

**COMUNICATION
THEORY(DFPO4)
(DIPLOMA IN FOOD PRODUCTION)**



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CONTENTS

UNIT I

Lesson 1	Communication Skills	1.1 – 1.13
Lesson 2	Way of Communication	2.1 – 2.17

UNIT II

Lesson 1	Meetings	1.1 – 1.6
Lesson 2	Seminars and Conference	2.1 – 2.9

UNIT III

Lesson 1	Dialogue Writing	1.1 – 1.6
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UNIT IV

Lesson 1	Sentences	1.1 – 1.5
----------	-----------	-----------

UNIT V

Lesson 1	Letter Writing	1.1 – 1.6
Lesson 2	Written Communications and Resume Writing	2.1 – 2.17
Lesson 3	Written Communication – Barriers	3.1 – 3.11
Lesson 4	Essay and Report Writing	4.1 – 4.12

UNIT - I

Lesson - 1

COMMUNICATION SKILLS

1.0 Objectives:

Travel and Tourism both knowledge and economics point of view has been a promising and lucrative industry. In the globalized scenario today, this industry is getting more attention and attraction. This world-wide phenomenon, like any other Multi National Company has its own modern features and a must requirements and standard communication skills in its management are a top priority for the personnel working in this vast industry.

Objective of this lesson is to acquaint the student with power of the three V's of communication - the verbal, the visual and the vocal. It appears two unique conceptual models of ISEP and ISEC that are complementary to successful communication. It also examines the formal and informal communication networks, highlighting the role of the grapevine in organisations.

Structure:

- 1.1 Introduction**
- 1.2 Definition**
- 1.3 Advantages of good Communication Skills**
- 1.4 The Intent and the Content of Communication**
 - 1.4.1 Personal of Interpersonal Communication**
 - 1.4.2 Interpersonal Communication**
 - 1.4.3 Organisational Communication**
 - 1.4.4 Mass Communication**
 - 1.4.5 Social Communication**
 - 1.4.6 Transformational Communication**
 - 1.4.7 Corporate Communication**
 - 1.4.8 Group Communication**
- 1.5 Process of Communication**
 - 1.5.1 A Communication Process Comprises the Following Elements**
 - 1.5.1.1 The Sender**
 - 1.5.1.2 The Sender has an Idea**
 - 1.5.1.3 The Sender encodes the idea into a message**
 - 1.5.1.4 The Message Travels through the Channel**
 - 1.5.1.5 Noise in the Channel/Transmission Process**

1.5.1.6 The Receiver of the Message**1.5.1.7 The Receiver Decodes the Message****1.5.1.8 Feedback Sent by the Receiver****1.5.1.9 Frame of Reference of the Sender and the Receiver****1.5.10 The Context of Communication****1.6 Communication Networks in an Organisation****1.6.1 Formal Network of Communication****1.6.1.1 Downward Communication****1.6.1.2 Upward Communication****1.6.1.3 Horizontal Communication****1.7 Informal Communication Networks****1.8 Summary****1.9 Self-Assessment Questions****1.10 Reference Books****1.1 Introduction:**

Communication plays a vital role in the smooth functioning of an organisation. The need to impart communication skills has assumed greater importance. Social advancement has to be matched with the development of efficient techniques of communication to sustain the tempo of growth. Communication skills play as much an important role as knowledge does. In modern professional organisations a great deal of importance is, therefore, attached to devising and maintaining an efficient system of communication. It enables the gathering and marshalling of data which is necessary for decision making. Researches in this area have shown that 70% to 80% of the total working time of a professional is spent on communication.

In the multicultural environment today, to reach out of the stakeholders through corporate communication channels, the need for good communication skills is being increasingly felt by managers at all level. The ability to communicate effectively in various business situations has to be developed. The managers have to be well equipped to handle these situations through the most important management tool of all - that of communication skills.

1.2 Definition:

'Communication' is derived from the Latin term 'communicate' or 'communico', or "communis" three of which mean 'to share' or 'common'. To elaborate, when an idea is shared between two persons by word of mouth or through a piece of writing it has to be well understood by both the participants involved. Any idea that is to be brought to light requires some kind of medium in order that it can be understood, and that is through words, signs, or symbols. And in the act of communication there are as such many variables.

To put it in simple terms, communication is expression of an idea, which may be verbal, non-verbal, or vocal, that is perceived, heard or read by another person.

And there are as many definitions for 'communication' given the fact that it has essentially become a modern day corporate management tool.

Some of them are as under:

1. Communication is a transactional process that involves an exchange of ideas, information, feelings, attitudes, or beliefs and impressions.

Peter Ustinov famously and aptly defines communication as 'the art of being understood'.

Communication does not take place only by using words. The success rate of it crucially depends more on 'how' something is communicated than 'what' is communicated.

The non-verbal accompaniments or signals do also play a very important role in our messages being understood or accepted. These, accompaniments include personal appearance, postures gestures, voice, pitch, facial contact, eye contact, space distancing etc., All these non-verbal clues taken together are also known as body language. Body language plays a significant role in oral communication. It is important that the speaker pays attention to the invisible presence of the non-verbal factors in the act of communication. Studies indicate that 35% of the message is carried verbally, while 65% is conveyed non-verbally.

The presence of these non-verbal factors in written communication is equally important. Long paragraphs, cluttered text, poor use.

Of while space in the page, poor layouts of business letters, memos, letters, reports and other business documents are serious non-verbal errors. They affect the level of interest in the readers. Readability suffers in the process. Skilled communicators, hence, pay great attention to these facts. If, for instance, a letter of enquiry is not carefully drafted, it is liable to get rejected.

Communication, oral or written, in order to be positive and forceful, therefore has to consist of the awareness of the power of the non-verbal factors. Right words have to match thoughts and feelings.

1.3 Advantages of Good Communication Skills:

Communication is a dynamic process. The intricate and interactive nature of the process of communication is challenging. To overcome this challenge one has to train oneself to be a communicator. The ability to communicate effectively, therefore, is a learned behaviour. By applying the techniques and the skills, a communicator can strike a better understanding with people in our environment. Through communication skills, differences can be erased, and a climate of understanding can be created.

There are a number of benefits of communication. Some of the identified advantages of good communication skills are as under. A good communication.

1. Leads to personal effectiveness.
2. Helps to network with people
3. Helps to collaborate with every one at the workplace.
4. Influences motivation for enhanced performance

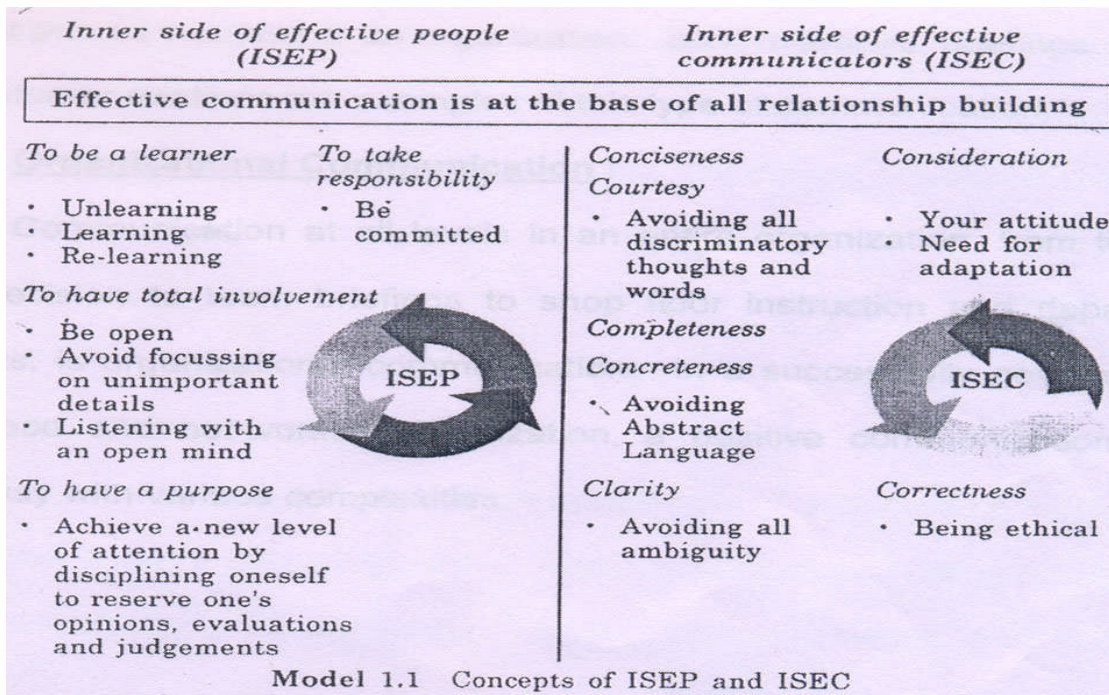
5. Builds better understanding between boss and subordinates.
6. Creates better interpersonal relations
7. Increases listening ability
8. Helps employees to understand need for change.
9. Creates better environment for understanding resistance to change.

1.4 The Intent and the Content of Communication:

Communication is associated with two important features, namely 'intent' which means 'thought process' and 'content' which means 'the words we use to communicate. The relationship between thoughts and expressions is the relationship between intent and content of a message.

Any communication, in order to be positive and pleasant warrants both 'intent' and 'content' right. A communicator's inner qualities/are competencies which should be positive would make him a better communicator.

Based on 'intent' and 'content' thinking and communicating patterns respectively - ISEP (Inner Side of Effective People). ISEC (Inner side of Effective Communicators) are the two concepts formed to be called the coin of communication. The perfect blend of ISEP and ISEC brings success to a communicator. These concepts are at the basis of all effective communication. They are for functional skills of communication. They emphasize that communication is not only about learning a few functional skills in isolation but also about knowing the 'why' and 'how' of communication. The concept of ISEP illustrates some of the core competencies of an effective communicator and the concept of ISEC illustrates the power of the 'Cs' of communication. The values of ISEP and ISEC are not only meant for interpersonal communication, but they are also integral to all types of communication.



There are various types of communication, and an aspiring good communicator needs to know them integrating the qualities from them for an effective communication.

1.4.1 Personal or Intrapersonal Communication:

The process of self-thinking and self-feeling is intrapersonal communication. In this, an individual processes the information and seeks time to strike understanding with others. This communication keeps the individual intact with himself/herself, and it enables him/her to shape self-concept and develop conviction of opinion. It helps one to think, plan, analyze and interpret messages. It gives the opportunity to think of new ideas and be creative about new decisions, approaches and solutions to organisational problems. This type of communication has great value to an individual and to an organisation.

1.4.2 Interpersonal Communication:

Communication between two persons or in a small group, on one-to-one basis is interpersonal communication. Exchange of ideas and opinions on the spot proves valuable in an organisation. Staff meetings, briefings, feedback and customer relations are examples of this type of communication.

1.4.3 Organisational Communication:

Communication at all levels in an entire organisation, from the board room decision to team briefings to shop floor instruction and departmental meetings, is organisational communication. In a successfully governed, well-understood and networked organisation, a positive communication climate does away with various complexities.

1.4.4 Mass Communication:

Communication that spreads news about the organisation to the stakeholders as well as to the public in terms of changes in policies, new projects, mergers and acquisitions, etc., is Mass Communication. It is done through staff news letters, press releases, annual reports and interviews to the media.

1.4.5 Social Communication:

Communication that occurs in social gatherings outside the organisation is Social Communication. Very often businesses happen in such social parties where ideas are shared and pleasantries are exchanged. Social communication demands social skills like greeting, introduction and sociability.

1.4.6 Transformational Communication:

Communication that originates from the main source, that is the sender is Transformational Communication. The sender conscientiously builds a larger frame of reference for a healthy understanding to develop. This type of communication is also known as supportive communication. The four elements of this communication are: thinking, sensing, intuiting and feeling. Counsellors, teachers, human resource managers practise this communication by listening to the grievances of the employees and seek solutions to the problems. Non-governmental organisations also use it to provide succour to the disadvantaged and the needy.

1.4.7 Corporate Communication:

Communication in which all the employees of a company, its dealers, its business houses and all its stakeholders are involved. All specialists from various departments - advertising, public relations, sales and marketing, finance, business promotion, production, planning, etc., also play a key role to achieve the organisation's planned objectives. Each employee plays a key role in enhancing the corporate culture of an organisation.

1.4.8 Group Communication:

Communication that happens face-to-face among the members when meetings are held is Group Communication. They discuss issues affecting the working lives of employees. The group works for common goals and follows its governing norms. Each member of the group is allowed to express his thoughts and opinions in cordial atmosphere. The group works for common goals and follows its Governing norms. Each member of the group is allowed to express his thoughts and opinions in cordial atmosphere. The group upholds the spirit of shared values and beliefs. A purposeful interaction takes place, among the group members, and the mode of communication may be either verbal or non-verbal. The pattern of communication is interdependent.

1.5 Process of Communication:

Communication is the transmission of information from the sender to the receiver. The word 'process' indicates that it is an activity that is connected with a series of steps that are deliberately undertaken to reach a goal.

Communication when taking place demands understanding of relationship between the sender and receiver, and 'process' demands that both the sender and the receiver pay attention to the finer aspects or elements of successful communication.

The following three diagrams illustrate the challenges that are an integral part of the communication. If these challenges are competently handled, a successful communication would take place.

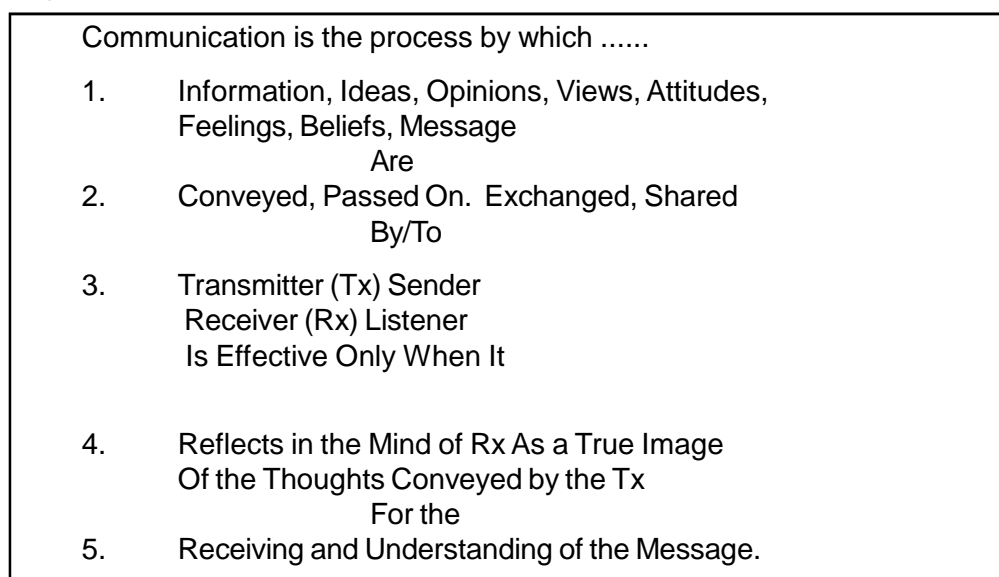


Figure 1.1 Process of Communication

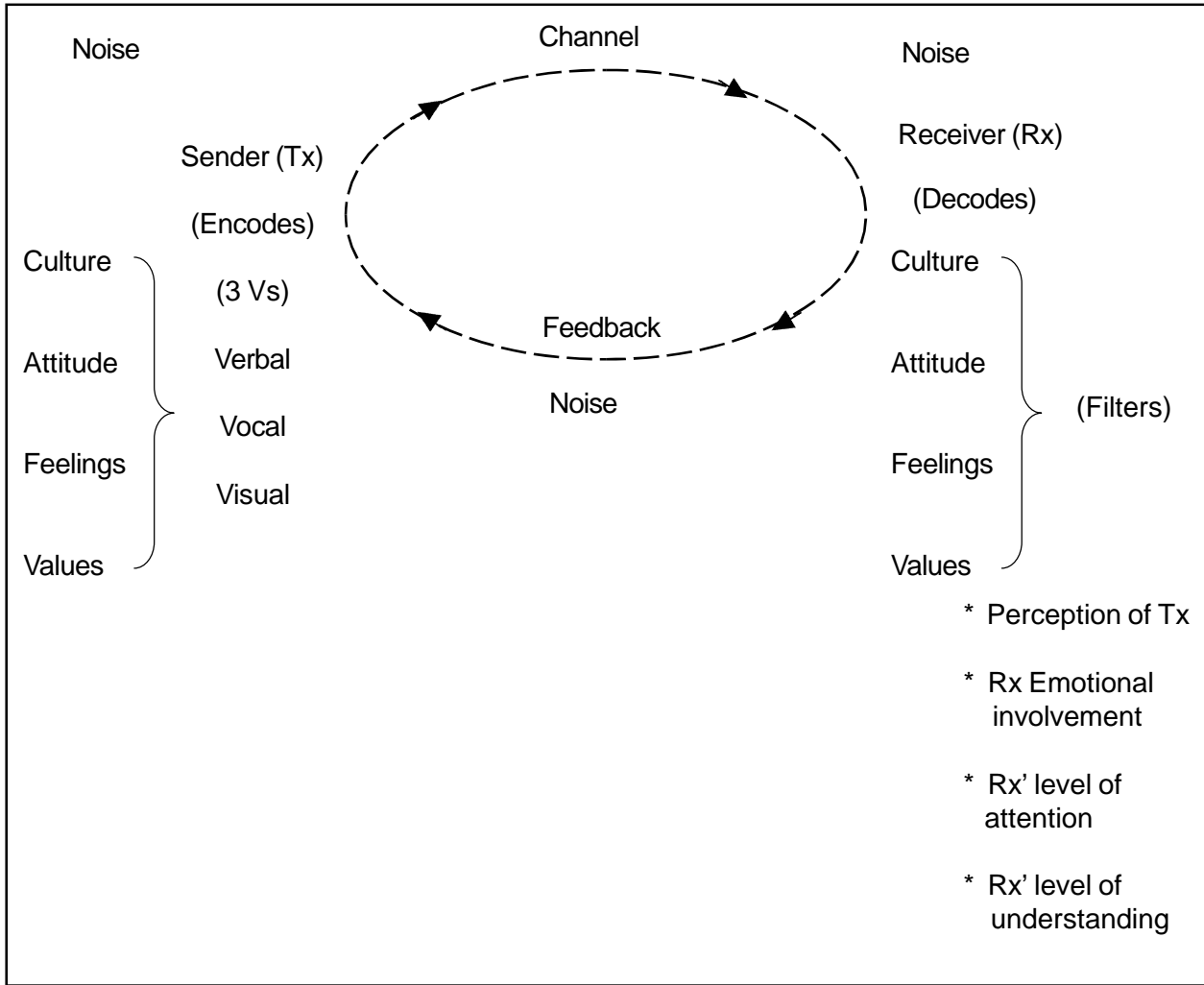


Figure 1.2 Cycle of Communication

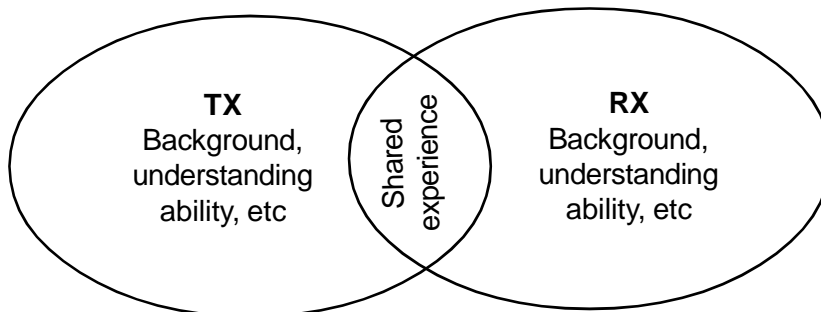


Figure 1.3 Frame of Reference

1.5.1 A Communication Process Comprises the following Elements:

1.5.1.1 The Sender:

The sender of a message can be any individual working in an organisation irrespective of his position, status or resignation. For example, he can be a manager, a vice-president, a CEO or a Managing Director.

