B. False C. True D. False

Fill in the blanks

A. an employee has resigned, B. periodical assessment of employees, C. goal-oriented, job-specific, D. consistent

11.8 Review Questions

1. What is the difference between a CV and a Résumé?
 2. How can you make your letter of application impressive?
 3. Can an unsolicited letter secure a job interview?
 4. Write a note on different types of employment interviews, describing clearly the different purposes for which they are held.
 5. Discuss some of the techniques for tackling tricky questions in an interview.
 6. In what way would you prepare yourself if called for a job interview?
 7. Define GD. Discuss some of the Do's and Don'ts for a GD.
 8. Discuss some of the traits of the candidates assessed by the evaluators in a GD session.
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UNIT-12

WRITING CONCISELY

Structure

- 12.0 Objectives
- 12.1 Introduction
- 12.2 Using a Dictionary to Find the Best Word
- 12.3 Self Check
- 12.4 Parts of Speech
- 12.5 Self Check
- 12.6 Strategies for Writing Concisely
- 12.7 Self Check
- 12.8 Avoiding Sentence Fragments and Run-ons
- 12.9 Self Check
- 12.10 Answers to Self Check
- 12.11 Review Questions

12.0 Objectives

When you complete this unit, you will be able to:

1. Use plain, familiar words
2. Use a dictionary effectively
3. Recognize parts of speech
4. Edit wordiness from your writing
5. Master basic sentence structure to eliminate fragments and run-ons

12.1 Introduction

Good writing skills in the workplace are still essential-despite the powerful electronic developments that have brought us word processors and fax machines. The written word is still the most accessible record of ideas, agreements, confirmations, requests, contracts quotations and reports. Writing is very time consuming, but working people accept the reality that they need to spend a lot of their time writing letters, memos and reports. For example, engineers spend over 60% of their time putting words on paper.

Time, of course, is money. Thus people are always trying to find ways to do their writing more efficiently. The word processor has helped, and anyone building a career would be shortsighted not to learn how to use one. But there is another, more fundamental way of improving writing efficiency. It is something that many people either overlook or avoid. This is improving your own English skills so that you

can write an important letter in ten minutes rather than two hours.

This unit can help anyone who wants to improve writing skills. It will cover the basics and will then move on to the practical requirements of writing at the workplace.

12.2 Using a Dictionary to Find the Best Word

A professional writer will always have a good dictionary at hand. If you do not have a good hardback dictionary, you should invest in one. It will be one of the best investments you make. In very compact form, a dictionary provides you with a wealth of information to help you choose, use and spell the right word.

A good dictionary gives the following informations on a word (usually in this order)

1. The word correctly spelled and with the hyphen breaks
2. The pronunciation (pronunciation symbols can usually be found at the front of the dictionary)
3. Part of speech (noun, verb, etc.)
4. Spelling of inflected forms (if the word can be grammatically changed by adding letters at the end-by a suffix)
5. Definitions of the word (numbered if there is more than one definition)
6. Etymology (origin of the word)
7. Sundry information on synonyms (words of roughly similar meaning), antonyms (words of roughly opposite meaning), usage, alternative spelling.

Of course, you will not need all of this information, but it’s all there, tightly compacted into four or so lines of a column.

12.3 Self check

Exercise-1

You’re editing some reports written by a rather wordy writer, who likes to show off his large vocabulary. The only problem is that hardly anyone can understand some of the words he uses. So you need to make the reports as clear as possible, and this means changing some of the words.

Here are some of the wordy extracts. You have to find better (singular, more familiar) words for the words in *italic*.

1. He is far too *garrulous* to work in such a confidential position.
.....
2. Action in this case should be *expeditious*.
.....
3. It should be illegal to *hydrate* the area during summer.
.....

4. In my estimation, this politician is *impervious* to harsh criticism.
.....
5. It's ridiculous to ask representatives from across Maharashtra to *convene* for just three hours.
.....
6. I have seen *intimations* of his being the right person for the job.
.....

12.4 Parts of Speech

Knowing the parts of speech helps us to understand rules and discuss writing style. The system of parts of speech enables us to label words according to their function in a sentence. Most parts of speech are single words; however verbs and prepositions can be more than one word.

There are thousands of words in any language. But not all words have the same job. For example, some words express “action”. Other words express a “thing”. Other words “join” one word to another word. These are the “building blocks” of the language. Think of them like the parts of a house. When we want to build a house, we use concrete to make the foundations or base. We use bricks to make the walls. We use window frames to make the windows, and door frames to make the doorways. And we use cement to join them all together. Each part of the house has its own job. And when we want to build a sentence, we use the different types of word. Each type of word has its own job.

We can categorize English words into 8 basic types or classes. These classes are called “parts of speech”.

The eight parts of speech can be conveniently divided into five groups:

Noun	Names a person, place, thing or abstraction (runner, town, pen, love)
Pronoun	Refers to a noun already used or implied. Replaces noun.(Who, that, she, himself)
Verb	Asserts an action or a state of being (to jump, to be)
Adjective	Describes or limits a Noun or pronoun (happy, lucky, Canadian)
Adverb	Describes or limits a Verb, Adverb or Adjective (quickly, really, very)
Conjunction	Connects words, phrases and clauses(but, and, because, when)
Preposition	Relates Noun or Pronoun to another Noun or Pronoun- often in a relationship of position or direction (on, into, between, of, with)
Interjection	Expresses spontaneous feelings (Oh!, Ouch!, Alas!)

Note: Some words can be more than one part of speech- depending on their function in a specific sentence. “Drink” can be a noun, a thing: “A drink is what I need.” And “drink” can be a verb. “When I get back, I will drink a gallon of water.”

I. Noun

Definition: A noun names something and usually can form a plural (by adding –s or –es) except for non-count nouns such as information or transportation

Persons- Anirudha, man, people

Animals- cat, fish, dog

Places Jacksonville, city, park

Things- paper, spoon, eraser

Ideas- happiness, horror, thought

Exercise:

Directions: Underline the nouns in each of the following sentences:

1. Jaspreet enjoyed the movie about Titanic.
2. The musicians play film songs.
3. Music lovers thrill to the sound of trumpets.
4. Boys and girls are often eager to listen.
5. The guard moves his flag vigorously.
6. There is no death penalty for criminals in Puerto Rico.
7. The “Explorer,” crammed with scientific instruments, was launched on January 31, 1958.
8. New Mexico was admitted as a state in the twentieth century.
9. Chester Arthur was nominated for vice-president by the Republican Party in 1880.
10. Winston Churchill was the man whose courage led the nation from defeat to victory.