1.5.1.2 The Sender has an Idea:

The process of communication begins with an idea. Idea works as a stimulus and it leads the sender to think about it. The stimulus that interests and possesses the sender's attention becomes an idea, and then he wishes to share/convey/exchange the idea with another person.

1.5.1.3 The sender encodes the idea into a Message:

Encoding is the process of converting an idea into a message. This is done through verbal or non-verbal mediums of communication. These mediums can be words, signs, signals, gestures, symbols or body movements. The sender encodes the idea into a message, and this conversion connects the sender to the receiver. Words or non-verbal signals should be clear so that the receiver may understand the message without any ambiguity, confusion or misunderstanding. Only a skilled communicator can translate the idea into a message vividly.

1.5.1.4 The message travels thorough the channel:

A message needs a channel to travel to the receiver. A suitable channel depends on the purpose of the communication, the sender's needs and the profile of the reader. A sender must know the suitable channel for the kind of message that has to be transmitted. Various channels include postman, computer, fax, letter, telephone, memorandum, report, picture, film, radio, television and book.

1.5.1.5 Noise in the Channel/ Transmission Process:

Anything that disrupts or interferes with the transmission process is called 'noise' or the 'barrier' to communication. For example, channel noises in the telephone, computer, television, radio, fax machine, or errors in typography in e-mail messages, unclear pronunciation in oral communication, poor facial expressions or poor gestures. Poor selection of the channel for transmission of the message can also be a noise to the receiver.

1.5.1.6 The Receiver of the message:

The receiver of the message, as has the sender of the message, has also a set of personal filters like, attitudes, values, ideas, opinions, beliefs, feelings and culture. The elements of perception - acceptance or rejection of the message plays a crucial role on the part of the receiver. Perception, hence, plays a major role in influencing communication. The success and failure of communication also depends on how the receiver receives the message. It is, therefore, aptly said that communication is message perceived, and not message sent.

1.5.1.7 The receiver decodes the message:

While the sender of a message is an encoder, the receiver of it is a decoder. Decoding is the process of translating words, signs, symbols into meanings. The receiver moves through the entire

filtering process before successfully decoding and accepting the message. Successful decoding is correct understanding of the intent of the message. Encoding, transmitting, and decoding, understanding the message between the sender and the receiver becomes a successful communication if many disruptive noises in the entire process of communication are managed well.

1.5.1.8 Feedback sent by the receiver:

Feedback is the receiver's response to the sender's message. The responses can be both verbal and non-verbal. It is an important factor in the communication process because it helps the sender to know whether the message has been understood or not. Feedback demands greater attention from the receiver of the message. Good listening skills, ability to read between the lines, and interpret a net message or a hidden message are expected of a competent receiver of communication. Successful communication, therefore, is a two-way process. Both the sender and the receiver have an equal share of responsibility in the cycle of communication.

1.5.1.9 Frame of reference of the sender and the receiver:

Frame of reference, like the filters, is a combination of ideas, beliefs, opinions, attitudes, values, knowledge, culture, past experiences and many other elements. The frame of reference of both the sender and the receiver of the message should match from each other from which a successful communication is possible. A mirror reflection of the intended message in communication with the meeting of two frames would take place.

1.5.1.10 The context of Communication:

Every communication takes place within a context. Context is formed by the combination of circumstances that influence the piece of communication at a certain point of time. The factors that influence a context are physical surrounding, emotions and reactions of people to whom the communication is transmitted, their attitudes, and opinions. These factors differ from situation to situation. Therefore, no two transmissions can be replica of each other because the situations are different. Context influences both the encoding and the decoding stages.

An organisation can function efficiently only if it creates a system of communication networks that will specify who will communicate with whom. A proper communication system can only lead the organisation to function as cohesive body that is well networked for the daily work to go on smoothly.

1.6. Communication Networks in an Organisation:

Communication network refer to regular patterns of interaction among people and a systematic flow of information. The two kinds of networks that exist are:

1. Formal Network of Communication
2. Informal Network of Communication

1.6.1 Formal Network of Communication:

The hierarchy of command in an organisation is reflected in Formal Network. Formal Network is labelled as the 'Chain of command model. All organisational policies originate with the top hierarchy and they flow down through the managers and supervisors to the lower level employees.

However, modern day managements are encouraging for open communication with employees which generates a free communication climate as a result of which exchange of information will greatly be possible. Such climate will help organisations know their employees better, and in turn can understand the organisational goals and objectives. Through open communication an organisation will be well informed the changing trends in the market, increase efficiency and productivity and most importantly build employee morale. Today, organisations are laying down communication policies that have to be followed by their employees across the levels. Regular interactions help the human resource department to keep assessing the areas for improvement.

The Organisational chart of a company will show that information mainly flows in three directions:

1. Downward
2. Upward
3. Horizontal

1.6.1.1 Downward Communication:

Downward communication passes from higher to the lowers in an organisation - superiors send down messages to their subordinates about job plans, job rationale, relevant instructions, policies and procedures so that the organisational culture and nature of work are clearly understood by the employees. Downward communication process is a kind of indoctrination process which is aimed at impressing the organisations mission and vision upon the subordinates and how they can play a dynamic role in fulfilling them. The superiors also discuss the feedback for correction of errors so that subordinates can work better with a clearer sense of responsibility and commitment.

Downward communication is not without any barrier either, the biggest one being the long line of communication from top level to the lower levels. There is a greater chance for distortion of the message if the line of downward communication is longer. Immediate feedback is impossible as it is oneway communication. Most of the time it is written in form.

Downward communication has other barriers also. Superiors perception of the subordinates and vice versa, element of instruct (employees who mistrust a superior may block the relay of downward message) lack of contact with the superior., superiors perceived as biased source of information than the organisation's grapevine are a few.

Modern managements having realized the importance of downward communication and shortened the line are encouraging team work and interacting directly with the team leaders. They are paying a great deal of attention to the powerful impact that news letter, company intra-help, house organs, and videos can play in spreading up the entire process of information flow. Open Downward Communication has great motivational value.

1.6.1.2 Upward Communication:

Messages that are sent by subordinates to superiors are labelled as Upward Communication. In this communication, employees discuss their problems with superiors and also seek suggestions for improvement, sort out unsolved work problems, seek solutions to recurring conflicts, discuss steps for quicker completion of projects and such other related matters. The channels used for upward communication are face to face talks, memos, reports, e-mails and phone messages. In

this type of communication, regular meetings with subordinates give the superiors opportunities to find out what the subordinates are doing, and most importantly what they feel about each other, the assigned work and about organisational working climate.

Among the barriers in Upward Communication are: there may exist a perpetual gap between the superiors and the subordinates; people at lower hierarchical level may distort information when communicating to persons of higher ranks for pleasing the boss or impressing the boss for a promotion. If a subordinates shows stronger interest in advancement and promotion, there would be greater chance for distortion.

Among the strong advantages with Open, Upward Communication, positive approaches from the superiors can convert distrustful, intriguing and scheming employees into producing individuals. An open and healthy communication climate acts as a touchstone for quality.

With "Open Door" Policy, managers encourage meetings with the subordinates by which they get a chance to interact with subordinates and know their minds. A personal and human touch with subordinates goes a long way in building trust-relationship with the subordinates and it also helps in sustaining their morale.

1.6.1.3 Horizontal Communication:

Horizontal Communication is also known as 'Lateral Communication'. Messages are passed on between employees working at the same organisational levels. For instance, communication is transacted between the head of the accounts/production/maintenance/creative/marketing and communication division. Similarly, workers in the office and workers on the site are laterally connected.

In Horizontal communication, there are advantages and disadvantages. Among the advantages, employees enjoy a congenial environment for discussing their work. Task coordination, brainstorming ideas for projects, sharing and managing information and knowledge, a constant endeavour to build rapport are some of the benefits of Lateral communication network.

Disadvantages are that not such interactions always go smoothly. The most common drawback is the prevalence of professional rivalry among members. Ego, prejudice, turf wars, territoriality, jealousy, rivalry and a superior attitude are the drawbacks of lateral network.

1.7 Informal Communication Networks:

The informal network of communication is people oriented. When the formal network fails to keep the employees informed about the happenings in the organisation, the informal network functions with great efficacy.

The informal communication network is also labelled as 'grapevine' shared personal experiences, career interests, interpersonal attraction, curiosity about people, things happening within the organisation and social interactions are the reasons behind its existence. 'Grapevine' is mainly the network of 'to who talks to whom' which does not figure on the organisational chart.

Grapevine has been conventionally linked with gossip or remormongers. It is generally believed that people who are less serious minded and indulge in loose talks are the ones who keep the grapevine alive and strong in an organisation. This may not be always a correct way of interpreting the informal network of communication.

Grapevine exists because the formal network does not always provide adequate information about organisational life. So, employees seek information from grapevine to satisfy their curiosity. It

may be about a superior's bias towards a certain employee, the possibility of number of public holidays being reduced, shift hours being changed, or somebody preferred by the top management is assigned new project and so on. People take interest in such talks because they are 'juicy', 'interesting' and have freshness about the stories.

Grapevine also exists in organisations because information is powerful. Whoever possesses information and is prepared to barter it will find themselves in positions of strength.

Grapevine can be a powerful network of communication in an organisation. The management often uses the service of the informal leaders to disseminate information about organisational development. This way the management can control the spread of untrue rumours and unfounded fears.

Modern managements have realized the power of grapevine and have moved away from the rigid management structure in which only or few of them shared vital information. With the flattened hierarchical organisational structure, now followed in many organisations, increased teamwork and collaborative style of functioning have brought employees in close proximity. This gives them a chance to interact well and know the latest buzz in the corridors. Employees feel important because they get a chance to keep themselves informed about various things happening and they need not be dependent on the informal leaders who some times can become the power brokers.

It is important to note that when formal communication network is weak and ineffective, there is bound to be a great deal of irresponsible talk creeping into the organisation, and the grapevine then becomes more abuzz. Grapevine flourishes during periods of uncertainty and due to lack of clearly spelt out formal communication networks. Employees must know who is to report to whom. Role definitions and role responsibilities for employees are important for the success of an organisation.

1.8 Summary:

It is a brief sketch of the dynamic nature of communication. In communication, we deal with ideas and ideas cannot be communicated unless we code them appropriately either in words, or in signs or in symbols. The three V's play a significant role in making our communication effective to the recipient. Communication may be verbal, visual and vocal.

Successful communication transmits values, attitudes and feelings through properly chosen words. The concepts of ISEP and ISEC illustrate why and how communication is a responsible talk.

Several elements play an integral part to make the communication interactive. An organisation has formal and informal communication networks. A skilled communicator need to understand both. Downward, upward, horizontal or lateral communications are different in many ways. The informal network of communication, popularly called the 'grapevine' is people-oriented. Informal network functions effectively when formal network fails.

1.9 Self-Assessment Questions:

1. Discuss elaborately the intent and content of communication
2. How does the process of communication take place?
3. Communication Networks - Elaborate.

1.10 Reference Books:

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- E. SUDERSHAN

UNIT - I

LESSON -02

WAY OF COMMUNICATION

Most of our communication is with words. Language is a common system of symbols which we use for sharing our experience with others. We do communicate a number of things by our facial expressions, movements, clothing, and so on, whether we speak or not. We can also use other symbols like pictures, colours, signs and sounds to communicate. Communication with words is called verbal communication; communication with other symbols is called non-verbal communication.

Verbal communication may be oral or written. Both are naturally accompanied by non-verbal symbols; facial expressions, gestures, voice quality, etc., always **form** a part of spoken language; paper quality, type, appearance of the document etc., form a part of written language. Both can be enhanced by careful and conscious use of non-verbal symbols; body language can be practised and cultivated for better oral communication; pictures, charts, graphs, colour maps can enhance written communication.

Written communication can greatly extend the field and powers of oral communication. Writing overcomes the limits of space and time which confine speech. A written message can wait for the attention of the receiver while speech requires immediate attention. This shortcoming of speech has been overcome by modern technology. It is now possible to use Dictaphones and leave voice mail on the telephone which will be heard by the other person later.

Attributes of Oral and Written Communication

Oral and written communication have different attributes which have to be taken into account in choosing which one to use in a particular situation. Some of the attributes are discussed below.

(i) Speed: Written communication is slower in preparation, in conveyance and in reception; it takes more time to draft, type, dispatch, and to receive and read a letter than it takes to speak, and to hear, listen to, and understand an oral message. Feedback is also slower in written communication.

(ii) Record: Written communication serves as a record and can be used for future reference. It is a documentary proof, and can be used as legal evidence. Oral communication may be taped for later reference, but the authenticity of the voice can be questioned; moreover, tapes can be edited and the message distorted. Written records and documents are more reliable and acceptable.

(iii) Precision and accuracy: Written communication is more precise and accurate than oral. Choice of precise words is possible in written communication because the writer has the time to look for suitable words and phrases, and to revise the draft, if necessary. Accuracy is necessary in written communication because the receiver is not present to ask for clarification. In oral communication, it is not always possible to be so precise in the choice of words. There is also

no time to seek and consider words while speaking; however, the receiver can seek clarification on the spot. Besides, oral communication has the support of vocal tone and gestures and expressions which enrich the meaning of the words.

(iv) Length: A written message is usually shorter than an oral communication. The situation of oral communication requires some preliminary and closing remarks, while for written messages there are standard formats for opening and closing which can keep the message short.

(v) Expense: Written communication requires stationery, preparation, and transmission, all of which cost money. Oral communication can also cost a great deal since it requires simultaneous presence and attention of the two parties, and getting together costs money. Costs will depend on the availability of the required person(s) at the particular place. Each type requires different channels for transmission. Availability and cost of each of the channels is a factor to be considered. Modern technology like tele-conferencing, and video-conferencing has made it possible to use oral communication even when the two parties are separated by a great distance. The cost is high but certainly less than travelling when there is a need for interviewing or personal discussions.

(vi) Body language: Oral communication is supported by the speaker's body language and paratanguage. The speaker can control the style of delivery, giving meaning to words and sentences by voice inflexion and facial expressions and gestures. Written communication is separated from the writer's bodily presence and is more in the control of the reader. The reader can give to the words the sound, inflexion and stress as he chooses; and this may be affected by the reader's mood and state of mind at the time of reading.

(vii) Feedback: Oral communication allows immediate feedback; the listener's face gives some feedback and the speaker can modify the message on the spot. Clarifications can be sought and given at once. A conversation can be brought to a satisfactory conclusion by continuous exchange of ideas and views. In written communication the feedback is delayed; the reader's facial expressions cannot be seen by the writer; the reader's response is known to the writer only when the reader replies. The reader may give a cautious and guarded reply without letting the other see the really felt reaction.

Oral Communication

Oral communication occurs in situations like conversations, telephone talk, interviews, conferences, presentations, negotiations, group discussions and meetings. Each of these situations requires special oral communication skills, which are discussed in subsequent chapters.

Oral communication is more natural and immediate. It is natural to speak when the other person is present. We speak to communicate in informal situations. We also speak in formal and official situations like interviews and meetings and presentation. Many persons feel nervous and cannot speak easily in formal and official situations; it needs training and practice to speak effectively in a formal situation.

Oral communication requires that both parties should be present and attentive at the same time. The need of personal presence makes certain demands on the skills of both; each must be able to respond to the body language of the other, and must be able to respond immediately

to what the other says.

Most persons in an organization are constantly involved in oral communication situations of all kinds. You need to be aware of the subtle, non-verbal communication which accompanies oral communication and take care to cultivate it. A person who has cultivated it to a high degree strikes the audience as a “polished speaker”, and can convey meaning effectively.

Channels of Oral Communication

The different channels of oral communication are affected by the environment and the conditions of the situation.

Face-to-face conversation

Oral communication is best when it is face-to-face. A face-to-face setting is possible between two individuals or among a small group of persons at an interview, or in a small meeting; communication can flow both ways in these situations. There is immediate feedback, which makes clarification possible. Besides, a face-to-face setting offers a richer communication experience owing to the close presence of the living personality whose voice, tone, expression, eye contact, and movements add significance to the words.

Telephone conversation

Telephone has overcome the need for both parties to be present at the same place. Telephone conference facility allows three to five persons at different places to have a conversation together. Telephone talk depends entirely on the voice. It does not have the advantage of physical presence. Clarity of speech and skilful use of voice are important. There can be confusion between similar sounding words like “pale” and “bale”, or between “light” and “like”. Names and addresses communicated on the telephone are sometimes wrongly received. It is therefore customary to clarify spellings by saying C for Canada, D for Delhi and so on. Telephone skills and manners are necessary for everyone who speaks on the telephone; this is discussed in a later chapter.

Presentation

A presentation is a formal, well-prepared talk on a specific topic, delivered to a knowledgeable and interested audience; the audience may consist of just one or up to 50 or more. The larger the audience, the more difficult it is to make an effective presentation. If the audience is large, a microphone has to be used; old-fashioned microphones cause some restriction in the movement of the speaker, but modern collar mikes are more comfortable.

A presentation has a face-to-face setting, but it is largely one-way communication, and the speaker has to make careful arrangements for feedback and for interaction with the audience. A presentation is always followed by questions from the audience. The general tone of a presentation is serious and businesslike, though a touch of humour can enhance the presentation; visual aids are also used to support the oral communication.

A good deal of the success of a presentation depends on the environment and the arrangements in the room.

Public Speech

A public speech is given to a large audience through a microphone. It has a face-to-face setting but the distance between the speaker and audience is great; this distance increases as the audience gets larger, as in an open air public meeting. Feedback is very little as the speaker can hardly see the facial expressions of people in the audience. A public speech is followed by applause from the audience.

The purpose of a public speech may be to entertain, to encourage and/or to inspire. The success of a public speech depends on the arrangements and on the speaker's skill in using gestures and voice, and using the microphone.

Interview

An interview is a meeting at which one person or a panel of persons, who are the interviewers, discuss a matter with another person or ask questions of another person, who is the interviewee. An interview is structured, and is characterized by question and answer type of communication. The environment and the arrangements in the room influence the communication in an interview.

The purpose of an interview is, usually, to assess, to judge whether it would be' worthwhile to enter into a business relationship with the other. Each side makes an assessment of the other.

Group discussion

A group discussion is a meeting of eight to ten persons for discussing a given topic. The group has a problem or a topic to discuss and find a solution or come to a conclusion within the allotted time of half hour to one hour. It is a joint effort of the group. While it is not a very formal situation, the communication has to be controlled and focussed on the task. There is no appointed leader, but a leader may emerge during the discussion. Often, several persons show leadership qualities, and control and guide the group to a conclusion. All participants need discussion skills.

A group discussion is a very stimulating and useful communication act' **tv It helps in understanding a situation, in exploring possibilities and generates a multiple point of view. Group discussion is used as a tool for selecting candidates by observing their behaviour and abilities in the group activity.

Negotiation

Negotiation is official discussion between representatives of opposing groups who are trying to reach an agreement. Buyers and sellers negotiate to settle the final price, management and employees negotiate to settle their differences. Negotiation is a very difficult form of oral communication and requires complex skills. Both parties have to be shrewd, intelligent, controlled and skilled communicators. Negotiation work is assigned only to experienced and especially skilled persons.