II. Pronoun

Definition: A pronoun is a word that is used in place of a noun.

Examples: I, it, you, he, she, we, him, them, whom, someone, everyone, none, anybody, that

Exercise:

Directions: Underline the pronouns in each of the following sentences:

1. You and Jagga are the boys who will have to pay for the damage.
2. Mr. Gulshan gave us the CD which was just played.
3. She cried loudly, and each of us heard her.
4. They felt flattered by our attention to them.
5. Everyone followed the directions the faculty members had given each of them.
6. She sent them to him as a birthday gift.
7. They collided near the school.
8. Solving the traffic problems is not an easy task for those who have the responsibility of it.
9. He says anyone who enjoys driving under today’s traffic conditions must be crazy.

10. Some take up a hobby because it is fun.

III. Adjective

Definition: An adjective modifies the meaning of a noun or pronoun. An adjective, which may describe or limit a noun or pronoun, answers the following questions:

1. Which one? his daughter, that man, my dog
2. What kind? dark suit, beautiful lady, sunny day
3. How many? ten children, both people, several students

Exercise:

Directions: Underline the adjectives in each of the following sentences.

1. The interior walls of the majestic building are blue.
2. There are countless millions of gaseous bodies called stars.
3. Cricket, enjoyed by many cheering fans today, was played in the film Lagaan.
4. Sir Walter Raleigh was a famous statesman and a bold explorer.
5. His many projects to settle America were unsuccessful.
6. He even made a long voyage to the Hot Lands below the Equator in search of gold.
7. After the death of his beloved queen, he was arrested for being a disloyal citizen.
8. His adventurous career came to an abrupt end when he was executed for piracy in 1618.
9. As college admission standards continue to rise, tension and anxiety build to a ridiculous point.
10. Twenty-five students attended reading class during the first term.

IV. Verbs

Definition: Often the verb is the action word in the sentence. It defines the action. The verb be and its forms (was, were, are, is, am) do not really show action but a state of being or relationship between the subject and what follows the verb be (Lab tutors are helpful). The verb may consist of one word, or the main verb may contain one or more helping words. Some helping words are has, am, were, might, should, must, are, be . . .

Examples: The man screamed loudly. (What did the man do? He screamed.)

All the men have been screaming. (What were the men doing?

They have been screaming.) All the men were old. (The adjective old is linked to the subject of men.)

Exercises:

Directions: Underline the verb (or verb phrase) in the following sentences.

1. A micron is a unit of length.
2. There are over a thousand millimeters in a yard.

3. Freva was the Saxon Goddess of Beauty.
4. Gold melts at 1,063 degrees Centigrade.
5. Egypt measures about one and one-half the size of Texas.
6. Tink is located between Jaipur and Kota.
7. Kota can be seen spanning the mighty Chambal River.
8. Automobiles have been crossing the bridge since 1931.
9. It is ranked as the second largest bridge in the world.
10. It is constantly being painted.

V. Adverbs

Definition: An adverb is a word that is used to modify or limit the meaning of a verb, an adjective, or another adverb.

Examples:

1. Go slowly. Look carefully. Walk there. (The underlined words modify the verbs.)
2. The answer is not too accurate. (The underlined word modifies the adjective.)
3. Watch very closely. (The underlined word modifies the adverb.)

Exercise:

Directions: Underline the adverbs in the following sentences.

1. The name “sirocco” is often given to a warm wind.
2. It is usually given to a warm wind blowing over large areas of hot, dry land.
3. Such winds now occur over the area of our Great Plains.
4. Originally “sirocco” was a name used by people of North Africa.
5. It was not used ordinarily for wind.
6. It described the very hot, dusty wind that comes from the South.
7. It comes quickly from the scorching Sahara Desert.
8. This extremely hot wind is a menace to life.
9. Its coming always fills the natives with fear.
10. The biting bits of sand dig deeply into the eyes and skin of those caught in its fury.

VI Preposition

Definition: A preposition is a word that shows the relation between two or more things. Some prepositions are to, at, by, on, in, into Prepositions are positional words.

Think about these phrases:

The knife is on the table.

under the table.

beside the table.

The knife went into the table.

A preposition also has an object, a noun or a pronoun.

Exercise:

1. There are sixty-four mountain peaks in the United States over 14,000 feet high.
2. The state of Colorado claims forty-eight of these tall mountains.
3. The highest of them all, Mount Whitney, is in California.
4. Mount Whitney rises to the height of 14,495 feet.
5. Colorado claims the possession of the second highest mountain.
6. Mount Elbert is located in Colorado.
7. It reaches the height of 14,431.
8. Have you ever had the desire to climb to the top of one of these peaks.
9. Mount Evans in Colorado has an automobile road which you can take to the top.
10. Riding in a car is the easiest way of reaching the summit of one of these awesome immensities.

VII. Conjunction

Definition: A conjunction is a word that joins words, groups of words, or complete sentences of equal value.

- A. Coordinating conjunctions join words or groups of words of equal value.

Examples:

1. Lucky and Ena left the door open.
2. He is going to school, but I am going to work.
3. He is going to school; however, I am going to work.

- B. Subordinating conjunctions are words that make one group of words (dependent clause) dependent upon another group of words (independent clause). The group of words beginning with a subordinating conjunction would be a sentence fragment by itself.

Examples:

1. When I came in, he left. Fragment: When I came in.
2. He left because he was late. Fragment: Because he was late.

Exercise:

Directions: Underline the conjunctions in the following sentences.

1. Santa and Banta are twins, but they are different in many ways.

2. While basalt is one of the heaviest rocks, pumice floats in water.
3. If you have used a piece of pumice stone to rid your fingers of grime, you know of its other qualities.
4. Pumice forms when boiling rock pours out of a fuming volcano.
5. It is a mixture of basalt and air bubbles.
6. He had lots to do; therefore, he went home.
7. Although it is spring, the air temperature remains chilly.
8. The time is passing quickly, yet I have not completed the assignment.
9. The names and the numbers are relevant, for they must be used to find the data.
10. It is time for us to locate those passages, so the instructor will know we're serious.

VIII. Interjections

Definition: An interjection is a word that expresses strong emotion. Interjections can be followed by a comma or an exclamation point.

Examples: Wow! I never knew that.

Oh, did I do that?

Parts of Speech Examples

Here are some sentences made with different English parts of speech:

Verb	noun	verb
Stop!	Radha	works.

noun	verb	verb
Radha	is	working.

pronoun	verb	noun
She	loves	animals.

noun	verb	adjective	noun
Animals	like	kind	people.