Meeting

A meeting usually involves many persons; there is a chairman or leader who leads and guides the communication and maintains proper order. A meeting is a highly structured event. There is a fixed agenda, that is, a list of items to be discussed at the meeting. Persons attending the meeting are informed of the agenda in advance and are expected to be prepared for a

discussion. The items are discussed strictly in the order of the agenda, and other discussions are not permitted during the meeting.

A meeting is backed up by written communication in the form of notice of the meeting and agenda circulated before the meeting, taking of notes during the meeting, and writing of minutes after the meeting. Meetings are of many types, from the small committee meeting of three or four persons to the large conference or the shareholders' meeting.

Channels of Written Communication

Written communication is used for many purposes. First of all it is needed for communicating with persons who are not present. Although the telephone overcomes the problem of distance between the two, it is not necessary to incur the expense of a telephone call unless the matter is urgent. Besides, many types of documents are required for official work and for record. Letters, circulars, memos, notices, reports and minutes are constantly prepared and exchanged in and between organizations. Each has a format and layout which is fixed by custom. Documents are printed out on the organization's official stationery.

Letter

Letters are the most widely used form of written communication. They are used mostly for external communication. A letter has a complex layout which has to be carefully followed as each part of the layout has a purpose and is needed for reference.

It is typed/printed on the company's letterhead. It may be sent by mail, speed post, courier or hand delivery.

Letters can also be faxed or sent by e-mail. Faxed and e-mail letters do not use the complex format since they are usually followed up by other communication.

Memo

Memo (short form of memorandum) is usually an informal message between members of an organization and generally relates to daily work. Information or instructions can be conveyed by a memo. Many organizations provide pads of memo forms (with blank sheets for carbon copies) for the exchange of short messages among individuals. Memo forms are usually small and are used for brief messages. The forms may have the company's name printed on the top; spaces are provided for date, sender's name and department, and the receiver's name and department. Top executives of an organization may have personal memo pads with their name printed on the top, for use within the department. A memo may or may not be signed.

Notice

A notice is used when many people in the organization have to be given the same information. It is the most common method of mass communication within an organization. A notice is short; the language is simple, and the type is large and well spaced for easy reading. A notice is put up on the notice board. %t

Circular

A circular is a detailed document giving information, instructions or orders on a specific matter. A circular has a number and a date for reference, and is signed by the authorized signatory of the issuing office. Circulars are generally issued by government departments and other official

bodies like councils, universities, and Head Offices of organizations. Circulars are sent by mail or fax to the various offices that are to be given the information.

Report

A report is a document prepared by an individual or a committee entrusted with the task of collecting information on a given subject. It requires careful research, collection of data and presentation of the findings, conclusions and recommendations. Reports are of varying length and may be anything from two pages to a full book divided into chapters.

Minutes

Minutes are the written record of decisions taken at a meeting. Different bodies have their own convention of recording the discussion and the decisions. Minutes may be written by hand or typed and pasted in a minute book, or typed and filed in a minute file. Minutes are a legal document.

EXERCISES

1. Compare the features of oral communication and written communication.
2. List three situations in your experience where you would prefer to use written communication, and explain your reasons.
3. List three situations which could occur in your personal life where you would choose to speak rather than write. Explain the reasons for your choice.
4. Name five oral communication situations.
5. Name five types of documents used in business.

Non-Verbal

We communicate by exchanging symbols to describe our ideas and experience. 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, and 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 for 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 emphasise the point.

Sometimes, our body language or voice, or untidy typing may convey something opposite of 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. Non-verbal communication is mostly involuntary and unconscious and difficult to control; it may sometimes reveal the truth which the speaker/writer is hiding behind the words. It is said, "non-verbal communication speaks louder than words." Thus, there can be unintended and unconscious non-verbal communication. On the other hand, non-verbal methods can be consciously created and used with both written and oral communication.

An understanding of non-verbal methods and aspects of communication helps a person to improve oral and written presentation by using the methods and by gaining control over body language.

Uses of non-verbal methods

(a) Non-verbal methods have almost 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.

(b) 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; one page can convey information that would need several pages of words. It makes information available conveniently, at a glance for comparisons.

(c) Response to visuals 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 on radio.

(d) It is the best method to convey information to illiterate people. Containers of poisons 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. Non-verbal communication can overcome the barrier of language.

METHODS OF NON-VERBAL COMMUNICATION

Non-verbal communication occurs mainly through visual symbols and auditory symbols. Visual symbols are those which are seen and auditory symbols are those which are heard. Our other senses like smell, taste and touch also take in meanings and can be used for non-verbal communication. For example, the fragrance in a room, the feel of the plush covering on furniture, the taste and aroma of the coffee served in the visitors' room of an office, make significant impressions.

Non-verbal aspects of written communication

A document has an appearance which is the consequence of font size and style, margins, spacing, quality of the paper,

Written communication can be enhanced by using various symbols and graphics. Written communication implies a document, and the paper (or synthetic plastic paper, or cloth or other

material as for invitation cards) on which it is printed has characteristics like size, thickness, quality, and colour. The print also has characteristics like colour, font type and size, spacing, margins and general layout. The appearance and feel of a document convey impressions about the status of the sender and also make it more readable and attractive to the receiver.

A company's letter is carefully designed with attention to its visual aspects and the impression it conveys.

Besides, other visual symbols can be created and used to enhance the quality of written communication.

Colour

Colour is an important and powerful means of communication. Matters of life and death, as in traffic signals, are conveyed by colours. It is also used for classification and identification of different products and materials in industries; the cosmetics industry uses colour to make products attractive as well as to classify and differentiate types. Carbon copies of documents are on different coloured paper to distinguish copies meant for different departments. Teams have colour in their uniform to identify their members; countries have their colours on their flag. Colour gives an added dimension to maps, chart and graphs, and makes it possible to convey a greater amount of information within the same visual/graphic representation.

Colour is used in clothing, design, decoration and to enliven a dull environment. Colours are associated with different moods and feelings like, white with peace and purity, red with danger and black with death and sorrow.

Colour also has psychological effect. The state of mind of employees is influenced by the colour of their surroundings. Pleasant, cool colours in the work place have good influence on workers; black, dark, gloomy colours are known to reduce productivity; very bright, gaudy colours may be disturbing and over-exciting; softly blending colours are pleasant and soothing.

Pictures

Pictures, from simple drawings to coloured photographs, are used in brochures, posters and advertisements. Pictures can be combined with a very few words for persons who cannot read well as in posters. Besides, pictures are universally understood, more easily remembered and make an immediate impact because they are easier to "take in". Reading requires practised eye movement, while a picture may be tackled in any order. Pictures are used extensively in advertising because they attract the eye and convey instantly even when the reader just glances at them.

Diagrams

A diagram is a figure consisting of simple line drawing made to accompany and illustrate the parts and the operation of something.

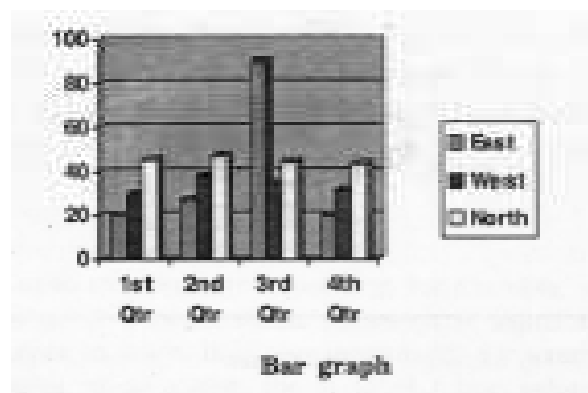
Graphs and Charts

Graphs and charts of different kinds represent statistical information. Special skills are needed to prepare and to understand a chart or a graph. Information presented in a chart or a

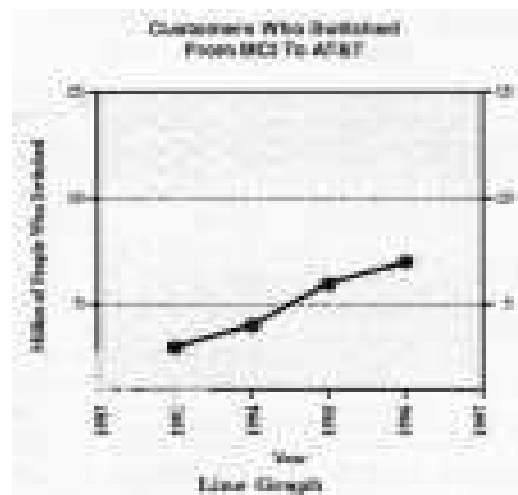
graph allows the overall situation to be seen at a glance; the relationships between the figures are also seen easily. Every chart or graph must be properly titled to show what information it represents; it must have labels and a scale/ key to explain the symbols used and to indicate what the different bars or parts stand for. Every chart or graph must show the date of the information.

Charts can be made in many ways. There are bar charts and multiple bar charts like the one shown below. The use of colour can make charts more informative as well as attractive.

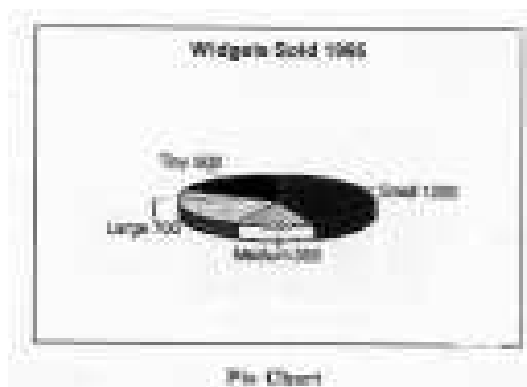
A line graph compares two variables. Each variable is plotted along an axis. A line graph has a horizontal axis (x-axis) and a vertical axis (y-axis). If you want to graph the height of a ball after you have thrown it, you could put time along the horizontal x-axis, **and** height along the vertical y-axis.



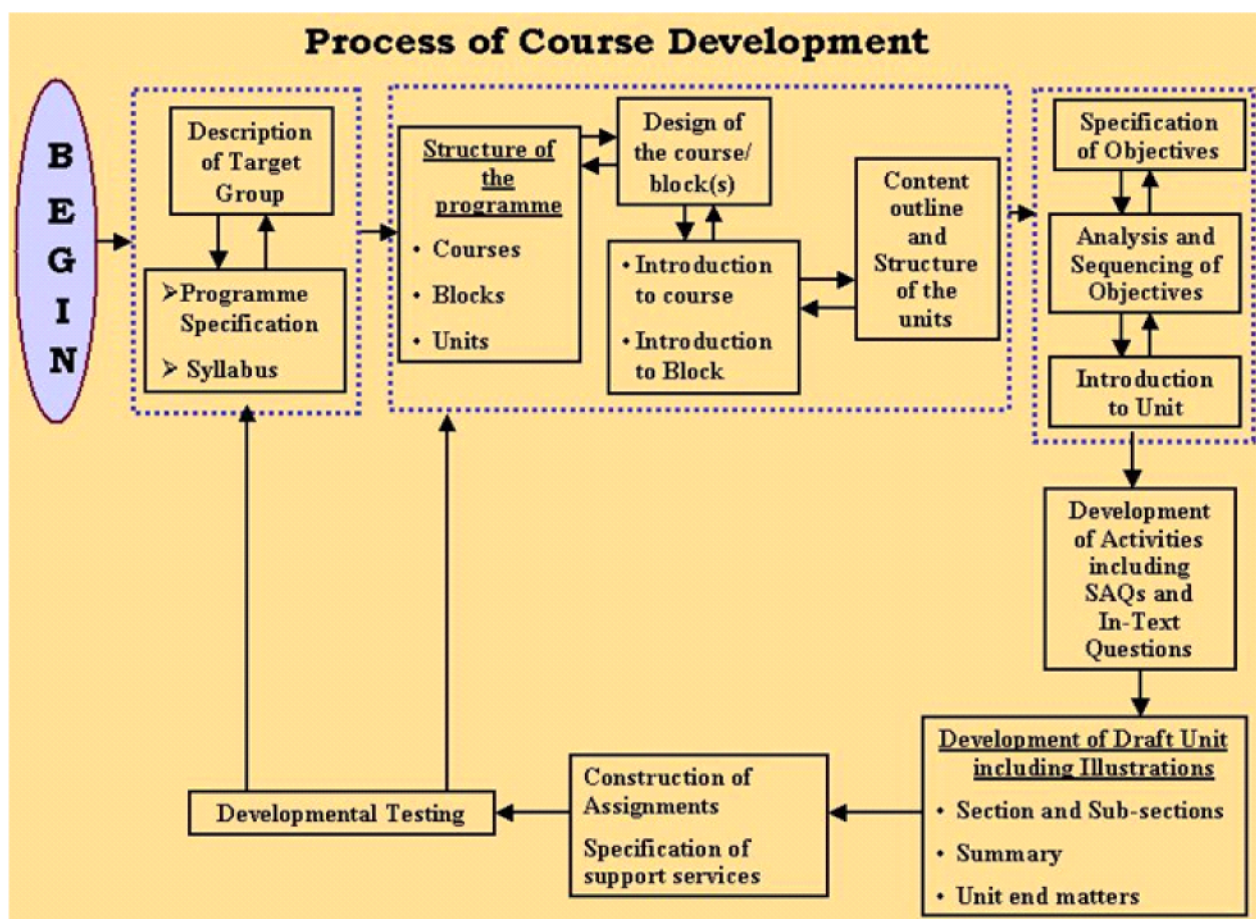
The line graph is used for showing trends in data. It enables the viewer to make fictions of possible future results.



A pie chart or pie graph is a circular diagram for displaying percentages. It is used to compare different parts of the same whole. The circle of a pie chart represents 100%. Each portion that takes up space within the circle stands for a part of that 100%. The percentage values are represented as proportionally-sized slices of a pie. In this way, it is possible to see how something is divided among different groups.



Flow charts are used for indicating procedures in which alternative actions have to be taken depending on the result of the previous step. The following diagram is a flow chart.



Maps

Maps are representations of territory and are used for conveying the space relationships between places. They can convey geographical information like transport routes, climatic conditions, distribution of population, crops, animal life and vegetation; sociological factors like religion, literacy, health and nutrition. Maps of small areas are used to give information about routes and to locate

places.

A map has labels to show the four directions; it must have a key to explain the meaning of the symbols used, and a scale to show how many kilometres are represented by one centimetre.

Signs and signals

A sign is a mark used to represent something; for example, + for “plus”, skull and cross bones for “danger.” It has a fixed meaning. A signal is a previously agreed movement which serves to warn, direct, or command; for example, the coming on of a green light is a signal to go ahead; the firing of a gun salute signals the arrival of a VIP. A signal may be visual or auditory. Signs and signals used by members of a group may be made with hands, lights, cloth, smoke, drums, whistles or anything that can be seen or heard at a distance.

Auditory symbols

Sounds have very limited use as symbols; they can convey only very simple information. Sounds are used mainly for warning, like **sirens** to warn about enemy air raids in war-time or in factories to warn of fire or accident, and by police vehicles. **Whistles** are used by sport directors, the police/army to call members to assemble. Trains and ships use it as signal for departure and for warning. **Bells** and **buzzers** are used to indicate the starting and ending of work periods; bells and beepers are also used by special vehicles like the fire engine and the ambulance, to warn other road users to give way. A bell with a pleasant sound is used to call the faithful to prayer in many religions. **Beeps** are used by most electronic gadgets.

Tunes are often used as an identification mark. Programs on the radio/ TV have a signature tune; advertisements on these media have their tunes. Secret organisations whistle/hum tunes to identify and recognise members.

BODY LANGUAGE

Body language means the changes that occur in the body position and movements that show what the person is feeling or thinking. Much of it is involuntary and unconscious; most persons are not aware of their body language; but it makes a powerful impact on others. Body language can make or spoil a presentation.

Body Language always conveys meaning. It is:

- Omnipresent: it always accompanies spoken communication
- Emotionally expressive: it expresses mainly the feelings of the speaker and also of the listener
- Dominates interaction: it is more communicative than words
- Seems trustable: it is usually felt to be more truthful than spoken words Non verbal communication can accent, complement, repeat and substitute for verbal communication. It can also contradict verbal communication.

It is complex and is influenced by many factors:

Biological: certain body shapes, skin colour and features cause persons to have some kinds of gestures, expressions and postures. Besides, we constantly try to adjust and adapt our body to our environment which we may or may not find comfortable. Some gestures or postures are related to this adjustment.

Habitual: Some movements and expressions are learnt as habits in the process of adapting oneself to the environment; they also arise from one's occupation which requires constant posture or movement of certain kinds. Certain speaking styles and phrases are also occupational habits.

Cultural: Customs like not sitting cross-legged before elders, not looking straight in the eyes of elders or superiors, are culture-specific. Customs of receiving guests, introducing, social conduct, also induce some gestures and stylistic features.

Body language can be divided into conscious and unconscious:

(i) conscious movements, postures and voice modulations are deliberately used. Actors are specially trained for this; skilled communicators, especially good presenters, also learn to make conscious use of body language.

(ii) unconscious movements are of biological origin, acquired habits and cultural customs. No one can gain full control of one's body language, but it is possible to enlarge one's awareness of one's body and gain a good deal of control on one's posture, movements and voice modulation. If we develop increased sensitivity to our own body language, our ability to read others' body language is increased.

Body language consists of many aspects; it includes facial expressions, posture, gestures and other body movements; it also includes general appearance, clothing, accessories worn or carried in the hands, voice, and so on. It is an important factor in oral communication in face-to-face situations.

Appearance

A person's general appearance depends on several things. Two of the important factors that contribute to appearance are grooming, and personal hygiene. Care of skin, nails, feet and hair are expected standards; a person who neglects these aspects makes an unpleasant impression. Appearance makes the first impression; lack of neatness or cleanliness, carelessness in grooming, clumsy gait or clothes make a negative impression.

State of health is a very important factor in a person's appearance; no amount of cosmetics can hide lack-lustre eyes and poor skin. Poor health is easily reflected in the appearance.

Clothing and accessories

Clothing is a very important aspect of body language. It requires good taste / judgement to make a subtle impression by what you wear. The colour, design, cut, and fitting combine to make up the dress. In India we have several choices as it is acceptable to wear clothing of national style or of Western style. Appropriateness for the occasion is essential; the formality of the occasion, the time of the day, the season, the cultural background of the people who will be present, and the conventions of your own organisation should provide good guidance. Many organisations have a dress code for occasions in order to ensure that its representatives convey the desired impression.

As a general rule, avoid wearing patterned clothing, especially on the upper half of the body, because it tends to shorten the attention span of the person with whom you are speaking.

Accessories like tie, footwear, jewellery need careful selection and should be comfortable to wear. Handbag or briefcase is included in accessories; so is an umbrella if it is necessary to carry one. Whatever you carry on your person or in your hands ought to look comfortable and gracefully carried; otherwise it will convey a poor image.

Posture

Posture is the way we hold ourselves, the way we stand or sit. It indicates something about our feelings and thoughts, attitudes and health. Stiff posture shows tension; comfortably leaning back conveys a relaxed mood; eagerly leaning forward shows the listener's interest. Posture can indicate disregard or disrespect for others; polite and well-bred persons are usually careful of how they stand or sit in the presence of visitors and in formal situations. Graceful posture is a great asset in any business.

Four Types of posture can be clearly identified: (i) forward lean indicates attentiveness and interest (ii) drawing back or turning away, expresses a negative or refusing; (iii) expansion suggests "proud," "conceited," "arrogant"; (iv) forward-leaning body, bowed head, drooping shoulders, and sunken chest usually convey "depressed," "downcast," "dejected."

Postures express attitudes, feelings, and moods more clearly than briefer gestures of hands or head. Slight movements and postures of the body wall are more basic, and more reliable as cues; they are not so easy to manipulate or control consciously as other body movements like fingers, hands, legs, and feet.