Noun	verb	noun	adverb
Tia	speaks	English	well.

noun	verb	adjective	noun
Tia	speaks	good	English.

pronoun	verb	preposition	adjective	noun	adverb
She	ran	to	the	station	quickly.

pron.	verb	adj.	noun	conjunction	pron.	verb	pron.
She	likes	big	snakes	but	I	hate	them.

interjection	pron.	conj.	adj.	noun	verb	prep.	noun	adverb
Well,	she	and	young	Ali	walk	to	school	slowly.

Words of More than One Part of Speech

Many words in English can be more than one part of speech. For example, “work” can be a verb and a noun; “but” can be a conjunction and a preposition; “well” can be an adjective, an adverb and an interjection. In addition, many nouns can act as adjectives. To analyze the part of speech, ask yourself: “What **job** is this word doing in this sentence?”

In the table below you can see a few examples. Of course, there are more, even for some of the words in the table. In fact, if you look in a good dictionary you will see that the word “**but**” has six jobs to do:

· verb, noun, adverb, pronoun, preposition and conjunction!

word	part of speech	example
work	noun	My work is easy.
	verb	I work in Jaipur.
but	conjunction	Abhishek came but Meghna didn't come.
	preposition	Everyone came but Mita.
well	adjective	Are you well ?
	adverb	She speaks well .
	interjection	Well! That's expensive!
afternoon	noun	We ate in the afternoon .
	noun acting as adjective	We had afternoon tea.

It is too easy to misunderstand the nature of a word in a sentence. This confusion arises because a word under the same form can act differently. Let's see some examples:

1) Using words which are most commonly tagged as verbs, into nouns

Words like *drink, look, smoke, wash, swim, drive, try, ..etc* - generally used as verbs

We can use them as nouns just by preceding them with ‘**have a**’ as you can see below:

- have a drink
- have a smoke
- {.. *try the rest for yourself* ..}

2) Using words which are most commonly tagged as nouns, into verbs

Words like *shoulder, head, finger, eye, elbow, hand, ..etc* - generally used as nouns

We can use them as verbs as shown below:

- shoulder our responsibilities
- head towards the dressing room
- finger an object

- eye a girl
- elbow someone else aside
- hand him a glassful of water

Thus we see that it is wise to classify words, into parts of speech, according to the work they do instead according to their general form. That is, words should be grouped based on their function in a sentence.

Another Interesting Example

With the word '*fast*'

- a) I need a very *fast* connection. (Adjective)
- b) Mahesh Lamba swims very *fast*. (*Adverb*)
- c) The Muslims are going to *fast* for one month; during that time they won't eat anything. (Verb)
- d) At the end of their one month *fast*, they will have normal meals. (Noun)

Q. Name the Parts of Speech of the words in bold print:

1. *Still* waters run deep.
2. He *still* lives in that house.
3. They arrived soon *after*.
4. They arrived *after* we had left.
5. The *after* effects of the drug are bad.
6. It *weighs* about a pound.
7. He was already a yard *off* me.
8. Sit down and rest a *while*.
9. I will watch *while* you sleep.
10. They *while* away their evenings with books and games.
11. Ashoka is no more but his message **still** exists.
12. He did not accept any **favor**.
13. He speaks English **as** easily **as** French.
14. You pay **less** attention to your studies.
15. **Hush!** Do not make a noise.
16. Pride goes before a **fall**.
17. Time and tide wait for **none**.
18. The Rajputs were defeated because of their **disunity**.
19. Men of iron **will** surely reach their goal.

20. I surely expect him **tomorrow**.

Beyond the eight parts of speech, you also need to identify the following:

1. The Articles Two words that function as adjectives by specifying whether nouns are specific or general
Definite: the
Indefinite: a, an
2. Verbals Forms of the verb that function as other parts of speech.
Bare infinitive to-Infinitive: Verb I form used after modals, let, make etc
eg., He can do it.
let me go.
He made me run.
The “to” from of the verb
a) as a noun To swim in the lake is dangerous.
(names something- an activity)
b) as adjective It was his job to replay. (modifies noun “job”)
c) as adverb I was ready to start. (modifies adjective “ready”)
Participle: the adjectival form of the verb
a) present form Sobbing, he told me the story.
(formed by (modifies pronoun “he”)
adding-ing to the verb) I tended to the bleeding patient. (modifies noun “patient”)
b) past form Exhausted, he dropped to his knees.
(formed by (modifies pronoun “he”)
adding ed to He likes her varnished nails. (modifies noun
the verb) “nails”)
Gerund: The noun form of the verb.
(formed by Smoking is dangerous to your health.
adding-ing Most people enjoy eating.
to the verb)

12.5 Self Check

(A) Indicate the part of speech, articles and verbals for the following.

1. The manager decided that she would check all incoming mail.

-
2. She wrote a really stylish memo and sent a copy to everyone in the office.
.....
 3. The sales manager responded quickly with a memo.
.....
 4. He was unhappy with the way she was asserting her authority.
.....
 5. As soon as he he read the memo, he charged into her office waving the memo in front of her nose.
.....
 6. The office manager was busy interviewing a trainee, but she said that she would be happy to discuss the matter later.
.....
 7. embarrassed at disturbing her, the sales manager apologized very politely and left the room.
.....
 8. When the two managers finally met, they agreed to air the matter at the next committee meeting.
.....
 9. writing was a skill that the young applicant was willing to develop.
.....

(B) Indicate the part of speech, articles and verbals for the following words.

1. The manager decided the she would check all incoming mail.
.....
2. She wrote a really stylish memo and sent a copy to everyone in the office.
.....
3. The sales manager responded quickly with a memo.
.....
4. He was unhappy with the way she was asserting her authority.
.....
5. As soon as he had read the memo, he charged into her office waving the memo in front of her nose.
.....
6. The office manager was busy interviewing a trainee, but she said that she would be happy to discuss the matter later.
.....

7. Embarrassed at disturbing her, the sales manager apologized very politely and left the room.
.....
8. When the two managers finally met, they agreed to air the matter at the next committee meeting.
.....
9. writing was a skill that the young applicant was willing to develop.
.....

12.6 Strategies for Writing Concisely

As well as using simple and familiar words, a good writer will use as few words as possible. Busy working people need written documents that they can understand quickly and clearly. By using familiar words and writing concisely you will do a lot to satisfy that need.

The main keys to writing concisely are awareness and alertness. These are some specified ways to cutting out the ‘deadwood’ redundancies.