In a business meeting where feelings run high, the most truthful expression comes from the torso rather than arms and legs. Unconscious movements sideward, forward, and backward bending, reveal how people really relate to one another.

Angular distance reveals how we relate to and feel about people sitting, standing, or waiting nearby. Our upper body unconsciously squares-up, addresses, and aims towards those we like, admire, and agree with, but angles away from disliked persons with whom we disagree. In a conversation, formal interview, or staff meeting, a greater angular distance (turning away) substitutes for greater linear distance. Angular distance may range from 0 degrees (directly facing) to 180 degrees (turning one's back).

Facial expression

The expression on the face is the most obvious aspect of body language. A cheerful face or a gloomy face influences most people. A cheerful or appreciative smile, a displeased frown, a look of surprise, and several other expressions of the face can convey, with or without words, the attitude, feelings and reaction of the communicants. Expressions accompany the speaker's words and also indicate the listener's reactions. An alert speaker can judge the listener's reaction by the facial expressions that act as a constant feedback. Eyebrows and lips are the most mobile parts of the face; an eyebrow raised unconsciously can convey disbelief or surprise. A frown may convey displeasure or effort to concentrate, depending upon the context. Pursed lips certainly do not convey friendliness.

Smile

A smile is a universal gesture; it is understood by everyone, is generally unmistakable and clears the atmosphere; it is believed to release chemicals which create feelings of happiness.

Here is a quotation from an unknown author. "A smile costs nothing, but gives much. It enriches those who receive, without making poorer those who give. It takes only a moment, but the memory of it may last forever. No one is so rich or mighty that he can do without it, and none is so poor that he cannot be enriched by it. A smile creates happiness in the home, fosters good will in business and enhances friendship. Yet it cannot be bought, begged, borrowed, or stolen, for it is something that is of no value to anyone until it is given away. If some people are too tired to give you a smile, give them one of yours, as none needs a smile so much as one who has no more to give."

A smile can also be a useful non-committal gesture when it is better to be silent. And beware of an involuntary (sometimes one-sided) smile either on your own face or on the other's face; it could be sarcasm; it cannot be conducive to good relationships.

Eye contact

Eye movement is a key part of facial behaviour, directing others' attention or showing surprise or happiness and other emotional displays.

Eye contact is a very important communicative factor. Eye contact between speaker and listener is necessary for indicating that both are interested in the communication. While making an oral presentation it is important to create rapport with the audience with eye contact. Presenters make it a point to take in the whole audience with a sweep of the eye, making brief eye contact with as many as possible.

The comfort level for eye contact is three seconds; if eye contact is held longer than three seconds, it can cause discomfort to the other person. Aggressive persons try to fix others with a stare; anger may be expressed with extended eye contact.

It is commonly believed that avoiding eye contact indicates that the speaker is lying; yet, some liars may hold unblinking eye contact and watch to see your reaction. Persons who lack self-confidence also generally avoid eye contact. However, the rules and customs of culture influence how people use their faces and eyes. Several African and Asian cultures consider it impertinent for younger persons to look at elders directly in the eye.

Gestures

Gestures are movements of hands/ head/ body; they are a natural accompaniment of speech; a person who does not make any movement while speaking appears somewhat stiff and mechanical. Gestures may not have specific meaning; a clenched fist may emphasise an important point, or convey determination, or indicate defiance/ opposition. As gestures are closely related to personality, no two persons make exactly the same gestures; yet the general meaning is easily recognised.

The occasion, the size and nature of the audience influence speaker's gestures. On very formal occasions, like employment interview/ conference, speakers use fewer gestures {Note TV

news readers). In a relaxed situation, gestures are used more freely.

Energy

Energy and enthusiasm as an aspect of body language is hard to describe, but most people have experienced the impact of a person with a high level of energy. Some impress with high level of physical energy which is almost infectious; some have high intellectual or emotional or spiritual energy. Whatever its source, energy conveys competence and inspires respect. State of physical and mental health plays a large part in body language. A healthy person is energetic and maintains a certain level of enthusiasm in work. A person's enthusiasm is reflected in the style; it is usually infectious and makes listeners also feel enthusiastic.

Space

The way we use space plays a subtle role in body language. Individuals naturally maintain a certain space between themselves in various social and interpersonal situations. The distance we keep from the other person while speaking, indicates the relationship; we keep a longer distance from a slight acquaintance and get closer to persons with closer relationship; we maintain a respectful distance from and allow more personal space to our superiors.

It is important not to invade others' space in any situation. Four types of distance indicate the relationships between persons: intimate space is 0 to 18 inches, personal space is 18 inches to 4 feet, social distance is 4 feet to 12 feet and public distance is 12 feet to hearing and seeing distance.

The way people structure the space around them also conveys meaning. A manager can use space to create an impression of status. A spacious office, a large office desk, a large car suggest important position. Efficient use of space without creating a clutter generates a sense of orderliness.

Time

Our use of time is an even more subtle non-verbal factor in communication. Time given to listen or to speak to people creates a sense of self-esteem in them; it is equated with care and concern.

On the other hand, a person who uses one's own time and other people's time wastefully, creates an impression of being inefficient and disorganised.

A sense of timing in conducting meetings (formal and informal), in conveying good or bad news, in making a presentation, generates respect and goodwill.

PARALANGUAGE

The non-verbal aspects of the spoken word are known as **paralanguage**. It includes the qualities of the voice, the way we use our voice, as well as the sounds we make without uttering words. It is possible to control and use paralanguage effectively by becoming aware of it and paying attention to one's voice and speech.

Voice has characteristics like tone, volume, and pitch. **Tone** is the quality of the¹ voice.

Volume is the loudness or softness, which can be consciously adjusted to the number of persons in the audience and the distance between the speaker and the listeners; speaking too loud shows lack of self-command or abrasive nature. **Pitch** is the high or low note on the scale; a high-pitched voice is often unpleasant, and suggests immaturity or emotional disturbance; a frightened person speaks in a high pitched voice. It is better to begin softly, in a low pitch and raise the volume and pitch as required.

Speed is factor of speech. Rapid speech indicates excitement; we increase speed of speaking to tell an interesting story, and reduce speed to explain a difficult idea. **Pronunciation** means the accepted standard of the way in which a word is said; correct and clear pronunciation is important and indicates that the speaker is careful and has consideration for the audience. Accent is the way a person pronounces the sounds of the language; every language has its own accent or way of forming the sounds; we carry our mother tongue accent to other languages we learn. Good accent in a new language is "learnt by listening to native speakers of the language. Imitating American or British accent does not convey a good impression; it is more important to speak with clarity so that others understand what we say. **Intonation** is the sound pattern of sentences; like accent, each language has its intonation and we carry our mother tongue intonation to a new language we learn.

Stress on a particular word in a sentence can change the meaning and imp'ication. Try reading the sentence, "*Were you there last night?*" by stressing a different word each time, and note the difference in the implied meaning.

Besides, there are hesitations and non-fluencies which form a part of spoken language. Sounds like *Er-er, Mmmm—*, indicate that the speaker is hesitating or cannot find the next word to say. Sounds like, *Ahem!, huh! Ah-ha! Ouch! Oh-oh!* are used to convey various ideas or emotions.

Silence can be a very effective way of communication. It is not a negative absence of speech but a positive withdrawal or suspension of speech. Silence is a difficult method of communication to use as it takes a good deal of self-control and self-confidence to be able to hold one's tongue.

Short silences or pauses are very effective in giving emphasis to words. A pause before or after certain words makes the words stand out from the rest, A skilfully placed pause has the power to make the listener more alert. In presentations, silence can be used effectively to emphasise a point; it is often far more effective than wild gestures or table-thumping.

In a face-to-face situation, silence may indicate several things. Facial expression and posture may indicate the feeling behind the silence. It may mean that the person is not sure what to say, or is so full of feeling as to be unable to speak. Sympathy with someone who has suffered Toss is often best expressed by keeping silent rather than speaking. Some feelings like anger or displeasure can also be expressed by keeping silent. The terms "dead silence", "stony silence", "embarrassing silence," show that silence has a quality that communicates itself.

Silence can be very embarrassing if it is not possible to interpret it. It can be awkward in a group, if no one knows how to break it. On the telephone, it can cause much discomfort, as one cannot see the other and therefore has no clue from facial expressions as to the reason for the other's silence.

In a dialogue, two persons take turns to speak. If one maintains silence instead of using his turn to speak, it can puzzle the other person. We expect a response from the other person to what we have spoken; if the response does not come, it belies our expectation and we do not know what to do. When faced with such silence, we may repeat what we said; the repetition is not likely to be in the same words and manner as before; it is possible that we may give additional information, soften what we said, try to explain more or make it more acceptable to the other. In a negotiation, silence, and non-response is a useful strategy; it could make the other person speak more.

Body language like eye contact, facial expression and posture can convey something of the silent person's thoughts. A person who can control all facial expression can really puzzle the other.

EXERCISES

1. Fill in the blanks in the following sentences.
 - (a) _____ and _____ are pictorial representation of statistical data.
 - (b) _____ and _____ are aspects of body language.
 - (c) _____ help to review geographical facts and comparisons.
 - (d) _____ is a good method for communicating to illiterate masses.

2. Are these statements true?
 - (a) Silence is always embarrassing in a communication situation.
 - (b) Body language is entirely unconscious and involuntary.
 - (c) Careful cultivation of one's body language can enhance one's oral communication.
 - (d) It is not possible to control non-verbal communication.
 - (e) Non-verbal communication can be completely controlled.
 - (f) Non-verbal communication may convey meaning that conflicts with the words used.

3. Explain what is meant by body language.
4. Write a detailed note on non-verbal communication.
5. What is the role of body language in making a presentation?
6. How can written presentation be enhanced by non-verbal methods of communication?

UNIT - II

Lesson: 01

MEETINGS

Very often you will be required to participate in discussion groups which may be small, consisting of 3 or 4 persons, or large, consisting of several hundred members. A group may be assigned a specific time-bound task or meet at periodic intervals when there is a need, or may share common experience, concerns or interests. This coming together of persons is labelled by different names on the basis of one or more of the following criteria: the purpose for which the group meets, the types of participants, and communicative pattern. The following are some of the more common labels used to name different types of discussion groups: meeting, seminar, conference, symposium, panel discussion, and convention. In this Chapter we shall have a close look at the meeting.

The word 'meeting' is used in two senses; one, to refer to a small group meeting, committee meeting, meeting of Board of Directors, cabinet meeting, meeting of sectional heads, etc. and two, to refer to any coming together of two or more persons, whatever be the label applicable to such a group.

The meeting is perhaps the most commonly used form of discussion in a professional organisation. The person who chairs the meeting acts as the leader of the group and usually has a higher status or enjoys authority over the other members. Every meeting is result-oriented and therefore the discussion is directed towards a specific end. Let us now turn our attention to certain important aspects of conducting, and participating in meetings.

1.1 PURPOSE

There are a number of purposes for which meetings are held. It is difficult to prepare an exhaustive list but some of the following are typical of most situations:

- * To save time on communication.
- * To convey information to a group at one time.
- * To instruct a group.
- * To brief members on plans already made or work already done.
- * To give and get new ideas.
- * To get immediate reactions to new ideas, proposals and plans.
- * To exchange ideas and experiences.
- * To discuss and solve problems.
- * To resolve conflicts, confusions and disagreements.
- * To arrive at widely acceptable decisions or to advise persons in power to take decisions.
- * To generate enthusiasm and a positive attitude.

Many of these purposes cannot be achieved through person-to-person interaction because of the nature of the business to be transacted and every organisation's desire to enlist the support and to draw on the expertise of as large a number of persons as possible. The group activity which a meeting generates leads not merely to the achievement of the objective for which it is

called but also to the development of a correct perspective. Thus the test of success of a meeting lies not so much in what happens at the meeting but in what happens when the members have returned to their jobs. If nothing positive happens afterwards, however efficiently the meeting might have been conducted, it has in fact failed. Similarly, if the participants feel at the end of the meeting that they have gained nothing, the meeting has failed. Remember that the meeting raises an expectation among the members — an expectation to get something out of it. Failure to fulfil the expectation may exercise a negative impact, besides causing loss of precious man-hours which could otherwise have been devoted to productive work. So to obtain results the organisation of a meeting needs expertise, careful planning and prompt follow-up action.

1.2 PROCEDURE

A meeting of the members of a committee or any other constituted body is generally convened by the chairman or a member authorised by him. In other cases it is called by an authorised official who wishes to use it for any of the purposes mentioned earlier. In this case he acts as the chairman and he may name a member of the group to act as the secretary of a particular meeting. In practice most organisations develop a convention as to who will act as secretary and who as chairman and in what situation. For example, if the meeting is called by the personnel manager, the assistant personnel manager may be asked to act as secretary or when a vice-chancellor calls a meeting of the heads of departments, the assistant registrar (academic) may be called upon to act as secretary. However, in well-defined organisational groups such as the Board of Directors, the Executive Committee, etc., a person is designated as secretary and another as convener or chairman. The following points should be borne in mind by the person who calls the meeting:

- * The announcement for every meeting must be made in writing, at least a week before the fixed date.
- * The notice should be sent to all members, even if it is known that some of them would not attend,
- * The notice should clearly state the agenda, i. e., the programme of business to be transacted.

We shall return to the detailed discussion of notices and agenda in Chapter 13.

1.3 CHAIRMANSHIP

Chairing a meeting requires tact, patience, a sense of humour and sound knowledge of the technique of making people discuss a subject intelligently and arrive at well-reasoned conclusions. When you are called upon to conduct a meeting, read through the agenda carefully and prepare a discussion plan. Before the meeting begins ensure that proper physical arrangements have been made, and aids and materials to be used are available at the venue.

A discussion plan is nothing but a guide prepared by you reflecting your own thinking on the subject to be discussed, a logical sequence of the ideas expected to be presented, the questions likely to be raised by the members and the conclusions that might be reached. You should also estimate the time you would like to be devoted to each item in the agenda.

With every meeting the beginning is crucial. Don't wait for those who are not present think of those who are present. The latter should not get the feeling that they are less important than the absentees. Moreover, if you start on time, you would end on time. Members begin to get restive if the meeting starts late or continues long after the scheduled time of conclusion. If the

meetings often do not begin punctually, the members are likely to develop a casual attitude to what is discussed. This would decidedly defeat the very purpose for which the meeting is called.

Though the agenda is circulated beforehand, a restatement of the objective of the meeting is essential. Your presentation should focus the attention on the subject, besides removing any confusion that might have arisen from the agenda. However, your initial statement should be short, crisp and vivid and reflect a positive attitude, clearly emphasising the worthwhileness of the meeting. Lengthy opening remarks may jeopardise the smooth running of the meeting.

After you have set the discussion in motion, invite responses but don't get unnerved if there is silence for some time. Some members take time to open up and some are reluctant to be the first to speak. After the discussion gets going, you may in fact find it difficult to control and to keep it on the track. Here your tact and ingenuity must come into play. Without injuring a member's feelings or hurting his ego, you should be able to bring him back to the point. If the spell of silence is too long and the discussion does not develop on a particular item, you may frame questions and direct them to the entire group or sometimes to the individuals who in your judgement would be able to respond?) Another strategy which might be adopted could be to invite comments or opinions on an already expressed view. Do not rush the group to arrive at a decision. Let the meeting be problem-centred and discussion-oriented. Give a fair chance to every member to speak and don't take sides. Even if you do not like a particular idea, don't express your disagreement immediately. You should in all circumstances remain cool and impartial. Occasionally there would be clash of personalities and emotional flare-ups. These need to be handled with utmost care. Sometimes giving background information on a point which has become a bone of contention might prove helpful. It is a good practice to summarise the discussion at appropriate intervals and certainly at the end. When you do so emphasise the areas of agreement.

Be specially alert about problem-participants: the commentator, the monopoliser, and the reticent. The whispered side-conversations in which the commentator indulges can distract and split the group. An effective way to deal with such a situation would be to bring about silence by abrupt interruption of the general discussion. This would make the commentator's misbehaviour obvious and single him out for disapproval by the entire group. The monopoliser who talks too often and often too long, is generally the one who cannot express his point of view precisely and clearly. He is therefore likely to confuse the discussion and annoy the group. You should not hesitate to politely interrupt him by asking a question or rewording the point yourself. Your aim should be to silence him for the time being and to encourage the others to take over the thread of discussion. The group may have participants who sit sphinx-like and are too reticent to utter even a single word. Remember that their presence may have an adverse effect on the entire group. They should therefore not be ignored by you; instead, you should try to draw them out of their self-imposed silence.

During the course of discussion questions may be directed to you. If you do not wish to answer a question immediately, direct it to another member of the group asking him to respond. If the question is loaded or provocative you may tactfully postpone any response to it by making remarks such as the following: "That's a good question, but shall we first consider the earlier comment made by Mr. X?" or "It's an important question and needs careful thought. May I urge you all to ponder over it and express your views after a while?" Another way may be to restate the question, removing the sting from it and then invite discussion.

The conclusion of the meeting puts special responsibility on the chairman. As chairman it is your duty now to take a position of authority and to state firmly the results of the discussion,

namely, the decisions reached, and the future course of action. Any major dis-agreements should also be stated by you before concluding the meeting. Apart from the minutes* which in any case would be prepared, follow up every meeting with a written note containing the decisions taken and the steps to be taken to implement them. To obtain the maximum benefits the summarising and closing of the meeting are of equal importance. It is the duty of the chairman to bring various points of view into proper perspective skilfully and to set forth how the conclusions reached would affect the members or would lead to a specific course of action.

To sum up, the chairman performs the following functions:

- (i) He draws preliminary plans and makes arrangements for the meeting.
- (ii) He initiates, directs and controls the discussion.
- (iii) He facilitates the reaching of conclusions.
- (iv) He formulates or directs the plan of action for implementing the conclusions.

1.4 PARTICIPATION

The role of a participant is an equally important aspect of a meeting which very much depends upon the kind and quality of contributions made by the participants. When you are asked to attend a meeting, acquaint yourself with the problems and topics to be discussed by going through the agenda carefully. Collect any information which may prove useful in the discussion. Though you should develop a tentative point of view on each issue, keep an open mind. Remember others' points of view are as important as yours and therefore deserve your consideration with respect.

Be a good listener and try to read the thoughts__behind_the_ex-pressions. Don't miss anything that is being said; it may be a signi-fican link in the chain of ideas. Even if you do not like the person who is speaking or feel that what he is saying is irrelevant, listen to him attentively. Examine every opinion or suggestion on merits, irrespective of the source it comes from. Don't hesitate to volunteer any relevant information you may have on the topic under discussion and do speak up when you have something to say on it. Sometimes what you consider of little importance may be found by the group significant.

Helpthe chairman maintain order. Do not engage in side con-versation or shuffle papers in too obtrusive a manner so as to distract others' attention. Raise your hand to draw the attention of the chair-man when you want to speak. When your turn comes express your views clearly and with confidence. Do not take any direct issue with any speaker by making personal references or belittling or ridiculing his ideas. Nothing is gained through a controversy of this type. You may well find that your views are criticised or your suggestion is rejected. This should not dismay you. Wisdom often emerges when there is a clash of opinions. Sincere participation should be your goal.

Do jot down important points at the meeting. Dale and file them for reference in future. Note-taking serves two purposes; it will help you keep your attention focussed throughout the meeting and fix the important points in your mind. Before you file the notes do mention the name of the chairman and the subject of the meeting. Keep the following points in mind while taking notes:

* Write rapidly and legibly. Write in block letters if you can.

- * Let the entries be like the newspaper headlines —just adequate to trigger off the thought later.
- * Don't falter over terms. Using your judgement make changes when necessary.
- * Don't record any irrelevant information. However, rather than miss any important point, record more than what ultimately may be found essential. It is easier to eliminate than to recall.
- * Be tactful in selecting pertinent material, exercising your editorial judgement.