1. Pruning wordy phrases

There are many popular phrases (a phrase is a group of words without a subject or verb) that can be reduced or compressed. Consider the very common italicized phrase in the following sentences:

We have closed our downtown store *due to the fact that* it has not made a profit in five years. This five-words phrase can be easily expressed with one word -either “because” or “as.”

Here’s one more example. He is working in the accounts department *at this point in time*. The word to use here is “now.”

12.7 Self Check

1. Excercise-4

Shorten these wordy phrases.

1. Are of the opinion.
.....
2. As a consequence of.
.....
3. A large number of.
.....
4. Arrived at the conclusion.
.....
5. At all times.
.....

- 6. At an early date.
.....
- 7. At the present time.
.....
- 8. Costs the sum of.
.....
- 9. In the present day and age.
.....
- 10. In connection with.
.....
- 11. With reference to.
.....
- 12. For the purpose of.
.....

2. Avoid using “It is” and “there are”

Constructions using expletives “it is” and “there is/are” use unnecessary extra words.

Wordy: There are fifteen reports that have to be considered.

Concise: Fifteeb reports must be considered.

Wordy: It is important for managers to report regularly.

Concise: Managers should report regularly.

3. Be sensitive to the full meaning of words.

past history is a redundancy because history is past by definition.

advance warning is a redudancy because all warning is advance by definition.

exactly identical is a redundancy because identical carries the idea of exactness.

4. Avoid using two adjectives or two nouns that mean almost the same.

Sincere and earnest thought and consideration

fair and equitable full and complete

first and foremost

12.8 Avoiding Sentence Fragments and Run-ons

Sentence is the basic writing unit. If you are making sentence fragment and run-on errors in your writing, you show an inability to construct sentences. All writing rules and grammatical structures are based

on the sentence. With a command of sentence structure you can feel confident that your documents are correct.

A group of words punctuated as a sentence is considered fragmented if it either does not contain a subject and a verb or, if it does, is subordinated by a conjunction or by a relative pronoun.

Examples of sentence-fragment pattern-

1. No subject and verb
(Running up and down and screaming at the coach.)
2. Subordinated clause (by a subordinating conjunction)
(Because you don't know the system.)

Note: The main subordinating conjunctions are:

After, although, as, because, if, since, that, when, while

3. Subordinated clause (by a relative pronoun)
(Who knew the reasons for our success.)

Thus, a sentence fragment is an incomplete sentence because it does not contain a main clause- a group of words, containing a subject and a verb, that is not subordinated.

Run-on sentences: This is really the opposite of the fragment. A run-on is a failure to indicate the end of a sentence with a full stop. Instead, the writer will place a comma between what should be two sentences.

- Examples:
- | | |
|-----------|--|
| (wrong) | A lot of people don't listen, all they want to do is talk. |
| (correct) | A lot of people don't; all they want to do is talk. |
| (correct) | A lot of people don't listen. All they want to do is talk. |

12.9 Self Check

Rewrite the following sentences as briefly without omitting the ideas they contain.

1. In the city of Jaipur, apartments for single, unmarried parents are difficult to find and locate.

.....
.....
.....

2. Perhaps it may be that the paint is the wrong shade of colour.

.....
.....
.....

3. In my own personal experience, people who commute to work are not generally polite and courteous about giving up their seats to other elderly passengers.

.....
.....
.....
4. All those participating in the marathon event are required to be present at the stadium by eight o'clock in the morning.

.....
.....
.....
5. The products that we make depreciate slowly in value.

.....
.....
.....
6. It was clearly understood by us all that he had already given advance notice beforehand.

.....
.....
.....
7. There is a considerable loss of employees time in waiting for an outside telephone line.

.....
.....
.....
8. During the course of the convention, he got into several discussion situations with the delegates who were attending.

.....
.....
.....
9. It is agreed by everyone in the committee that we will support the sewage proposal.

12.10 Answers to Self Check

Exercise-1

1. quarrelsome

2. opportune
3. irrigate
4. indifferent
5. meet
6. intuition

Exercise-2

1. noun, pronoun, noun
2. verb, adverb, adjective, conjunction, verb, noun, preposition, preposition
3. verb, adverb, indefinite articles
4. verb, adjective, verb
5. verb, verb, preposition, noun, noun, noun
6. verb, conjunction, adjective, infinitive
7. adjective (past participle), verb, adverb, adverb, noun
8. definite article, noun, verb, pronoun, infinitive, preposition, adjective
9. noun (gerund), indefinite articles, noun, adjective, infinitive

Exercise-3

- | | |
|-----------|-----------------------|
| 1. think | 2. because of |
| 3. many | 4. concluded, decided |
| 5. always | 6. soon |
| 7. now | 8. costs |
| 9. today | 10. about |
| 11. about | 12. for |

Exercise-4

1. In Jaipur, apartment for single parents are hard to find.
2. Perhaps the paint is the wrong shade.
3. In my experience, commuters are not polite about giving up seats to seniors.
4. All marathon participants must be at the stadium by 8 a.m.
5. Our products depreciate slowly.
6. We all understood that he had given notice.
7. Employees lose time waiting for a telephone line.
8. During the convention, he got into several discussions with delegates.

9. The committee agrees to support the sewage proposal.

12.10 Review Questions

(I) Rewrite these sentence beginning with the given words.

- (a) The reason he applied for a job abroad was to earn more money.
So that more money could be earned the job abroad was applied for.
- (b) A single person couldn't lift the package because it was very heavy.
The package was so.....
- (c) As there was a mistake in the hotel booking I had to find another hotel.
Because of.....
- (d) The reason I sent the fax was to give them the information at once.
In order to.....
- (e) The order arrived late, but we were able to supply the goods on time.
Although.....
- (f) During the time we have been talking, my assistant has handed me the file.
While.....
- (g) In the middle of the class meeting the teacher brought up the subject of paying fines.
The subject of.....
- (h) The man finally found the two missing packaged lying under the table.
The two missing.....
- (i) The women wanted to know if they would give them a discount on their purchase.
Whether.....
- (j) The company paid bonus to the trained workers only.
The trained workers.....