1.5 PHYSICAL ARRANGEMENTS

There is no ideal room for holding a meeting. If a room can accommodate sixty persons, it won't be considered suitable for six. One has to be realistic enough to make the best use of the existing environment and the facilities available. In practice, most meetings are held in an executive's office. There are certain physical conditions which you should ensure, wherever the meetings are held. A good physical arrangement contributes to the success of the meeting.

The most favourable seating arrangement for a meeting is around a large round table. Ideally, every member should be able to look directly at others without turning his chair. However, the round table is not commonly available and often the members have to sit at a rectangular table. In this arrangement at least the chairman should seat himself at a position from where he can face everyone directly as shown in Fig. 5.1.

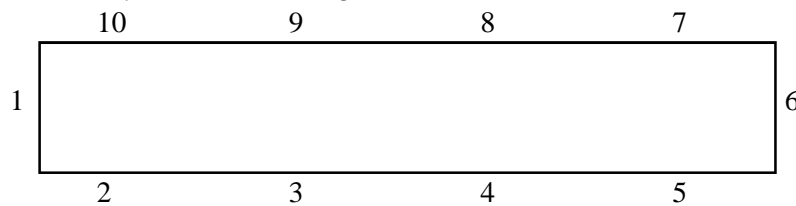


Fig:5.1 Seating arrangement for a small group

In Fig. 5.1 the chairman should occupy the position at (1) or (6). If the group is larger the seating arrangement may be as follows:

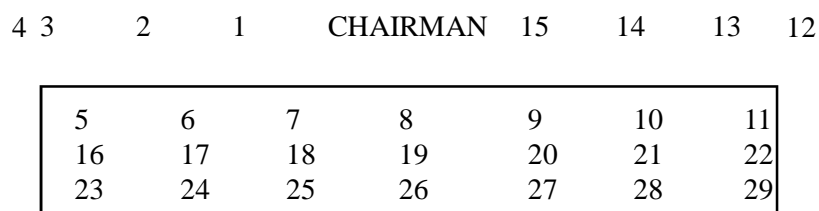


Fig: 5.2 Seating arrangement for a large group

Another consideration in the seating arrangement is the power structure within the group, i.e., the question of placing members in relation to each other and the chairman. Since the chairman plays an influential role, the most powerful persons should not be placed next to him. A concentration of persons of higher status (for example, at positions 1, 2, 3, 13, 14, 15 in Fig. 5.2) is likely to make it difficult for persons of lower status to speak up or disagree. Yet another consideration should be the placing of participants who are highly vocal vis-a-vis the shy and reluctant communicators. The former should be placed in the least comfortable physical locations. (For example, at positions 5 and 7 in Fig. 5.1 and positions 23 and 29 in Fig. 5.2).

Sitting sufficiently close together develops the necessary feeling of camaraderie and the interaction becomes easy. It should however be ensured that there is easy accessibility to every member for the supply of water, tea, etc.

The room where the meeting takes place should have privacy. Some people are unable to discuss problems properly, openly and meaningfully in the presence of prying eyes. The room should also be free from distractions and noise. It should be well-ventilated and have arrangements for lights and provision of facilities such as blackboard, display of diagrams, charts, maps, etc.

Ten Rules for a Successful Meeting

- (i) Convene a meeting when it is essential to consult others for taking action/decision.
- (ii) Hold a meeting when consultations on telephone would not yield the desired result,
- (iii) Invite only those who are essential to the meeting.
- (iv) Insist on punctuality.
- (v) Be clear about the objective of the meeting.
- (vi) Prepare an agenda breaking the issue into its smallest components.
- (vii) Circulate the agenda giving adequate time for members to prepare for the meeting.
- (viii) Set time-limit for the discussion of each item on the agenda.
- (ix) Summarise the conclusions briefly.
- (x) Close the meeting on a pleasant note, indicating the future course of action.

ASSIGNMENTS

1. Assume that as Managing Director of a pharmaceutical company, you have called a meeting to discuss the results of a market survey and to take a decision for the sales promotion of your products. Note that besides the Marketing Manager, the Sales Promotion Officer, Production Manager, Personnel Manager and Finance Manager have also been invited to attend the meeting.
 - (a) Write introductory remarks that you would make to introduce the topic of the meeting.
 - (b) Write the suggestions that are likely to emerge at the meeting.
 - (c) Write the concluding remarks that you would make as chairman.
2. The Management Association of a university has decided to organise an All-India Management Convention from 16 July to 19 July, 1990. The theme of the Convention is Indian Management: Challenge and Response and the overall objective is to help bridge the gap between management theory and its application- As Convener you have called a meeting of the members of the Executive Committee to chalk out a detailed plan for the organisation of the Convention-
 - (a) Write preliminary remarks that you would make to introduce the business of the meeting.
 - (b) Draft a detailed plan that you would prepare for the conduct of the meeting. This plan should include your own tentative thoughts on the physical arrangements, schedule of lectures and discussions, assignment of tasks to various members, etc.

UNIT - II**Lesson: 02****SEMINARS AND CONFERENCES**

The academic world has a long tradition of organising seminars and conferences but now these have become common in the professional world also. The ever-increasing need for optimum utilisation of men and material demands deep thinking and the realisation that this can be best done by a group and not by an individual.

2.1 TYPES OF DISCUSSION GROUPS

The terms *seminar* and *conference* are sometimes confused with other discussion groups. We shall therefore first try to understand what we mean by seminar, symposium, panel discussion, conference and con-vention. Most of the characteristic features of seminar and conference are applicable to others also and hence they have not been taken up for detailed treatment.

A *seminar* refers to the discussion in a small group in which the result of original research or advanced study is presented through oral or written reports. It may also be organised for cross-fertilisation of ideas. Generally one person presents a lead paper incorporating his findings and then there is an in-depth discussion on the material presented.

The other members are knowledgeable and take active part in the discussion. They closely interact with the lead speaker by expressing their views as seen from their individual angles. The doubts, if any, are sought to be clarified by putting specific questions. The main purpose of a seminar is to share knowledge and to get the viewpoints of equally well-informed persons.

In the university context the seminar refers to the discussion by a group of advanced level students under the supervision of a tutor. In a *symposium* a small group of experts or well-informed persons discuss different aspects of a problem for the benefit of an audience. Each speaker is allotted a certain amount of time for his presentation. Speakers follow each other in turn until all have been heard. A discussion then ensues in which the audience may also participate. Though the symposium is formal, an element of spontaneity is introduced through audience participation. Generally it is suited to programmes presented to a relatively large audience.

In a *panel discussion* instead of a series of speeches on different aspects of a problem, each member speaks on the announced topic which is generally worded as a question. The number of panelists is small and they are usually the people who have a lot of experience in the problem area selected for discussion. There is a direct conversational interchange of ideas. Thus a panel discussion may be termed as a process of cooperative thinking. A panel discussion may be followed by a session in which questions are put to the panel members by the listeners. The panel discussion is perhaps best suited to public "discussion programmes on radio and T.V.

Another type of meeting is called a *conference*. The purpose of the conference is, as the name indicates, to confer—to confer with persons having similar interests and also to pool their

experiences and opinions. The discussion usually results in a set of suggestions or recommendations on the central theme of the conference. The participant and subject matter spectrums are wider than those of a seminar or a symposium. It is not uncommon to hold small group discussions on different aspects of the conference theme, the delegates choosing among several discussion sessions going on simultaneously at the venue. Formal lectures, audio-visual presentations and exhibitions are also generally organised on the occasion. Thus a wide range of activities takes place under the omnibus label — conference.

The conference is a closed group discussion. The participants have to register for attending it. Any other person present at the conference is either a permitted observer or an invited guest.

A *convention* is generally a fellowship meeting of a closely linked fraternal group. It is usually more rigorously structured than a conference and only matters of professional interest are discussed. Thus the term is applied to professional gatherings held by companies, societies, associations, etc. and also to the assembly of the delegates of a political party.

Thus we see that there are a number of terms applied to group discussion activities. 'Although in each case individuals meet and discuss a topic, an issue, a problem or merely exchange views and share information, it would not be proper to use all these labels interchangeably. At the same time it is true that despite differences between one discussion group and another it is possible to abstract certain generalised rules applicable to all oral communication situations.

2.2 REGULATING SPEECH

In Chapter 2 we have already discussed the role of body language in communication. Here we shall briefly look at the vocal elements of communication, namely, pitch, volume, rate, quality, animation and pause. *Pitch* is the tone of sounds depending upon the rate of vibration of the vocal chord. You must have observed that when you speak, there is a continual variation in the levels at which your voice is pitched. The variation ranges from the soprano level to the bass level. *Volume* refers to the power of the sound and it ranges from very loud to very soft. *Rate* is the degree of speed at which you speak words. The characteristic tone of a voice is its *quality*. Sometimes a voice may be termed as creaky or jarring to the ears or it may be labelled as pleasant. The liveliness of speech is known as *animation*. *Pause*** refers to junctures in speech. Except the quality of the voice you can control and regulate all vocal elements by careful perception and repeated practice. A well-prepared presentation can be lost if you speak in a monotone, i.e., when you use a constant pitch, volume and rate. Similarly, lack of animation and inappropriate pauses can cause communication breakdown. If you want to be a successful speaker you should exploit fully the potential of all the six vocal elements. Your speech will then have the variations and effects to suit the material you are presenting; For self-improvement you may tape-record your speech and critically examine it. In the subsequent efforts try to suitably amend your delivery in the light of your self-analysis. You should also test your oral presentation among friends and observe their reactions. Through systematic and persistent efforts you can certainly become a good speaker.

2.3 CONDUCTING SEMINARS

When a seminar has to be organised by you*, it is advisable to draw a detailed plan. Each seminar has an objective, a lead speaker and a number of participants. First, formulate the theme, determine the lead speaker and identify the participants. Next, select the venue and fix the time

and date of the seminar. If you visualise more than one session, identify a chairman for each.

As seminar coordinator it would be your duty to send the above mentioned information to all participants well in time either through a circular letter or through a brochure with a covering note. This communication should be properly structured and should clearly state the objective of the seminar and the arrangements that have been made for conducting it and also those for board and lodging if you are inviting participants from other towns and cities.

For example, if you are organising a seminar on vocational education you may send a circular such as the following:

NATIONAL INSTITUTE OF VOCATIONAL EDUCATION
Vivekanand Marg, New Delhi 110011

12 May, 1990

Dear _____,

You will be pleased to know that we are organising a one-day seminar on Vocational Education on Saturday 7 July, 1990.

The objective of the Seminar is to discuss the necessity of more effective linkage between vocational education and employment, the identification of strategies for implementation, and determination of the directions for the future. Dr. S.K. Das, Professor and Head, Department of Education, Jamia Millia Islamia, New Delhi has kindly agreed to be the lead speaker. Other details of the Seminar are given below:

VENUE	:	National Institute of Vocational Education, Vivekanand Marg, New Delhi 110011
TELEGRAM	:	Education, New Delhi
PHONES	:	426378, 429652
0900-1030		
SESSION I	:	Necessity of More Effective Linkage Between Vocational Education and Employment
CHAIRMAN	:	Mr. Ramgopal Sharma Secretary Ministry of Human Resource Development Government of India
1100-1230		
SESSION II	:	Identification of Strategies for Implementation
CHAIRMAN	:	Dr. Abdul Hussain Director National Institute for Educational Planning Kasturba Gandhi Marg.
1530-1700		
SESSION III	:	Directions for the Future
CHAIRMAN	:	Mr. R.S. Krishnan Personnel Manager Bharat Heavy Electricals Ltd.

Bhopal

I hope you would be able to attend the Seminar. Your participation, I am sure, would make the discussion meaningful and fruitful. For your perusal I am enclosing a background paper incorporating the results of a study on vocational education carried out by the Department of Education, Jamia Millia Islamia.

Please return the enclosed form giving the required information so as to reach us latest by 16 June, 1990 to enable us to make suitable arrangements for transport, board and lodging.

We look forward to your participating in the Seminar.

With kind regards,

Enclosures: Two

Yours sincerely,
(S- Bhagat)

Seminar Coordinator

REPLY FORM

Seminar on Vocational Education to be held at the National Institute of Vocational Education, New Delhi, on 7 July, 1990.

(a) I am glad to inform you that I would be able to attend the Seminar. I would be arriving by bus/train/air at _____, on _____. Please arrange transport, board and lodging for me and inform me of the same.

(b) I am sorry I would not be able to attend the Seminar. I would however be grateful to receive a copy of the Proceedings of the Seminar.

Date: _____ Name: _____

Address: _____

You should expect the replies from the intending participants to arrive around the last date given by you. When a sizeable number of replies have been received, you should get the information tabulated for further action. You would need to make arrangements for the following:

- (i) Transport
- (ii) Allotment of rooms in the booked guest houses, hotels, etc.
- (iii) Menu, timing and place for different meals, snacks, tea and coffee, cold drinks, etc.
- (iv) Seating; audio-visual aids; photo-copying/cyclostyling facilities; stationery, blackboard, chalk — both white and coloured, and pointer; public address system; facilities for recording and note-taking,
- (v) Rapporteurship.
- (vi) Deployment of manpower for the various tasks/allocation of duties.

Before the first session begins, as coordinator you should welcome the participants, introduce the topic of the seminar, the lead speaker and the chairmen of the sessions. Also briefly mention the arrangements that have been made for the conduct of the discussion. You may then hand over the floor to the Chairman of the first session. He is expected to make introductory remarks delineating the scope of the topic of the session and then invite the lead speaker to begin his presentation.

The lead speaker generally gives the background of the study he has made, the methods or procedures of investigation he has followed and the results or conclusions he has reached. The emphasis is obviously on the conclusions. After his presentation is over, the chair-man invites discussion. The duties of the Chairman are similar in nature to what we have discussed in Chapter 5, but since the character of discussion in a seminar is different, the Chairman should ensure that the results of the study are clearly presented and fully understood. It should become clear from the discussion in what way the study has furthered the advancement of knowledge and added, howsoever humbly, to the body of knowledge in the particular field. We are often stimulated in our thinking in the presence of others. The discussion should take advantage of this aspect of human nature and exploit it for shedding new light on the topic under examination. In this the role of the lead speaker is crucial. The Chairman has however to ensure that each member plays his expected role and this he can do only if he is clear about his own role.

In the last session the Coordinator sums up the conclusions reached in individual sessions and slates their significance. He also proposes a *vote of thanks*. The least you can do is to acknowledge publicly your gratitude to persons who have helped to make the seminar a success. You may in your appreciation very briefly emphasise the facts of the presentation and contributions rather than embarrass the speakers by eulogising them. The overriding consideration is courtesy. Whenever possible you may introduce a light touch without resorting to flippancy.

It is a good idea to construct beforehand at least the opening and the closing sentences to avoid any embarrassing situation. You may begin and close as follows:

Opening Sentences

"Mr. Chairman, I have great pleasure in proposing a vote of thanks..

Closing Sentences

"In the end I would like to thank you all for having accepted our invitation and making the discussion lively and purposeful. Good Night."

The order in which you would like to refer to persons should be clear in your mind. If you do not feel confident you may write all you wish to say and memorise it. A vote of thanks should never be read out as it is the last face-to-face contact between you and the members of the seminar group. If you read it the impact of oral interaction, which a seminar essentially is, would be lost.

After the seminar is over you may have to get the proceedings/ conclusions cyclostyled or printed for circulation to participants. For doing this task with speed you should plan well in advance so that the impact of the discussion is not lost.

What we have discussed above is applicable to the seminar that would be attended by a large number of participants from other organisations and towns. In actual practice you may often be required to organise seminars on a much smaller scale — one session seminars with participants drawn from your own organisation. And then obviously all the elaborate arrangements discussed above may not have to be made. What is intended here is a broad guideline; you will have to formulate in each case your own strategy in implementation, keeping in view the specific requirements of the situation. You may send this document along with a thank you letter, such as the following:

Dear _____

I am enclosing a copy of the Proceedings of the Seminar on Vocational Education held on 7 July, 1990. If you have any comments or suggestions to make, please let us know.

It was a real pleasure to have you with us on this occasion. Your presence enhanced the value of the seminar and we are really grateful to you for having made significant contributions in the discussion.

With kind regards,

End: One

Yours sincerely,

2.4 ORGANISING CONFERENCES

Most of the steps that have to be taken for preparation, presentation and conclusion of the seminar are broadly relevant for the organisation of a conference also) As we have stated earlier, a conference is usually a large gathering of persons who meet to confer on a particular theme or to exchange experience or information.

Since the information to be sent to the potential delegates is substantial, it is better to prepare a brochure containing all the details, it should be mailed to the expected participants well in advance) You may structure your brochure as follows:

Page 1: Theme of the conference, name of the sponsor, dates, name of the organisers.

Page 2: A short note on the theme of the conference.

Page 3: Names of the Conference President and Secretary; names of rapporteurs; venue; time, date and place of plenary and valedictory sessions and also those of small group discussions.

Page 4: Details of invited lectures — name of the speaker, topic, time, date and place; exhibitions — nature, timings and venue; audio-visual aids available for use during the Conference.

Page 5: Reception, transport, board and lodging arrangements; postal and telegraphic address of the Conference Secretary and his phone number, delegate fee.

Usually the size of the brochure is 12cms by 21cms and it is sent along with a covering letter and proforma for reply from the intending participants. The samples of letter and proforma

given earlier can be suitably amended and used by you for the conference also.

After the replies are received prepare a list of delegates and go ahead with the arrangements for their reception, transport, board and lodging. At the same time send a short note acknowledging the receipt of the acceptance form and informing them of the arrangements you have made. An example is given as follows:

Dear _____...

We are glad to know that you would be attending the Conference. We note that you would be arriving at _____, on _____, by bus/train/air. We have set up Reception Desks near the main exits at the bus stand, the railway station and the airport. The reception desks would work round the clock from 4 a.m. _____(date) to 10 p.m. _____(date).

You have been allotted a room in Atithi Bhavan, Mahatma Gandhi Road, (Telephone Number 629274).

Further details will be given to you at the Reception Desk. Just in case you are not able to contact the Reception for some reason, please report directly to the Bhavan at the counter marked 'arrivals.'

A receipt for Rs. _____, the delegate fee sent by you, is enclosed,

We look forward to meeting you soon.

With kind regards,

Enclosure: One

Yours sincerely,

(Name)
Conference Secretary

At the plenary session usually there is a Welcome Address by the Secretary, Keynote Address by the Conference President and a Vote of Thanks. Sometimes a conference is inaugurated by a dignitary and in this case the inaugural address is scheduled between the Welcome Address and the Keynote Address. Often the important addresses are printed or cyclostyled and distributed to the audience before they are read out. The practice of doing so takes away the impact of the face-to-face oral communication as most of the people keep their eyes glued on the distributed written material and miss the nuances of oral delivery and body language. We would therefore advise you to distribute the text of the speeches after they have been delivered.

Some organisations wish to find out the extent to which the conference objectives were achieved. Such an evaluation is helpful in determining more effective follow-up action and suggesting how future programmes can be made more successful. The most convenient way to do so is through a conference questionnaire which should be got filled in by the participants. The basic principles of preparing a questionnaire have been discussed in Chapter 9. We give below a few questions which you may find useful when you are asked to draft a questionnaire.

- (i) To guide us in interpreting your reactions please give the name of your organisation _____, production or services of your organisation _____, your department _____, your position, or description of your work _____.
- (ii) Have the conference topics been fairly pertinent to your field of interest? Yes _____ No _____.
- (iii) Was the general level of information exchanged at formal sessions too elementary? Yes _____ No _____ Too theoretical? Yes _____ No _____ Just about right? Yes _____ No _____.
- (iv) What topics would you like to be included in a future conference? _____.
- (v) What benefits did you hope to derive from attending this conference? _____
- (vi) In view of the benefits derived from this conference, do you recommend that we organise another such conference? Yes _____ No _____.
- (vii) Were you satisfied with the board and lodging arrangements? Yes _____ No _____.
- (viii) Would you like any exhibitions to be held in conjunction with a future conference? Yes _____ No _____. Give specific suggestions.
- (ix) Please write further criticisms, observations, or suggestions on the blank sheets attached. Thanks for your help.
- Name (optional): _____
- Date: _____
- Place: _____

2.5 EVALUATING ORAL PRESENTATION

You may occasionally be asked to evaluate the quality of presentation made by another officer. You have then to keep in mind the various factors that make a presentation effective and also to quantify your judgement for record or comparison. There could be many ways to perform this task. We suggest below an evaluation plan which we have tried out in various situations and found satisfactory and workable.

Evaluation Sheet for Oral Presentation

Name of the Presenter _____

Date of Presentation _____

Note: The qualitative meaning of the numerals is as follows:

1 = Poor; 2 = Average; 3 = Good; 4 = Very Good; 5 = Excellent.

(a) Introduction to the topic	1	2	3	4	5
(b) Clarity of presentation	1	2	3	4	5
(c) Sequence and continuity	1	2	3	4	5
(d) Voice, pitch and delivery	1	2	3	4	5
(e) Use of blackboard and other aids	1	2	3	4	5
(f) Eye contact & audience awareness	1	2	3	4	5
(g) Interaction with audience	1	2	3	4	5
(h) General poise and bearing	1	2	3	4	5
(i) Knowledge of the subject	1	2	3	4	5
(j) Style of concluding the presentation	1	2	3	4	5

Total_____

Remarks (if any) :

Signature of the Evaluator

ASSIGNMENTS

1. (a) Assume that you acted as the Chairman of the First session of the Seminar on Vocational Education. Inventing the necessary details write the concluding remarks, summarising the main points and highlighting the significant aspects of the discussion,

(b) As a participant at the third session of the above Seminar, you spoke immediately after the lead speaker. Write your observations (i) expressing your disagreement with his approach, and (ii) supporting his point of view.

2. A national conference on Technology Forecasting Techniques is being organised in Delhi under the auspices of Department of Science and Technology, Government of India. About 200 scientists, engineers, technocrats from academic, research and industrial organisations, both government and private, are expected to attend. The topics such as frontiers in biotechnology, energy prospects, telecommunication, appropriate technology, education for 21st century, etc., are likely to come up for discussion.

- (i) Write welcome remarks that you would make as the Conference Secretary at the inaugural session and also the vote of thanks that you would propose at the concluding session.
- (ii) Write the address that you would deliver as the Chairman of the first session.

UNIT - III**LESSON - 01****DIALOGUE WRITING**

Objective : This lesson is introduced with an aim

- i) to make the learner a good conversationalist.
- ii) to develop the skill of the learner in speech and also in writing.

Introduction :

Every language learner wishes to be a good conversationalist. A good conversationalist is often able to express meanings effectively and convincingly. He can derive pleasure from the act of conversing and his conversation can be a source of pleasure for others as well. A conversation is an informal spoken exchange of information feelings, thoughts and ideas. It usually takes place among persons who know each other very well. eg : friends, acquaintances and relatives. Conversations use speech as the medium of language and are therefore, spontaneous and unplanned.

A dialogue is a written piece of conversation. In other words, it is a written version of something which is essentially spoken. Therefore, it has features of both speech and writing in it. Dialogues are less spontaneous and more planned. But we need to be careful and ensure that dialogues do not turn into artificial speech. They should sound like genuine conversation. Dialogue writing is a skill that helps us in developing both our speech and writing. It may be looked upon as a preparation for a conversation.

Structure :

- 29.1 Essential features of dialogues / conversations
- 29.2 Some examples of dialogue writing
- 29.3 Exercises.

1.1 Essential features of dialogues / conversations :

The essential features of dialogues and conversations are the same. There are two or more participants in a dialogue and each participant reflects his / her own point of view depending on his / her experience in life. In a dialogue, speakers and listeners keep changing their roles i.e. speaker becomes a listener and a listener becomes a speaker. Therefore, one person does not continue to speak endlessly in a dialogue. The shortest dialogue consists of two utterances by two different speakers. For example.

A : May I know your name, please ?

B : Rajiv Agarwal

Of course, a dialogue can be very long as well. It may run into pages. But when we practise dialogue writing we must ensure that each speaker is able to have his / her turn at speaking and that each speaker's contribution to the conversation is interesting and relevant.

Another feature of a dialogue is that a dialogue does not always contain grammatically complete sentences. For example,

A : Posted my letter ?

B : Not yet.

It would be rather artificial to have the same dialogue in grammatically complete sentences. Compare the dialogue given above with the one given below.

A : Have you posted my letter ?

B : I have not posted it yet.

The point is that we must not always insist on grammatically complete sentences in conversations. Most of the conversation make use of the informal style. However the formality or informality of a conversation depends on a number of factors and there are also degrees of formality and informality. The following are the main factors that determine the level of formality or informality of a conversation.

a) Topic or subject matter : Some topics tend to be associated with a certain kind of style. example, if the topic of conversation is - 'How to make a computer virus free' it is likely to be a formal conversation, but if the topic is planning for a picnic, it is likely to be informal conversation.

b) Purpose of communication : The formal style is usually associated with public purposes and the informal style with private or personal purposes. For example, the announcement regarding the schedule of elections on the radio or television is always in the informal style, but if you want to give the same information to your close friend, it is likely to be done using the informal style.

c) Relationship between participants : The formal style is generally used when we communicate with higher authorities, our superiors or strangers. The informal style is used when we communicate with our friends, relations or close acquaintance. For example, if we wish to ask a stranger to go upstairs for a certain purpose, we are likely to say something like "Could you go upstairs?" or "May I request you to kindly move upstairs?" However if we wish to communicate the same message to a close friend or acquaintance we are likely to say something like "why don't you go upstairs now?" It is necessary to use the most appropriate kind of style to the occasion, considering the three factors given above.

Contracted forms like I'm, It's and you're are generally preferred in informal speech because accent is placed on words which are more important in communication. A good dialogue often brings out individuality of the speakers. Each of us is a unique individual and has a unique way of perceiving and responding to reality. In order to be interesting a dialogue must have the element of surprise or shock. Dialogue must not be totally predictable.

1.2 Some examples of dialogue writing

a) Getting relevant information from the Enquiry Clerk.

Rajiv : Excuse me, I need some information regarding trains from Hyderabad.

Clerk : Certainly. You see there are two direct trains to Hyderabad every day. The first is Mumbai - Hyderabad Express.

Rajiv : When does it leave Pune ?

Clerk : At 5.20 in the evening.

Rajiv : And when does it reach Hyderabad ?

Clerk : At 5.30 next morning.

Rajiv : It seems to be a little too slow.

Clerk : Yes, it is slower than Minar Express, which leaves Pune at 2.30 p.m. and reaches Secunderabad at 11.15 a.m. the next morning.

Rajiv : But, you see, I want to go to Hyderabad and not to Secunderabad.

Clerk : But you know, practically it's the same. Hyderabad and Secunderabad are just twin cities and you can easily move from one to the other.

Rajiv : Oh, I didn't know this. Thanks a lot for this information. Are there any other trains ?

Clerk : These days there's a holiday special train to Hyderabad. It leaves Pune at 2.30 p.m every Thursday.

Rajiv : I think my chances of getting a reservation on this train are brighter. Not many people would know about this train.

Clerk : I believe so.

Rajiv : Thank you once again for very useful information.

Clerk : You're welcome.

Note that a dialogue must sound like a natural conversation and there should be no element artificiality in it.

b) Discussing one's career

Manoj : You know I am fascinated by music. I would certainly like to make music my career.

Rajesh : I can appreciate your interest in music, but I doubt whether you should neglect your studies for the sake of music.

Manoj : So you don't believe I can make a career out of it.

Rajesh : No, I only want you to understand how difficult it is. There is tremendous competition and I know many talented musicians who can't earn their living easily.

Manoj : But do you think I will surely get a job if I concentrate on my studies ?

Rajesh : No one can guarantee anything.

Manoj : In that case, I feel there are very good opportunities now in the field of music. Do you remember I sent my cassette to the producer of one of the TV programmes ? I have just got an invitation from him asking me to participate in their T.V programme. I'll really put in my best into the programme. May be some music director or producer will watch the programme and give me an opportunity to sing for him.

Rajesh : I think you are just carried away by your dreams.

Manoj : But there's nothing wrong with dreaming. Let me dream and then let me do my best to realise my dreams.

Rajesh : All right, Best of luck to you.

c) Introducing your friend to your father :

You : Good morning, dad. Here is Satish

Father : Good morning, my son. Glad to meet you, Satish. It seems that both of you are close friends.

Satish : Yes, sir

You : Dad, Satish lives very near to us. His father is a doctor.

Father : Oh, I see.

You : Satish helps me in my home work. He teaches me playing chess.

Father : That is fine, Satish. Have a good day. See you later.

d) A dialogue between a customer and the shopkeeper :

Complaint about a T.V. that is not functioning well.

Customer : Good evening.

Shopkeeper : Good evening. What can I do for you, sir ?

Customer : Didn't you recognize me? On 12th of this month I bought a T.V. of 28 inches in your shop.

Shopkeeper : Oh! on that day you came with your friends.

Customer : Exactly. I am sorry to tell you that clarity of the picture is not upto the mark. Sometimes some lines and tiny spots appear on the screen.

Shopkeeper : I think the defect lies with the picture tube. I shall get it repaired.

Customer : Can't you give me a new one ?

Shopkeeper : I have to contact the manager. Please leave the set and the warranty card here.

Customer : When should I come again?

Shopkeeper : Please come on Saturday. I shall get it repaired or I shall give you another T.V.

Customer : Thank you very much.

1.3. Exercise A

1. In the following dialogue only some of the statements are given. Supply the missing responses.

Rita : Is today a very special day ?

Smita :

Rita : I see that you have put on a fascinating new dress. You look gorgeous in this dress.

Smita :

Rita :

Smita : In fact, I didn't buy it at all. It was a present from my cousin.

Rita : What was the occasion?

Smita :

Rita : I would like to buy a similar dress. Do you think it will be available in the local market here?

Smita :

Answers

Smita : No, nothing why do you say so?

Smita : Thank you. Do you like to have one?

Rita : By the by, where did you buy this one?

Smita : Today is my birthday, Rita.

Smita : Yes. They are available in our local markets.

2. In the following exercise, only the first few sentences of the dialogue are given. Imagine the necessary details and develop it.

Manoj : I think I must go out again to buy some more cigarettes.

Abhay : But you have already smoked three cigarettes. Can't you give up smoking altogether?

Answers

Manoj : You are right. It's a bad habit. But I'll try to stop smoking.

Abhay : You have to immediately give it up. It is very bad habit.

Manoj : Yes, I will try.

Abhay : It is injurious to health. Try to give up gradually.

Manoj : Yes, I shall give it up slowly.

3. In the following exercise, only the first few sentences of the dialogue are given. Imagine the necessary details and develop it.

- Rajani : You know, Prabhakar has just got his fourth degree. He is already M.A., M.Com and L.L.B. He has just been awarded his M.Phil.
- Sarita : I think some people are just mad after degrees. I don't know what they do with them.
- Rajani : It is not like that. Education is something which is very valuable.
- Sarita : What do you say ? Should education be a continuous process ?
- Rajani : It is not that. One can be good at any number of subjects.
- Sarita : Yes I understand that. A knowledgeable person is an asset to the institution where he is working.
- Rajani : Knowledge is power. It enhances one's talent and skill. We should possess it.
- Sarita : You are right. I don't think he should run after degrees.
- Rajani : He is a lecturer and he should have a number of degrees.
- Sarita : Let us go and congratulate him.

UNIT – IV

Lesson – 1

SENTENCES

Sentence is the most basic unit of written expression and communication. To ensure clarity of communication and grammatical correctness, we need to be able to write correct sentences. Read the four groups of words given below. Each group expresses a complete thought or idea. Each group of words is a sentence. Notice that each sentence begins with a capital letter.

1. Richard made a belt.
2. Greg is a goalie.
3. Laura was handed the trophy.
4. The gym class played volleyball.

A sentence is a group of words that expresses a complete thought.

1.1 Common features associated with a sentence

Sentences, in general, must fulfill the following conditions:

- (i) Sentences must express a complete thought.
- (ii) Sentences must have a subject and a finite verb.
- (iii) Sentences must begin with a capital letter and conclude with a full stop.

Examine the following sentences, can you tell whether each group is a sentence?

1. The girls went to the park.
2. Dominic and his brother.
3. Played in the snow.

Maybe you are not sure whether these groups of words are sentences. Here are two questions to help you decide whether a group of words is a sentence.

Who or what did something? Does the group of words tell who or what did something?

What happened? Does the group of words tell what happened?

If a group of words answers both of these questions, it expresses a completed thought. The group of words is a **sentence**.

If a group of words does not answer both questions, it does not express a complete thought. The group of words is a **fragment**.

Example 1. The girls went to the park.

Who or what did something?	What happened?
The girls	went to the park.

This group of words answers both questions. Therefore it is a sentence it also expresses complete thought.

Example 2. Dominic and his brother.

Who or what did something?	What happened?
Dominic and his brother.	

This group of words does not answer both questions. It is not a sentence, it is a fragment. It tells only part of a thought. You can add words to this fragment to make a whole sentence.

Who or what did something?	What happened?
Dominic and his brother	Painted a garden.

Example 3. Played in the snow.

Who or what did something?	What happened?
	Played in the snow.

Does this group of words answer both questions? No, it does not. It is not a sentence. It is also a fragment. You can add words to this fragment to make a whole sentence.

Who or what did something?	What happened?
The black kitten	Played in the snow.

1.2 Different kinds of sentences

There are different kinds of sentences for the purpose of telling something and to show how strongly you feel something.

1. The Declarative Sentence

A declarative sentence tells or states something. Use a period (.) at the end of this sentence.

Today is my birthday.

2. The Interrogative Sentence

An interrogative sentence asks a question. Use a mark (?) at the end of this sentence.

Do you enjoy basketball?

3. The Imperative Sentence

An imperative sentence makes a request. Use a period (.) at the end of most imperative sentences.

Pass the salt, please.

4. The Exclamatory sentence

An exclamatory sentence shows strong feeling. Use an exclamation point (!) at the end of every exclamatory sentence.

Our house is on fire!

Recollect:

Punctuation marks are important signals in reading and writing. Use the correct signals in your writing. Follow the signals when you read. Remember these rules.

1. Use a period after a declarative sentence.
2. Use a question mark after interrogative sentences.
3. Use a period after most imperative sentences.
4. Use an exclamation point after exclamatory sentences.

1.3 Parts of the Sentence

Every sentence has two parts. One part of the sentence is the **subject**. The subject answers the question *Who or what did something*. The other part of the sentence is the **predicate**. The predicate tells something about the subject. The predicate tells *What the subject did. What the subject is, or What happened to the subject*.

- Examples:**
1. Richard made a belt.
 2. Greg is a goalie.
 3. Laura was handed the trophy.
 4. The gym class played volleyball.

Subject	Predicate
1. Richard <i>(who)</i>	made a belt <i>(what the subject did)</i>
2. Greg <i>(who)</i>	is a goalie. <i>(what the subject is)</i>
3. Laura <i>(who)</i>	was handed the trophy. <i>(what happened to the subject)</i>
4. The gym class <i>(what)</i>	played volleyball. <i>(what the subject did)</i>

The subject of a sentence tells who or what did something or what the sentence is about.

The predicate of a sentence tells what the subject did, what the subject is, or what happened to the subject.

1.4 The simple predicate, or verb

The subject part is called the complete subject. The predicate part is called the complete predicate.

The complete subject may be short or long. It includes all the words that tell who or what did something.

The complete predicate may also be short or long. It includes all the words that tell what happened.

Complete Subject

Complete Predicate

The girl played.

The tall girl with glasses played basketball at the Y.

In each complete predicate, one part is more important than the rest. This part is the **verb**. A verb is a word that can tell of an action. It can also tell that something **is**. Both of the sentences above have the same verb: **played**. The verb is sometimes called the simple predicate.

Examples: The verbs in the following sentences are underlined.

The children fell on the ice.

Scout knew the answer.

1.5 Writing Better Sentences

(i) Put it Together (Learning about Sentences)

A good vocabulary helps you to express ideas clearly. You know that using the right word in the right place can make a big difference. So can using the right word at the right time.

Now you are ready to put your words together in the most effective way. You are ready to create sentences.

A sentence is a group of words that expresses one complete thought. You can use sentences to express many different kinds of ideas. If you write carefully, your sentences can be very powerful. Read the following examples of powerful sentences.

Common sense is not so common. – VOLTAIRE

That it will never come again is what makes life so sweet. – EMILY DICKENSON

When one door closes, fortune will usually open another. – FERNAND DE ROJAS

Not every writer can write a sentence that becomes famous. However, you can learn to write good sentences. A good sentence states an idea in a clear, direct, and lively way.

(ii) Getting Nowhere (Avoiding Empty Sentences)

Some sentences get nowhere. They are written as sentences, but they do not say anything. Such groups of words are called **empty sentences**.

There are two kinds of empty sentences. The first repeats' an idea from an earlier sentence or states one idea twice.

Eg: I was thirsty and I wanted something to drink.

If you are thirsty, it is understood that you want something to drink. The sentence above needlessly repeats the same idea. A sentence like this can be revised by adding more information.

Eg: I was thirsty because I had eaten a bag of salty pretzels.

The second kind of empty sentence gives an unsupported opinion. The writer makes a strong statement that captures a reader's attention, but leaves the reader asking "Why?"

Eg: Most TV news programs are second-rate.

Such strong statements must be supported with details. These details may be facts, reasons, or examples. Supporting evidence may be given in the same sentence or in following sentences.

Eg: (a) Most TV news programmes are second-rate because newscasters act like entertainers, not like journalists.

(b) Most TV news programmes are second-rate. Newscasters devote too little time to explain news events. Instead, they try to entertain.

(iii) Cut it Out (Avoiding Padded Sentences)

Every word in a sentence should say something about the main idea of the sentence. Some sentences will be longer than others. However, a good sentence should have no extra words.

Sentences that contain useless words or phrases are called padded sentences. A padded sentence is not clear and direct. It takes too long to get to the point. Padded sentences can be improved by trimming.

Eg: Due to the fact that I didn't have shoes on, I couldn't go into the museum.

The phrase *due to the fact that* is unclear. It adds nothing to the sentence. It gets in the way of the main idea. The sentence should be improved by leaving out the padding.

Eg: Because I didn't have shoes on, I couldn't go into the museum.

(iv) All Join Hands (Combining Sentences)

Sometimes you may write two or more short sentences that have similar ideas. These sentences can often be combined. The new sentence will include the ideas stated in the shorter sentences.

Sometimes two sentences contain similar ideas that are equally important. You can combine sentences like these by using a comma and the word *and*.

Diane plays the flute. Her brother plays the piano.

Diane plays the flute, and her brother plays the piano.

Other sentences may state contrasting ideas of equal importance. You can combine sentences like these with a comma and the word *but*.

Ted barely finished the test. He got the highest grade.

Ted barely finished the test, but he got the highest grade.

Sometimes, two sentences state a choice between ideas. You can combine sentences like these with a comma and *or*.

We can wait for the bus. We can start walking.