UNIT-13

GRAMMAR AND USAGE

Structure

- 13.0 Objectives
- 13.1 Using the active voice
- 13.2 Self Check
- 13.3 Sentence Faults: Case and Agreement
- 13.4 Sentence Faults: Modifiers
- 13.5 Compound and Complex Sentences
- 13.6 Self Check
- 13.7 Answers to Self Check

13.0 Objectives

By the end of this unit, you will be able to:

- Write directly and personally with the active voice
- Recognize common sentence faults
- Join ideas effectively with co-ordination and subordination

13.1 Using the Active Voice

When writing for clients or colleagues, we need to be clear, personal and direct. Using the active form “voice” of the verb rather the passive helps us to do that indeed. One of the most common ways that people spoil their writing is through the unnecessary use of the passive. Many people wrongly believe that using the passive gives more dignity to their writing and makes them sound more important. This might have been true 75 years ago, but today working people want direct and personal writing. And one of the best ways of achieving that is using the active voice instead of the passive.

Active : The verb is in the active voice when the subject is doing the action described by the verb or is experiencing the state of being described by the verb.

Passive: The verb is in the passive form when the subject is receiving the action described by the verb.

Active : The client cancelled the order for 10,000 envelopes. (The subject [client] is doing the action of cancelling.)

Passive : The order for 10,000 envelopes was cancelled by the client. (The subject [order] is not doing the action of cancelling.)

Active : After the party, I felt sick for two days. (The subject [I] is experiencing the state of being-here, feeling- described by the verb “felt.”)

The best way to find out whether a verb is active or passive is-

1. Identify the subject and the verb.
2. Check whether the subject is doing the action of the verb or experiencing the state of being.

A good writer will avoid the passive for three reasons:

1. Directness: The active voice is more direct and suggests a confident and decisive writer.
Active: I need to check your visa before I can issue your ticket.
Passive: Visas must be checked before tickets can be issued.
2. Conciseness: The active voice uses fewer words than the passive.
Active: My word processor corrects my spelling errors. (seven words)
Passive: My spelling errors are corrected by my word processor. (nine words)
3. Personal tone: The active voice enables the writer to project his personality. This is especially important with large organizations that tend to become impersonal because of their size.
Impersonal: All applicants are required to pay nonrefundable fee of ten dollars.
Transcripts are prepared upon written request and payment of a charge based on the number of copies requested.

In such sentences an air of mysterious authority is felt strongly by the reader. An unknown and depersonalized authority shields the writers of these statements from blame and complaints. This is because we don't know who required the fee or who prepared the transcripts. This is murky language adopted by people who choose to hide behind the facades of the organizations they work for. It is deliberately lifeless.

However, people are much more likely to co-operate with a person than with a faceless bureaucracy. A good writer doesn't want to sound like a word processor or a faceless administrator.

- Impersonal: The Bursar required all applicants to pay a nonrefundable fee of ten dollars to cover bookkeeping costs.
- Personal: I will prepare transcripts upon your written request and a payment based on the number of copies you request.

Reason for the passive

But all this is not to say that the passive should never be used. There are some specific occasions when the passive should or must be used:

- a. When you don't know who or what performed the action.
Instruction had been given before I arrived.
My house was burgled last night.
- b. When you want to emphasize the person or thing being acted upon. For example you might want to emphasize reports in this sentence that uses the active voice: "Office staff compile progress

reports regularly.” To do this, you would make “progress report” the subject: “Progress reports are compiled regularly by our staff.”

13.2 Self Check

(A) Decide whether the verbs are active or passive.

1. Last week a tax increase was announced by the finance minister.

.....

2. In the meantime I am asking you to be considerate.

.....

3. The results on page 3 must be carefully studied.

.....

4. I have been working very hard on my project.

.....

5. All applicants will be asked about their finances.

.....

6. Twenty-six recommendations have been presented to the government.

.....

(B) Put the verbs in the active voice.

1. A meeting has been arranged by the manager.

.....

2. Many objections to the plan have been raised by the staff.

.....

3. It is suggested by Mrs Singhania that you consider the recommendations of this report.

.....

4. The books will be audited by the auditors from Head Office.

.....

5. The omitted steps should be supplied by the reader.

.....

6. Readable insurance policies are advocated by the innovative commissioner.

.....

(C) Edit the following memo to make it direct, concise and personal. You can do this by getting rid of the passive and by using the techniques you have worked on.

To: R.K.Gupta

From: C.M. Bowra
Date: August 18, 2011
Subject: Reviewing Bids: Policy Change

In reviewing bid comparisons for equipment, consideration should be given to the selection of equipment which is compatible with that already in service. It has been found that sometimes items are selected by Purchasing because they are slightly less expensive, without it being recognized that these items are compatible with present stock. From our point of view, it would be preferred if compatible items were selected by Purchasing in all cases where large savings will not result from doing otherwise.

A meeting has been arranged for us by my secretary at 10 a.m. Friday so that this policy can be discussed by us in greater detail.

Note: Your version might start this way: When you review bid comparisons, please try to.....

.....
.....
.....
.....
.....
.....
.....
.....

13.3 Sentence Faults: Case and Agreement

A few common errors persist in business English. This is because there are several areas that require special alertness. Therefore, it is very helpful to be aware of the danger areas where sentence faults commonly appear.

1. Case

Pronouns, words that stand for or replace nouns, present writers with several problems. This is mainly because the form of pronouns changes to show whether they're subjects, objects or possession. Nouns, on the other hand, do not change forms except to show possession.

Accordingly, whenever you use a pronoun, you should be alert to several potential errors.

Personal pronouns mostly change form for different cases:

Singular	Subjective	Objective	Possessive
Ist Person	I	me	my
IInd Person	you	you	your
IIIrd Person	she/he/it	her/him/it	her/his/its

Plural

Ist Person	we	us	our
IInd Person	you	you	your
IIIrd Person	they	them	their

You should be aware of four situations where writers often get the case of pronouns wrong:

a) **Compound constructions**

Aziz and I won the Election to council. (The first person pronoun is part of the subject and must therefore be in the subjective form.)

Shiela invited Tina and me to dinner. (The first Person pronoun is part of the object here and must therefore be in the objective form.)

b) **With than and as**

When we compare using “than” or “as” we often imply words that we do not state.

Somya is much fitter than I (am)

Here the last word is not normally written or spoken. Because of this, people often make the mistake of using the pronoun “me” instead of “I”.

Tia is an qualified as she (is).

In order to get the correct case of a pronoun with “than” and “as”, you need to add the implied word or words. However, note that sometimes both the subject and object form of the pronoun are correct- but give different meanings.

The manager encourage her more than me. (more than he encourages me)

The manager encourages her more than I. (more than I encourage her)

c) **With prepositions**

Pronouns governed by prepositions are put in the objestive case.

I went with him to the office yesterday.

Between him and me there is a ten-year gap.

He dived into the pool and swam right under us.

d) **Who and whom**

Make sure that “who” is in the right case. This will depend on its role within its own clause.