We can wait for the bus, or we can start walking.\

1.6 Self Assessment Questions

1. Define sentence. State its mode of making.
2. Describe the procedure of comprehension of sentences.

UNIT - V**LESSON - 01****LETTER WRITING**

Objectives: This topic is included in the course

- to enable the students to learn to write good letters which are readable and which communicate clearly the necessary information to the recipient of the letter or the addressee.

Introduction : People have been writing letters in one form or another for a long time. It has become a necessity for modern man, both for his personal and professional life. You must have written letters to your relatives or friends and all of you might have learnt in your earlier classes the principles of letter writing.

Structure :

- 29.4 Letter writing and its importance.
- 29.5 Types of letters
- 29.6 Components of the letter
- 29.7 Some model letters

1.1 Letter writing and its importance :

Correspondence is mainly through the process of writing letters. They are very essential in the practical life of every man. Letter writing is an art and situations demand us to write letters. It is necessary for us to cultivate the habit of writing good letters. Some letters have become immortal or famous for their literary merit or other intrinsic qualities. Jawaharlal Nehru's personal letters to his daughter, Indira Priyadarshini have become world famous for their literary excellence. Lord Chesterton's letters are equally famous although they were written in the eighteenth century. Though our letters may not achieve immortality we should be able to write good letters.

1.2 Types of letters :

A letter is a brief communication in prose addressed to a person at a distance. There are three kinds of letters.

Personal letters: The letters which are addressed to members of the same family, relatives or friends on personal matters are called personal letters.

Official Letters : The letters which are addressed to officials by designation on official matters are called official letters.

Commercial or Business letters : The letters which are addressed to commercial enterprises or business firms on commercial or business matters are called commercial or business letters.

1.3 Components of letters :

Letter-writing, like any other art or craft or activity, requires two basic things: knowledge and practice. You should acquire the necessary knowledge by going through the rules that govern letter writing. You

should often write in order to be good at writing letters. It is convenient to divide a letter into its components and then see how they are arranged. There are nine parts of a letter. (i) address (ii) date (iii) direction (iv) salutation (v) heading (vi) body (vii) subscription (viii) signature (ix) the envelope.

(i) The address of the writer should be written in the top right hand corner of the letter. It is customary to end each line of the address with a comma, except the last line which will end with a full stop.

*6/12 Brodipet,
Guntur.*

ii) The next part of your letter is the date. The date should be written underneath the address. There are many ways of writing a date.

January 20, 1985 or Jan. 20, 1983, or 20th January, 1983

iii) Next comes the direction: This means the name and the address of the person or company to whom you are writing. You need not put a direction at all if you are writing to your relatives or friends. It should be written on the left-hand side of the page on the line below the date or on the bottom left-hand corner of the page, after signature at the end of the letter.

*The Manager,
Andhra Bank,
17, North Beach Road,
Madras- 600 001.*

iv) The salutation or greeting is written underneath the name and address of the recipient:

- a) *My dear* and *Dear* are friendly greetings. They are followed by the name, or relationship : *My dear Krishna, My dear Brother, Dear Uncle, etc.*
- b) *Dear Mr. Gopalan, Dear sir, Dear Madam,* are the usual salutations in business and other formal letters.
- c) *Dear Sirs or gentlemen* is the correct salutation of the letter if addressed to "The Directors " or "A firm of solicitors," etc.
- d) *Sir or Madam* is very formal and now used mainly in letters to and from government officials.

v) It is fairly general practice in writing professional or commercial letters to put a heading above the body, stating the subject of the letter or the reference number of the letter of which yours is a reply.

Dear Krishna Rao,

Furniture Delivery

We regret the inconvenience.

vi) The body of the letter begins just to the right of and below, the end of the salutation.

Dear Miss Jaya,

Thank you for your letter of December 2nd.

vii). The subscription or the ending of the letter must bear a close relation to the salutation. Here are some subscriptions under their appropriate headings:

Informal letters :

Yours sincerely,

Yours affectionately,

Your affectionate Friend,

Your loving son,

Very sincerely yours,

Yours ever,

Yours,

Formal Letters:

Yours faithfully

Yours truly

viii) The signature of the writer is placed on the line after the subscription.

Yours Sincerely,
G. Mohan

ix) The address on the envelope should be written very clearly.

Miss V. Sangeetha,
31\3 Civil lines,
Model Town,
Nagpur.

Some Model letters.:-

a) Letter to a friend about the college anniversary which has been celebrated recently.

Vijayapuri,
February 2, 1985.

Dear Kumar,

I wish to write a few lines on the college anniversary which we have celebrated recently. The District Collector was the chief guest. He made an inspiring speech on the student participation in nation-building activities. We really enjoyed his speech. Our Principal read the annual report. A cultural programme was organised and many students took part in it. I also presented a mimicry item. I am glad to inform you that I

have received several prizes in debating, essay writing, high jump, long jump etc. We all enjoyed the programme. My pranams to your parents and wishes to your brother.

Your affectionate friend,
Satish.

*D. Kumar,
C/o D. V. Prasad,
220 A/1, Munirca,
New Delhi-67.*

b) Letter to you father explaining to him the goal in your life and how you will work to achieve that.

Vizag,
1st Jan, 97.

Dear Father,

I have been busy all these days and so I could not write to you. In your last letter you asked me about my goal in life.

I intend to tell you about it now in this letter. to become an IAS Officer is my goal in my life. I will work hard to achieve this. As soon as I complete my degree, I shall join some reputed study circle. I will choose indian History besides General Studies in my prelims.

A simultaneous preparation for both prelims and main is quite essential, as both are interlinked in view of both contents being identical. I strongly believe that it is our sustained hardwork with a systematic approach which will help me to get through the IAS.

Yours Sincerely,
V. Kiran

Address :

V. Ram Mohan,
47, Garden Street,
Ayodhya Nagar,
Vijayawada.

c) Letter to the Chairman of your municipality.

Gaddiannarram,
14th November, 1993.

To

The Chairman,
Gaddiannaram Mucipality,

Hyderabad.

Sir,

I am sorry to inform you that the sanitary conditions are very bad in our street. The gutters are always overflowing. The scavenger hardly ever comes to clean the street. The rubbish can be seen in every corner of the street. The condition of our colony is deplorable. I am afraid that due to these conditions people will be infected with many diseases.

Please see to it that things are set right as soon as possible.

Yours faithfully,
Malati.

d) Letter of complaint to the Depot Manager, RTC regarding the loss of your suitcase in the bus.

Vijayawada,
Dated 2nd Jan 97

To

The Depot Manager,
Pandit Nehru Bus Depot,
Vijayawada.

Sir,

On 31st Dec. 96 I boarded the 2300 hours High Tech Bus bearing No : APZ 1105 to Hyderabad. I was allotted seat No. 10.

On reaching Hyderabad in the early hours I had forgotten my Alfa suitcase under key chain. My suitcase contained Rs 500/- in cash, two pairs of dresses and my certificates.

Hence I request you to look into the matter to trace my suitcase and restore it to me at an early date.

Yours faithfully,
Y. Ramu

Address on the Envelope.

To
The Depot Manager,
Pandit Nehru Bus Depot,
Vijayawada - 1

e) A letter to a book shop ordering some books.

Narasapur,
April 16, 1999

From

V. B. Rao,
62, Tank Road,
Narasapur.

To

The Manager,

Venkareswara Book Depot,
Kandulavari Street,
Vijayawada.

Sir,

Please send the following books by V.P.P. to the address given above.

II B.Com. English Textbooks 10 copies

II B.A. Telugu Textbooks 10 copies

II B.Sc English Non - detaild Textbooks 10 copies

Early despatch of the books is requested.

Yours faithfully,
V.B. Rao

f) Letter to the Manager, applying for appointment in response to an advertisement.

Karimnagar,
10-2-2004.

From

G. Rama Krishna,
62, Tank Road,
Karimnagar.

To

The Manager,
Best Books Ltd,
Kachiguda,
Hyderabad.

Sir,

Sub : Application for appointment as sales promoter - submitted.

Ref : Your advertisement dated 15-2-2004.

I have come to know from your advertisement that there are vacancies for the post of sales promoter in your company. I offer myself as a candidate for one of them.

I passed B.Com. Degree course in first class from Osmania University. I have also passed Higher Grade Examination in Typewriting.

I know English, Hindi and Urdu besides Telugu. When I was a student, I took part successfully in many co-curricular activities, like Debating and Essay writing. Previously I worked in S.Chand and Co. for two years as a sales promoter, in a temporary vacancy. I am 24 years of age. My date of Birth is 5-6-80. If I am appointed, I shall discharge my duties to your satisfaction.

Thanking you,

Yours faithfully,
G. Rama Krishna.

G. Sujatha

UNIT II**Lesson 02****Written Communication****2.0 Objectives**

The aim of the present lesson is to

1. Acquaint the student with the basic requirements of a Business Letter.
2. Apprise the student about strategies for writing business letters.
3. Brief the student about the elements of Report Writing.
4. Instruct the student about the principles of writing a Resume.

Structure

- 2.1. Introduction
- 2.2. Basic Requirements of a Business Letter
- 2.3. Forms of Layout for a Business Letter
- 2.4. Styles of Presentation
- 2.5. Strategies for writing Business Letters
- 2.6. Report Writing
- 2.7. The Resume
- 2.8. Sample Questions
- 2.9. Suggested Reading

2.1 Introduction:

Correspondence through letters is the most basic and common forms of written communication. It has always been the preferred form to express oneself and to keep in touch, inform or verify personal and public experiences or events in detail. Even in this modern age of rapid advancement in communication i.e. internet accessories, correspondence through letters is still in vogue.

1. Personal Letters – those which are written to friends, relatives and others known on a personal basis.
2. Business Letters - Those which are written by official trade and commercial departments and businessmen to their counterparts.
3. Official Letters - those which are written to officials by individuals or firms and vice-verse.
4. Letters in the form of application for a job, to the Principal of an educational institution for a testimonial, study or transfer certificate etc.

The structure of a Letter: Generally, a letter comprises of

- ❖ Heading
- ❖ Salutation
- ❖ Body
- ❖ Subscription
- ❖ Note
- ❖ Superscription

The Heading: Written on the top right hand side of the letter, it gives the address of the letter writer. However in present official and commercial letters, the Heading is being written on the left hand top side of the letter.

The Salutation: Written on the left hand side of the letter, it denotes the name of the addressee and his relation with the writer i.e. Dear Dad/Mum, Dear Preethi, Dear Rao, Dear Sir/Madam etc.

The Body: The body of a letter contains the subject matter or the message to be conveyed. It is generally divided into paragraphs, depending upon the points discussed.

The Subscription: It is written on the right hand side at the end of the letter. However, it is now being written on the left hand side. It is a polite way of ending the letter. i.e. Yours affectionately, Yours sincerely, Yours faithfully, Yours truly etc.,

The Superscription: It superscribes the name and address of the addressee on the envelope.

2.2 Basic Requirements of a Business Letter:

Unlike a personal letter, a business letter demands a particular structure, layout and appearance as the reputation and goodwill of a firm or company depends on it.

The structure of a Business Letter: A business Letter comprises of the following:

- Heading (Name and address of the firm)
- Date
- Reference – (Reference number of the addressee
Reference number of the correspondent)
- Inside Address – (the full address of the addressee)
- Attention Line – (designation or name of the officer of the firm addressed)
- Salutation- (Courteous greeting to the addressee)
- Subject – (a condensation of the body of the letter)
- Body – (the content, text or message of the letter)
- Complimentary ending – (a polite close)
- Signature – (signature of the letter writer)
- Identification Marks – (initials of the correspondent or the sender of the letter)
- Enclosure- (note about the enclosures attached to the letter)

The following is a general format of a business letter incorporating all the above elements)

Fig:1

A FORMAT OF A BUSINESS LETTER

1.	Heading
2.	Date
3.	Your Reference..... Our Reference.....	
4.	Inside Address
5.	Attention
6.	Salutation
7.	Subject
8.	Body
9.	Complimentary Ending
10.	Signature
11.	Identification Marks
12.	Enclosure

Heading: The use of printed letterheads is a common feature in business correspondence. A letterhead contains the name, address, telephone number, telegraphic address, fax number, E-mail address etc.,

If a firm or company is registered as a limited liability company, the term 'limited' is added to its name and registered address.

Date: The date, month and year is typed in the upper right hand corner, two spaces below the letterhead. Suffix like 'nd' and 'th' should not be added to the day in the date i.e. 2nd, 5th. Sometimes letterheads indicate the place where the date should be printed.

Reference: Some letterheads indicate a space of two lines. The reference number of the addressee should be printed in the first line and the reference number of the letter writer in the second line. Care must be taken to print the reference numbers correctly which will facilitate easy and quick location of the respective file and immediate correspondence.

Inside Address: The complete address of the addressee should be written between the reference and the attention line or the salutation. The details of the address should be written in full and must not be abbreviated. Care must be taken to write the name of the addressee correctly. For example Mr. Basava Punnaiah Chaudari should not be written as Mr. B.Punnaiah Chaudari or B.P.Chaudari. Correct address will facilitate quick identification and prompt posting and reply. The term "Messrs" is added to the name of the firm or company, when it is the name of the proprietors ie. "Messrs. Balaji and Sons".

Attention Line: Sometimes a letter is addressed to a particular officer in a firm, either by designation or name. It is written in between the Inside address and the Salutation. It is usually underlined. Ex. The Personal Accounts Officer

Salutation: The Salutation is a courtesy greeting indicating the addressee. It is written after the Inside address and the Attention line. The Salutation varies according to the relationship between the person, officer or firm addressed and the letter writer, i.e. My Dear, Dear Sir/Madam, Dear Customer, Dear Member, Dear Reader, Dear Subscriber etc.

Subject: The Subject contains the details of the text in 'gist form' to immediately apprise the reader about the importance of the letter. i.e 'Subject: Reminder-Payment of Dues –Bill No. S/124 of 5 June, 2005'. It is written below the Salutation, preceding the body of the letter.

Body: The Body is the main part of the letter and comprises of the text or content of the letter in detail. Usually the body of the letter is divided into three paragraphs i.e. the introduction, the summary and the conclusion.

The introduction indicates reference to any exchange of previous correspondence.
The summary comprises of the details to be communicated.
The conclusion suggests the action to be taken.

Complimentary Ending: The Complimentary Ending is a courteous or polite way of ending a letter. It should compliment the Salutation.

For Example:

Salutation

Sir

Dear Sir/Madam

Dear Mr/Mrs. Rao

Dear Prasad/Lata

Dear Customer

Member

Reader

Subscriber

The Complimentary Ending

Yours faithfully or yours obediently

Yours respectfully, Yours faithfully

Yours truly, Yours sincerely

Yours sincerely, Yours ever

Yours sincerely

Signature: The Signature of the writer is made below the complimentary ending and is followed by the name of the writer.

Ex. Yours faithfully,
(N.S.Rao)

If the firm is a partnership, anyone of the partners may affix his signature below the name of the firm.

Ex. Balaji & Co.,
Vishnu Prasad

If the firm authorizes an officer of the firm to sign letters, he should add 'per pro' or 'pp' before the name of the firm and affix his signature below it.

Per Pro. Balaji & Co.
T.Prakash

Routine correspondence may be signed by other officers of the firm.

Ex. For Balaji & Co
P.Mehta

Note: "Per Pro", "PP" is the abbreviation of the Latin phrase, "Per procuracionem" meaning 'on behalf of'.

In the case of registered or incorporated companies, the Managing Director, Manager, Secretary etc possess the authority to sign letters.

Ex. Yours faithfully,
Sen Gupta
Executive Director

Women personnel should indicate their marital status.

Yours faithfully,
(Mrs. Veena Dass)
Chief Accounts Officer

If an officer is signing proxy for his or her boss it should be indicated as follows:

For Managing Director

Yours faithfully,
(Ms. Chitra Khanna)
Secretary to Mr. Pandey

Identification Marks: The identification marks are the initials of the officer who dictated the letter followed by the initials of the typist. For example: a letter dictated by Mr. M.L.Narasimha Rao and typed by Preethi Dass may be written as MLNR/PD

Enclosure: The Enclosure which is placed below the Identification Marks mentions the number of enclosed documents along with the letter.

Ex. Encl.1,2 or 3

Note that important enclosures must be clearly specified.

Encl 1. Agreement dated 5 June, 2005
2. D.D.No. 5498827 of 5 June, 2005

2.3 Forms of layout for a business letter:

Stationery, type, margins, punctuation, envelopes constitute the forms of layout for business letters.

- Stationery: Good quality white or light tinted paper will give a business letter an attractive and professional appearance. The standard size of paper, suitable for business letters is 8 ½ by 11 inches. Other preferable sizes are 8 x10 inches, 5 x 10 inches, 5 ½ x 8 ½ inches and 7 ¼ x 8 ½ inches.

-Typing: Modern business letters are typed on the computer with several fonts to select from. However a standard font will ensure neatness and legibility.

- Margin: In order to give the letter a picture-frame look, a one inch margin is left on the sides and one and a half inch on the top and the bottom.

- Punctuation: Modern business correspondence prefers the use of 'open punctuation' instead of traditional punctuation principles. In the 'open punctuation' style there are no commas and periods except in the body of the letter. Another punctuation style is the mixed style, where a comma is used after the date, the house number, the salutation and the complimentary ending and a period after the last line of the inside address. The third style which is the conventional closed punctuation where all the main parts of the letter are punctuated.

Sometimes instead of a comma, a colon is used after the salutation, i.e. (Dear Sir) - Note that it is better to write the name of the post office in capital letters and its pin code number to ensure prompt delivery.

Envelopes: Envelopes come in varying sizes and should be chosen to suit the size of the letter. In a window envelope care should be taken to fold the letter so that the inside address is clearly visible through the window. Fold the letter so as to avoid crumpling it.

2.4 Styles of Presentation:

Several styles are used for writing business letters, based on personal taste and preference. The following styles of presentation are generally used by firms and companies i.e. the Indented style, The Block style, The Complete-Block style, The Semi-Block style and the Hanging Indented style of which the Complete or Full block form style is in vogue today.

The Complete-block style: The complete-block style or Full block style is the most preferred in the modern day business world. Except the printed letterhead, all the parts of the letter are typed in alignment in the left margin. Open punctuation is used in this style of presentation. A specimen of the same is given below.

Fig – 2

SUN EXPORTS LIMITED
Mansion complex, Anna Salai, Chennai – 600025
June 10, 2005 The Marketing Officer Star Crystal Glass Products Old Club Road, Hyderabad-410006.
Dear Sir, We regret to inform you that the consignment of glassware you have sent, does not comply with the standard of quality we agreed upon in our agreement. I hope you are aware that the International market demands strict adherence to quality. As your products have not passed the quality requirements, we are canceling the deal and request you to make arrangements for the return of your goods. Please find enclosed a copy of the letter of agreement and details about the cancellation. Your immediate attention to this matter is solicited. Yours sincerely, Santosh Kumar

Quality Assessment Officer
SK/PD

Encl:1

It is important to keep in mind that the character of a firm or company is reflected in the structure, layout and form of a business letter. It is advisable to follow latest trends in business correspondence.

However compliance with the following measures will ensure an effective business letter.

- Your message should be clear.
- Check everything i.e. grammar, language for correctness
- Your letter should be complete in the date, statistics etc presented
- Build and maintain goodwill through courtesy
- Aim at conciseness to express and impress
- Avoid impropriety by using apt vocabulary.
- Maintain and foster business relationships through consideration

A good business letter uses simple and concrete words, natural expression and not business jargon and simple effective style of presentation like the Full block form.

The common errors made in writing a business letter are:

- Muddled Language
- Incomplete sentences
- Errors in spelling and grammar
- Disorganised message.