Subjective: who

Objective: whom

Possessive: whose

I don't know who told you about that. (Within its clause [who told you about that] “who” is the subject of the verb “told”.)

I was confronted by the man whom I had seen in the store. (Within its clause “whom” is the object of the verb “had seen” and must be in the objective case.)

Here is the writer whose book I was telling you about. (“Whose” is used here because the pronoun “who” [referring to the writer] is possessing the book.)

2. Agreement

Be careful when you use a pronoun or a verb that it agrees in number with the noun it refers back to. There are several situations where writers often make agreement errors.

a. Compound antecedent

When two singular nouns are joined by “and” they become plural.

Example: Manav and the girl in blue are coming to dinner.

Note: Connectives (as well as, along with, plus, including, in addition to) do not make plurals.

Example: Manav, in addition to the girl in blue, is coming to dinner.

b. Collective nouns

Collective nouns (singular nouns that refer to a plural collection) are singular unless members of a group are thought of individually.

Examples:

 The team is sure to win the game tonight. (The eleven members of the soccer team are thought of as a unit.)

 The team are getting into their uniforms. (The eleven members are thought of as being at different stages of changing.)

c. Indefinite pronouns

Indefinite pronouns are singular and must agree in number with their verb and pronouns. Indefinite pronouns are as follows: each, either, neither, and words with suffixes-one, -body, -thing (anyone, everybody, something).

Example: Either receipt is satisfactory.

 Either Johny or Ronny is responsible for that.

 Everyone can buy his/her food here.

d. Here is /are and there is/are

When using “here” and “there” with a verb and a subject, be careful to make sure that there is subject-verb agreement.

Example: There is a mistake in this report. (Mistake is the subject here and the verb [is] must agree.)

 There are five mistake in this report. (mistake is the subject and the verb [are] must agree.)

e. Hazard nouns

Some words confuse writers. Criterion, medium, economics, news and politics are singular. Criteria and media are plural.

Examples:

The latest news is available at our bureau.

The media are requesting a statement.

f. Units

of money, time, mass, length and distance are singular.

Examples:

Two thousand rupees is too much for a hotel room.

Seventy kilograms is his ideal weight.

13.4 Sentence Faults: Modifiers

A modifier is a word or group of words adding information to another word or word group. There are two ways that writers tend to misuse modifiers.

1. Misplaced modifiers

Modifiers must be placed as close to the word or word group they modify. The position of a modifier can drastically change the meaning of a sentence.

They informed only the manager what she had written. (they informed no one else.)

Only they informed the manager what she had written. (No one else informed the manager.)

They informed the manager only what he had written. (They informed her of nothing else.)

Modifiers can be misplaced so that they make nonsense out of a sentence.

Example (wrong):

A house was advertised in the magazine, which was being built in Noida. (The “which” clause should immediately follow the word it modifies [house].)

Examples (correct):

The house, which was being built in Noida, was advertised in the magazine.

Note: Be especially careful with the following words. Put them immediately before the words they modify.

Almost, nearly, just, only, even, scarcely, hardly, merely

Example (wrong):

He almost knew everybody there. (There means he didn’t know anyone because almost is modifying the verb.)

Example (correct):

He knew almost everybody there.

2. Dangling modifiers

A modifier is dangling when there is no appropriate word in the sentence for it to modify.

Example (wrong):

Walking down the street the bank came into view.

(There is no one in the sentence who can logically be modified by the modifier “walking down the street.”)

Correction: As I was walking down the street, the bank came into view.

13.5 Compound and Complex Sentences

There are two important terms that you should know:

Co-ordination: The joining of two ideas in an equal relationship.

Subordination: The joining of two ideas where one idea is inferior to, or dependent on, the other.

Clauses

Definition: A clause is a group of related words that contains a subject and a verb. A clause functions grammatically as part of a sentence and is a vehicle for an idea.

Example: After a long discussion, the committee accepted the report. (The second part of the sentence is a clause. It is a group of related words that contains a subject (committee) and a verb (accepted). The first part of the sentence is not a clause as it does not contain a subject or a verb; it is therefore a phrase- a group of related words that does not contain or a verb.)

There are two types of clauses:

1. Main Clause (MC)
2. Subordinate Clause (SC)

Definitions: A main clause is a clause that can stand on its own as a sentence, whereas a subordinate clause cannot.

1. Co-ordination

Simple Sentence = MC (one pair of a subject + verb)

When you join two main clauses together in a sentence (MC + MC), you are practising co-ordination. Syntax has a tool for co-ordination- coordinating conjunctions. There are seven of them: and, but, for, nor, or, so, yet.

When you co-ordinate two clause together you are creating a compound sentence. A compound sentence is thus defined as a sentence with two main clauses. By co-ordinating two clauses in a compound sentence, you are implying to the reader that these two clauses (ideas) are of equal importance:

S V S V

Golu sells eggs, and Molu keeps the books.

Note: A comma precedes a co-ordinating conjunction when it joins main clauses.

Apart from the seven co-ordinating conjunctions (ABF NOSY), there are two other tools for joining main clauses in a compound sentence:

a) Semicolon

With the semicolon, the relationship between the two ideas is so obvious that the reader will not need a conjunction to explain that relationship.

Example:

We should not make a sales pitch to this company; it has no use for our products.

b) Conjunctions adverb:

Conjunctive adverbs are extremely useful for guiding the reader through your ideas. Here is a list of the common ones: accordingly, also, besides, consequently, furthermore, hence (forth), however, indeed, instead, likewise meanwhile, moreover, nevertheless, otherwise, still, then, therefore, thus.

2) Subordination

Whereas Co-ordination joins equal elements, subordination involves joining two clauses together in an unequal relationship within a sentence. You join one main idea with another of lesser importance.

Subordinating words are of two types:

a) Subordinating conjunctions (after, although, as, because, before, if, once, since, that, unless, until)

b) Relative pronouns (who, that, which, where)

example:

Simple sentences: Sudha sent me a box of chocolates, Sudha is my cousin.

Complex sentence: Sudha, who is my cousin, sent me a box of chocolates.

Note again that the subordinating conjunctions do two things to help coherence:

a) Subordinate one idea to another.

b) Define the precise relationship between the two ideas (after- time relationship = condition relationship, etc.)

We thus have three basic sentence types

a. Simple

Example: He wrote a long letter.

b. Compound

Example: He wrote a long letter, but the client did not read it.

c. Complex

Example: Although he wrote a long letter, the client did not read it.

13.6 Self Check

(A) Co-ordinate the following pairs of simple sentences using a) a co-ordinating conjunction and b) a

conjunctive adverb.

1. Your price is very competitive.

We have found a better product for the same price.

.....

2. Your delivery has been late six times.

We shall have to employ another delivery service.

.....

3. For my training, I have taken six courses.

I have completed three assignments.

.....

4. I must finish my proposal by Monday.

I will have to work the whole weekend.

.....

- (B) Choose the less important idea in these pairs of ideas and subordinate it in a complex sentence. Avoid using the same subordinating word twice. The common subordinating conjunctions are as follows.

after, although, as, because, before, if, once, unless, until, when, whereas, while

1. The sales staff were working 12-hour work days.

The sales figures of the new product have been rising.

.....

.....

2. Zakir had finished the dishes.

He was able to complete his marketing proposal.

.....

.....

3. Your qualifications are good.

We are not able to hire you at this time.

.....

.....

4. He used the typewriter.

The computer had broken down.

.....

.....

5. Mrs Sharma was 60 this month.
She got a full pension.

.....
.....

13.7 Answers to Self Check

Self Check-1

1. passive
2. active
3. passive
4. active
5. passive
6. passive

Self Check-2

1. The manager has arranged a meeting.
2. The staff
3. Mrs Singhania suggests that you consider the recommendations of this report.
4. The auditors from Head Office will audit the books.
5. The reader should supply the omitted steps.
6. The innovative commissioner advocates readable insurance policies.

Self Check-3

This is one possible solution.

When you review equipment bids, you should consider compatibility with existing stock. I have found that Purchasing sometimes selects marginally cheaper equipment without considering its compatibility with our current stock. We would prefer Purchasing to select compatible equipment unless we can make large savings.

My secretary has arranged a meeting on Friday at 10.00 a.m. so that we can discuss this policy in greater detail.

Self Check-4

1. These two sentences need to be contrasted.
 - a) but
 - b) however, nevertheless
2. These two sentences have a cause-effect relationship.

- a) so
 - b) accordingly, consequently, therefore, thus
3. These two sentences add together two types of training.
- a) and
 - b) also
4. These two sentences have a cause-effect relationship.
- a) so
 - b) therefore, consequently, thus, accordingly

Punctuation for a) answers will be a comma before the co-ordinating conjunction; punctuation for b) answers will be a semicolon before the conjunctive adverb and a comma after it.

Self Check-5

1. As/since the sales staff were working 12-hour days, the sales figures of the new product have been rising.
 2. After/when Zakir had finished the dishes, he was able to complete his marketing proposal. (You could also use as/since).
 3. Although your qualifications are good, we are not able to hire you at this time.
 4. Because/as the computer had broken down, he used the typewriter.
 5. Once Mrs Sharma was 6 this month, she got a full pension. (You could also use when/as/since).
-

CHAPTER-14

WRITING SKILL

Structure

- 14.0 Objectives
- 14.1 Introduction
- 14.2 Punctuation
- 14.3 Coherence
- 14.4 Self Check
- 14.5 Review Questions

14.0 Objectives

On completion of this unit, you will be able to:

- Punctuate correctly with commas, semicolons, and apostrophes
- Write with parallel structure
- Employ transitions effectively
- Use proper paragraphing
- Develop strategies for structuring documents

14.1 Introduction

We shall study in this unit punctuation, which is based on sentence structure. Besides, you will be looking at larger units of writing beyond the sentence and at how they are organized.

14.2 Punctuation

Punctuation rules are based on sentence structure or Syntax.

1. Comma

The comma is by far the hardest punctuation mark to use correctly. The best approach is: Don't insert a comma out of insecurity because the sentence is quite long and you feel there ought to be a comma somewhere, learn where a comma is required, and only use one when you know it is needed.

a) Compound Sentences

When a co-ordinating conjunction (and, but, for, nor, or, so yet) joins two main clauses in a compound sentence, it must be preceded by a comma.

Example: Avdhesh wrote the novel, and Indira edited it.

b) Introduction

The end of an introductory clause or phrase should be indicated by a comma, However, phrases

of less than five words usually don't need a comma unless you think the reader needs one to see the end of the introduction.

Example:

When you have completed the progress report, we will discuss the project in Gurgaon.
After a very long headed discussion, the board voted in favour of the development.

In the meantime I will order the spare parts. (Here the reader can see the introduction without the help of a comma because it is so short.)

c) Series

Elements in a series are divided by commas. A series is a list of three or more parallel words, phrases or clauses.

Example:

The report was clear, concise, complete and correct.

He agreed to follow instructions, to train the student, to write regular progress reports and to live on site.

She brought up three children, she ran a convenience store, she attended fitness class three times a week and she took regular correspondence courses. (Note: Two parallel clauses do not constitute a series; they would have to be separated by a semicolon.)

d) Transitions

Use commas to separate transitional words or expressions from the rest of the sentence. These words are separated because they do not grammatically belong to the sentence.

Example:

Additionally, you can use it all the year round.

Frogs, for example, are eaten in France.

He will, however, be expected to attend committees.

e) Non-restrictive Modifiers

Separate non-restrictive modifiers (clauses or phrases) from the rest of the sentence with commas. Non-restrictive modifiers and modifiers that are not essential to the meaning of a sentence. (Restrictive modifiers are essential to the meaning of a sentence.)

Restrictive: My sister who lives in Mumbai is older than my sister who lives in Mysore. (Take away the essential "who" clauses, and the sentence says my sister is older than my sister!)

Non-restrictive: The manager, who always wore a blue suit, was asked to represent the bank.

The report written in three languages, was distributed to all the delegates.

2. Semicolon

a. Use a semicolon to separate main clause not joined by co-ordinating conjunctions (and,

but, nor, or, so and yet)

Examples:

A manager must be decisive; he cannot hesitate.

- b. Use a semicolon before a conjunctive adverb that joins two main clauses.

Examples:

She made a great effort to persuade them to join; nevertheless, they declined.

- c. Use semicolons to separate a series of elements that already contain commas.

Examples:

The speeches were made by Ms Tia, the director; Mr Sadu, the manager and Mr Ashish the assistant.

3. Colon

A colon is used to introduce a list or a quotation. It often comes after “as follows” or “the following.”

Examples:

The report makes the following recommendation: Contracts with Indana Corp. should be thoroughly checked for accounting errors.

Note: A colon must always be preceded by a complete statement. For example, a colon cannot follow “They are” because it is not a complete statement.

Examples (wrong):

They are: intelligent, clever, resourceful and brave.

4. Apostrophe

- a. Use the apostrophe to show omission of letters in a contraction.

do not = don't does not = doesn't

I would = I'd they have = they've

It is = it's there is = there's

- b. Use the apostrophe with -s to show possession.

- (i) Add an apostrophe and -s to singular nouns.

of Kirori = Kirori's

Note: If the singular word already ends in -s, there are two options. Either add an apostrophe with -s, or just add an apostrophe after the already existing -s.

of James = James' or James's

- (ii) Add only an apostrophe to plural nouns ending in -s.

of the boys = the boys'

(iii) Add an apostrophe and -s to plural nouns not ending in -s.

of men = men's

(iv) To indicate joint possession, add an apostrophe (and -s if necessary) to the second noun

Wren and Martin = Wren and Martin's

(v) With compound words or word groups, add an apostrophe (and -s if necessary) to the last unit.

of mother-in-law = mother-in-law's

c. Do not use an apostrophe with possessive pronouns.

whose ours yours

hers theirs its

d. Avoid using the possessive apostrophe with inanimate things.

The front door of the house - not the house's front door.

e. Use the apostrophe to help form plural of numerals, letters of the alphabet, acronyms, and words names as words.

six 3's the 1960's three IOU's

three f's five and's

14.3 Coherence

Coherence is a useful word to describe the quality of writing that enables the reader to follow the development of your ideas easily. Putting our ideas into conventional grammatical sentences makes them easier to follow. Punctuation makes writing more coherent.

The other aids to coherence are-

1. Parallelism
2. Transitions
3. Paragraphing
4. Overall structure

1. Parallelism

A good writer, who obviously wants to communicate effectively, makes the pattern of words as simple as possible. The way to do this is to use similarity whenever possible.

This technique is called parallelism. In any list, series or compound structure, you should put the equal items in the same grammatical form. In this way the reader will immediately pick up on the pattern of similarity and absorb your message more easily.

Examples:

I came, I saw, I conquered. (Three similar subjects and verbs)

He searched for the answer in the library, in the data file and in his own notes.

He confessed that he had ignored her complaint, that he had destroyed all the documentation and that he had avoided telling his manager.

Correlatives:

Correlatives are conjunctions used in pairs: both..... and; either.....neither; not only.....but also; whether.....or.

Example (wrong)

Not only is oil in fuels, but also in plastics.

Example (correct):

Oil is used not only in fuels but also in plastics.

2. **Transitional words**

We usually need to resort to transitional words to help our readers see direction. It's important for you to be very sensitive to all different ways you can join sentences. Think of the following transitional words as signposts that tell the reader which direction you are taking. Transitional phrases are in parentheses.

Time:

meanwhile, then, subsequently, afterward, earlier, later

Causality:

for, so, accordingly, consequently, hence, therefore. (as a result, for this reason)

Contrast:

but, yet, however, nevertheless, nonetheless, conversely, otherwise, instead, still (in contrast, on the other hand)

Addition:

and, also, besides, furthermore, moreover, too

Likeness:

likewise, similarly (in the same way)

Means-end:

thus, thereby (by this means, in this manner)

Reinforcement:

Indeed, moreover (for example, in fact, in particular)

Summary:

(in brief, in conclusion, in short, to sum up, in summary)

Illustration:

(for example, for instance, in other words, to illustrate)

3. Paragraphing

Paragraphing is a valuable tool for breaking up your text into units. Paragraphs are ultimately a layout technique: a visual demonstration of your organization.

Paragraph: A coherent sequence of sentences organized around one idea.

Example:

This might be the paragraph organization of a document arguing against the purchase of a certain product:

Para 1 Introduction/Background

Para 2 Arguments for the product

Para 3 First argument against

Para 4 Second argument against

Para 5 Third argument against

Para 6 Conclusions

Para 7 Recommendations

Paragraph is a way of visually segmenting or sectioning your written communication.

Requirements of an effective paragraph-

1. Unity
2. Coherence

Unity: As well as being coherent, a paragraph must be organized around one idea (check the definition of a paragraph above). That idea should be stated in the first sentence of the paragraph in a topic sentence.

Topic Sentence: A short sentence that summarized the content of its paragraph. Usually placed first in the paragraph.

Think of the topic sentence as a signpost: It orientates the reader and indicates the direction of the paragraph. And because it is like a signpost, it will need to be short and clear- usually a simple sentence.

Remember that there is a clear distinction between the topic sentence and the other sentences in the paragraph. The sentence will be general whereas the other sentences will be detailed or particular.

14.4 Self Check

Make the following sentences parallel.

1. There were paint spots on the table, on the chairs, and the floor was spotted with them

-
-
2. One must have stamina, purpose, and be intelligent to carry out such an enterprise.
-
-
3. She told me that she had developed a thesis for her report and she had worked out a schedule for her research.
-
-
4. We have been friends for a long time; I have come to know her, like her and I respect her.
-
-
5. The union hoped that the firm would allow a new work schedule and would be planning increased employee benefits.
-
-

14.5 Review Questions

1. Join the sentences given below using the connectors given in the box.
- yet however though even though although still despite
 inspite of whereas while but
- Smota had very high tempreture last night (1)..... she respoded to medicines and recov-
 ered enough to sit for her examination this morning. (2)..... it is doubtful if she will be able
 to attend the marriage of her friend anit. (3)..... all her friends will be expecting her. (4)
 her doctor advised her to rest, smita decided to spend a little while with anita (5)
 her exhaustion, (6)..... Sunita did not bother to even drop a card. (7)..... Sunita’s
 careless attitude, Anita’s mother had bought a sari for her, like she had for all her other friends.
 (8)..... Anita’s friends were surprised, they were excited at receiving the sarees.
 (9)..... Sunita had missed out on all the fun, she would (10)..... be excited at receving
 her sari.
2. Underline the main verb in the following sentences and cobine the sentences by changing the verb
 into a noun. One is done for you.
- (a) The encroachiments were removed. This caused a lost of dissatisfaction and stone pelting.
The removal of the encroachments led to a a lot of dissatisfaction and stone pelting.
- (b) The students arrived late. They were punished.

.....
(c) The garbage was removed. This was welcomed by the residents.

.....
(d) He depended on his faulty alarm clock. He was late.

.....
(e) The bulb exploded in his face. This caused his blindness.

.....
(f) Her parents must agree. She cannot go unless they do.

.....
(g) His results disappointed him. He committed suicide.

.....
(h) The teacher repeated the instructions. This helped the students to do as directed.

.....
(i) The leaves fell. This showed that autumn was here.

.....
(j) The prices rose. This was the cause of the agitation.