Organizing your thoughts: Organised writing demands organized thinking. Clear thinking is needed for clear writing. The basics of writing are

- A clear purpose
- Knowing the reader
- What is the message to be conveyed
- What is the scope
- What action or result is expected

Clarity of purpose: Determine your purpose of writing a letter by questioning yourself, why am I writing the letter?

- Is it an order that I expect? An explanation from my supplier?
- Is it an extension of payment date? Is it rejection of a request?

Know your addressee: In a competitive world, personal touch to communication is essential. Effort in securing and familiarizing yourself with the details about audience, will pay rich dividends by way of enabling you to compose your message, which will ensure a higher rate of acceptance.

The scope of your letter- You should be certain about what should be written and what should be left out. For example if you have to write a letter on a sensitive issue like rejecting goods because their quality does not comply with your requirement, you need to gather your thoughts and carefully arrange them in proper sequence for a clear communication. A sales letter would demand a well thought of plan to attract the attention of the reader and to induce him to buy your product.

2.5 Strategies for writing Business Letters:

Business writing is functional writing and demands concrete results. The desired outcome of a business letter is based on sincere efforts in planning, organizing and execution of ideas. Situations both pleasant and unpleasant, arise in business and call for professional approach in handling them.

Two basic approaches are followed in business correspondence:

1. Direct approach
2. Indirect approach

Direct Approach: The idea of the direct approach is to share or mention good or positive news or information in the beginning of the letter. This approach is also called the 'Big Idea First' or the 'BIF' approach.

The Implementation of a Direct approach:

- The 'Big Idea' should be mentioned first followed by the message you wish to convey.
- The ensuing paragraph should elaborate the details of your message.
- Avoid unimportant details in the letter to avoid nullifying the positive effect that the 'Big Idea' has generated.
- The letter should contain only select points.

Advantages of the use of the Direct approach:

- A direct approach saves time.
- It enables the writer to be concise and to the point.
- It works well in maintaining employee and public relations.

The following is a business letter using the Direct approach or the BIF approach.

Fig-3

Dear Ms. Preeti,
We are happy to inform you that our selection committee has short listed your name for the post of personal relations officer in our firm.

Your will be on probation for one year and assigned to one of our branches. you will be paid a commensurate salary of Rs. 10,000/- per month along with travel allowance. You are instructed to report at our office at Nariman Point at 11 A.M on the 1st of July.
We look forward to your services.
Yours sincerely,

The Indirect approach: An indirect approach or the application of the formula of BILL or 'Big Idea a little Later' is to strategically place negative news or information in a business letter with the intent of preparing the reader psychologically to understand the situation.

It is of utmost importance to realize that regard for human personality, dignity and relations stands high in the ethics of business. Hurding the sentiments or feelings of the reader should be avoided for it can maim goodwill and future business prospects. The idea of 'BILL' is therefore for delay the 'negative big idea' in the letter so as to 'soften' its impact on the reader. After all, you will loose nothing by being a little gentle or considerate while breaking bad news to the reader. Remember behind your professionalism you too have feelings!

Structure of a "Bad News" letter: A "Bad News" letter is one which carries negative information i.e. refusal of a favour, extension of time for dealing of goods, adjustment to a claim, complaint about poor service, notice to a bank account holder concerning the closure of his account etc.

The following measures will ensure neutralizing the negative impact of 'bad news' in a letter through strategic placement of the main idea in such letters.

- ❖ The introductory paragraph must be a sort of shock absorber. The idea is to mentally prepare the reader to deal with the bad news. Avoid an abrupt beginning.
- ❖ The following paragraph which will contain the 'bad news', should be presented in a factual, candid and considerate manner. The tone of the letter at this juncture should be both regretful and encouraging at the same time.
- ❖ The reason behind the action/result need to be explained to the reader. A mechanical or dry listing of company policy should not be resorted to by the writer while giving explanation.
- ❖ Ending the letter on a note of optimism could help in convincing the reader about the factors that led to the negative result/action. Safeguarding the goodwill and credibility of the firm is important.

A specimen letter incorporating all the above measures is given below.

Fig - 4

Dear Mr. Kumar

We received your letter of August 5 that you wish to return the book "Word Power" which you ordered on a free home trial basis. Frankly I'm surprised that you have expressed dissatisfaction at the quality of the product. Our past records show that our services were appreciated by you each time you ordered books from us. We have always given top priority to the satisfaction of our customers by maintaining the quality of our products.

However we regret to inform you that we cannot honour your cancellation. We would like to remind you that the free home trail basis is for a period of 14 days from the date of delivery of the product. As you are cancelling the order after the stipulated period we cannot consider your request.

In future, if you need to make changes in your order or cancel it, please do inform us before the expiry of the stipulated time. I hope you understand why this time we have to hold you to your initial order.

Yours sincerely,

.....

2.6 Report Writing:

One of the most difficult tasks that managers of a firm or organization have to grapple with is writing reports. A manager has to write several reports regular by i.e. on meetings with clients and customers, monthly sales report, annual progress report, production report, project report, employee grievances report etc. Infact the activities of the corporate business world is recorded in its reports.

Writing a report calls for:

- gathering data
- putting it in an order
- making it clear and easily comprehensible
- simple and not taxing.

Report writing skills can pay rich dividends like all round appreciation, increments and bonus and critical identity in the organization.

Definition of a Report: A report has been defined as “a document in which a given problem is examined for the purpose of conveying information and findings, putting forward ideas first and sometimes making recommendations.”

A good business report is

- a systematic or methodical arrangement of facts
- a concise presentation of critical information.
- An exercise that serves some business purpose.
- Functional in nature and aimed at dealing with organizational problems.
- Apprise the public and other business organizations about a firms achievements, progress, expansion concepts and ventures etc.

Features of a good business report: A good business letter will be

- Based on facts
- Objective i.e. unbiased
- Structure based on a pre-determined plan
- Comprehensive
- Detailed
- Logical
- Accurate
- Clear
- Coherent

Types of Report: Business reports are of various types based on a firms business requirements.

Routine reports: These are periodic reports assessing the program of the firm in all its areas of business activity i.e sales/production/operations/employee welfare, grievances/customer service etc.

Informational reports: These reports present an analysis of business problem/crisis and furnish factual information.

Recommendation reports: These reports contain a manager's verification or explanation, justifying his division or recommendation arrived at after analyzing a problem/critical situation.

Situational reports: These are reports about informal internal activities in a firm i.e. office trips, conferences, seminars etc. These are generally in a letter/memo format.

Feasibility reports: These reports discuss the feasibility of implementing a project or continuing an existing project basing on its cost, benefits, disadvantages and future possibilities.

Research reports: There are compilation of research studies commissioned by an organization to facilitate innovative concepts/projects regarding its future progress or growth.

Business plan/proposal- These reports aim at securing new business /partners / ventures etc. Their main objective is to attract the investor.

Characterstics of a good report writer: Report writing demands a high degree of credibility, formality and impersonality. A good report writer is similar to a skilled surgeon who operates with highly refined precision, repairing defects and excising diseased parts.

A report writer should acquire the following qualities.

- A good command over the English language.

- discernment in sorting relevant information.
- the ability to judge facts from fiction.
- the ability to think logically and objectively.
- the ability to write accurately, concisely, with clarity, plainly and correctly.
- have a perspective view of a situation/problem etc.

It is of utmost importance to be aware of the fact that business reports are considered as official documents by law and can be produced in a court of law as evidence etc. There are legal implications to consider while writing business reports and therefore demands a high degree of professionalism.

Reports are generally written in letter format, memo format, formal/manuscript format.

Structure of a long formal report: Formal reports are usually of considerable length. It may be divided into four sections.

Section-I

- The title flyleaf- The title is printed exclusively on the opening page. The title should be apt, apprising the reader what the report is about.
Ex. Title page- The title, the receiver's name, The writer's name date.
"A survey of automobile sales: Market potential in Andhra Pradesh".

Prepared for
Hindustan Automobiles
March 10, 2002

Presented by
Santosh Mishra

Letter of authorization: It is a letter that gives official permission to do research and submit a report.

Letter of transmittal: It is addressed to the reader of the report.

Table of content: It is the index, listing the topics and their page numbers facilitating quick reference.

Synopsis: It is a summary of the intended report presenting a concise overview of the report.

Section II – This section constitutes the body of the report and is generally divided into introduction, content and conclusion.

Introduction: The report writer should present the scope of the report, its objective and a brief description of the organization related to the report. The writer has to record details like geographical limitations of the research, hurdles faced by the report writer i.e. unavailability of or inaccessibility to critical information surveys conducted, sources and methods of data collection etc. The introduction should generate considerable interest to the reader.

Content:- This part incorporates all the details of the research undertaken. It includes all supporting details like graphs, illustrations, diagrams etc. The subject matter is generally divided into logical paragraphs based on the main points.

Conclusion: The conclusion should be a logical summing up of the content. The conclusions arrived at, should be clear and convincing. The idea is to save the investor's time.

Recommendations: Recommendations are suggestions based on the logical conclusions arrived at, by the report writer. Generally the committee who authorized the writer to submit the report may call for recommendations for further action.

Note that descriptive reports usually conclude only with a brief summary of the report.

Section III: This section comprises of the appendix. The appendix comprises of supplementary material or supporting details to enhance the authenticity of the report i.e. official letters of appreciation, compliment etc from other organizations, questionnaires and response etc. These are not included in the main body of the report. The appendix adds to the value of the report.

Section IV: This section comprises of the Bibliography or a list of names of sources from which the data was secured. The sources could be books, magazines, journals and newspapers articles, websites, interviews, seminars, conferences etc. The listing of such sources is essential as the originality or the authenticity is determined by its sources, as it can be legally contested.

A glossary of important abbreviations, technical terms and their meanings may be added.

The modern day business reports rely on charts, or graphical representations of information as a primary means of communicating with its clients.

However charts should be used to get your message across effectively and not to impress investors/customers.

2.7 The Resume:

Applicants for jobs or employees seeking a better position in another organization are required to furnish their resumes along with their application letters. An applicant, fresh out of the university or even an employee with considerable work experience will face stiff competition in the job market and therefore need to make an impression on the prospective employer. A good application letter and Resume help in making that first impression, which can spell success in securing the job. Managers should be intuitive in discerning a good Resume as they are required to process number of job applications and select probable candidates for jobs.

While writing a letter of application it is important to keep the employer's point of view in mind.

- What kind of a person is he looking for?
- What kind of experience and qualifications does the job demand?

It is therefore essential to focus the traits is has in mind. It is a cardinal fact that one needs the requisite qualifications and experience to secure a job. Honesty is the best policy and therefore whatever qualification, achievement and experience you claim must be supported by documents i.e degrees, certificates etc.

Analyse and determine whether your qualifications suit the requirements of the job you are applying for. For example if the firm is looking for a person who needs to be smart, with an engaging personality and willing to travel extensively that kind of job will not suit a home bird, an introvert who detests travelling. Or if an organization needs an officer with five years experience and you don't have it, then there is no point in applying for such a job.

Drafting the letter of application: A letter of application and its Resume is a marketing tool. As an applicant for a job, you are offering the positive strengths of your personality and your expertise in your area of specialization. In business jargon, you are "marketing yourself" and have to market yourself well.

The letter of application is therefore an effective sales letter informative, yet brief and concise, its tone engaging, its appearance pleasing and its presentation, professional or business like.

Structure of an application letter:

The application letter comprises of the following.

- Application address and date of the letter
- Name and address of the Employer.
- Salutation
- Body of the letter
- Complimentary ending
- Signatures
- Enclosures

Address of the applicant and date: They are written at the top of the letter page on the right margin. Two spaces should be left between the address and date.

Employer's name and address: The employer's name and address is written two spaces below the date on the left margin. Sometimes the address is in the form of a post box or a newspaper box number. In such a case write the address as follows:

Ex. GPO Box No. 240
Hyderabad – 400002
Box 110
The Indian Express
New Delhi- 110 001

Salutation: Use Dear Sir or Dear Sirs while addressing a business firm. Use 'Sir' if you are applying for a government post addressing a particular government officer.

Body of the letter: Mention details of reasons for applying for the job, educational qualifications, work experience and personal data relevant to the job you are applying for. However, take care to be courteous, engaging and sincere in tone.

Complimentary Ending: 'Yours faithfully', is generally used. A more formal approach would be 'Yours respectfully'. Nowadays 'Yours truly' is being used.

Signature: Write your full signature followed by your full name in legible form.

Enclosure: Specify the documents you are enclosing with the letter of application.

The following is a specimen of a letter of application.

Fig – 5

<p>Ashok Kumar Narain 23 Park Road, Fraser Town, Bangalore-560014</p>
<p>May 15, 2004</p>
<p>Mr. Subash Gupta Senior HR Executive Blue Cross Technologies Ltd., Mansion Complex, Narimen Point Mumbai 400060</p>
<p>Dear Sir, Your advertisement for a HR Manager in The Hindu of May 7, 2004 has prompted me to apply for the post as I possess the kind of training and experience you require.</p>
<p>I have been working as HR Manager since ten years in well established firms and have</p>

gained considerable experience in understanding customer satisfaction and meeting their demands. I have indicated details of my qualifications, work experience etc. in the enclosed resume for your consideration. However should you require any more information, please let me know. I shall be glad to furnish it in person or by post. I shall look forward to receiving a positive reply from you.

Yours sincerely,

Ashok Kumar Narain

Encl: Resume

Definition of a Resume: A Resume is a comprehensive summary of personal, academic, professional, career and work experience details. It is also called Bio-data, Curriculum Vitae(CV). It is attached to the letter of application.

- A good Resume is a candid and comprehensive summary of your personality and not just an account of your qualifications.
- A good Resume contains only relevant details. It does not contain outdated information.
- All superfluous details must be omitted.
- A good Resume is concise, able to impress even at a perfunctory glance.

Structure of a Resume: The following elements should be incorporated in a Resume.

- **Heading:**

Print your full name and address in a single line at the top centre of the page.

- **Career Objective**

Mention briefly and concisely your career objective. The idea is to convey your intention in making a good career. Avoid using first person pronoun "I" and prefer action words i.e. verbs.

- **Education**

furnish details about your educational qualifications i.e. degree, diplomas, certificates. Mention non-formal educational details i.e. short courses, training programs, seminars, conferences etc.,

- **Work experience**

A candid summary of your work experience and supporting details if any should be mentioned. Organizations give importance to work experience.

a) Mention the employer or firm's name

b) Mention exact dates of joining and leaving the job.

c) Mention the present job status, responsibilities that go with it to highlight your work potential.

Care must be taken to explain the job responsibilities.

-**Personal Information:** Give information about yourself i.e. social habits, general interest etc. Personal details give the employer an idea about the applicants nature particularly his emotional framework.

-**Professional Membership:** Mention your affiliation to professional bodies and their names. Such information will give your employer an idea about your level of interest in your work.

- In case you are instructed to furnish references, do so with prior permission of the firms/organizations mentioned.

Types of Resumes: The common types of Resume are

- The chronological /Traditional Resume
- The Functional Resume

Chronological Resume: This type of Resume is written in a reverse chronological order, or you commence with the recent achievements first along with the date. The idea is to focus on the applicant's study career growth. It includes details of education, employment, jobs held, company names and period of employment with exact dates.

The following is a specimen of the chronological Resume.

Fig – 6

Ashok Kumar Narain 23 Park Road, Fraser Town, Bangalore- 560014		
Summary:	Ten years of responsibilities in HR management focused in the services sector.	
Experience:	CCC Company as HR Manager Recruiting and managing consulting staff. Supervising the recruitment process. Selection and hiring of consultants.	1995-Present
	Additional Responsibilities: -Prepared corporate publicity material - Interaction with PR and consultant agencies.	
Experience:	DDD Company as HR Executive Co-ordinating the activities of the company's network in Southern India. Training staff for office administration and operations. Formulating policy for the development of the company's business ventures in Southern India.	1990-1995
Education	Merit school of Management, Delhi Master in Business Administration Specialization: HR	1989
	Brilliant College of Commerce, Hyderabad	1985
	Bachelor in Business Administration	1986
	Diploma in Personnel Management	

The Functional Resume: The functional Resume is used by an applicant who has frequently moved from one job to another with the intent of highlighting his diverse work experience.

The following is a specimen of the Functional Resume.

Fig – 7

	Ashok Kumar Narain 23 Park Road, Fraser Town, Bangalore- 560014	
Objective:	To employ innovative concepts and methods in the HR area i.e. training, recruiting, improving corporate relations for development and expansion of the company.	
Recruitment:	As HR manager, at CCC Company, (1995-present) Recruited and managed consulting staff. Supervision of the recruitment process along with the selection and hiring of consultants.	
PR and corporate work:	Coordinated the activities of the general office in southern India. Prepared corporate publicity material.	
Manager Administration:	Management of general office in Southern India. Trained staff for office administration and operations. Formulating policy for the company's network in southern India.	
Experience:	CCC Company, 1995-present HR Manager DDD Company, 1990-1995 HR Executive.	
Education:	Merit school of Management, Delhi	1989
	Master in Business Administration Specialization: HR	
	Brilliant College of Commerce, Hyderabad	1985
	Bachelor in Business Administration	
	Diploma in Personnel Management	1986

Miscellaneous Letters: Alongside official letters a Manager in his capacity as the company's representative is required to write general letters to specific groups of people interacting with the company in various areas. Letters like "inviting a speaker for a conference", "requesting an appointment" etc and routine letters such as "hotel booking" " travel arrangements" etc greatly help a manager to connect with his firm's customers at the social level. A manager therefore needs to be culturally more accommodative. The way a manager responds reflects on the company.

For example "declining invitation to co-host a conference".

Fig – 8

Dear Ms. Preeti Dass,
Thank you for your letter of June 10 inviting us to partner with you in organizing the two day conference on Public Relations Management at the Hilton on June 25, 2004. We have always been looking forward for an opportunity to work with you. But as we have an internal audit commencing on those dates we will not be in a position to co-host the conference.
However I could help you out in making arrangements for accommodation in the city for your delegates. I wish you great success for your program.
Yours sincerely,

Summing up :

Written communication demands critical thinking. To write effectively, you should write clearly and logically. This can be done, by taking practical situations and following them through, point by point to a solution or a logical end. This can be acquired only through practice. You should

develop vocabulary and improve your power of expression. Successful writing depends on disciplining yourself to write and not on waiting for inspiration to write. Remember communicating effectively through writing is hard work. A successful writer is one who knows exactly what kind of things interest a reader, as people have varied interests. Usually people are generally interested in the present. Write convincingly and with greater authority.

The opening paragraph should arouse the reader's interest. It should present the theme and the reason for writing about it. It should inform the reader about your point of view.

The main body should present good arguments in support of your point of view.

The last paragraph or the conclusion should be persuasive presenting a clear summing up of what you have been saying and should satisfy the reader.

Unless you are genuinely interested in what you write you cannot hope to interest or impress your reader.

It is best to write simply and in a conversational tone. Clear plain English will be appreciated by the reader. Avoid elaborate and rigid style, empty verbiage and circumlocutions, enphimisms etc on stating the obvious. If you are writing formally you should not use colloquial and slang expression.

Do not mix styles.

Read your work over critically, replacing weak, vague inexact words with apt or suitable words which express just what you mean or wish to convey.

Follow the trends of the day in written communication.

2.8 Sample Questions:

1. What are the basic elements in a Business Letter?
2. What are the different presentation styles in written communication?
3. What are the measures to be taken to ensure an effective business letter?
4. Define the two basic approaches for writing business letters?
5. What are the elements that go into the drafting of the letter of application?
6. What does a Resume contain? What are the basic types of Resume?

2.9 Suggested Readings:

1. Leena Sen : Communication Skills.
2. RC Sharma, Krishna Mohan: Business Correspondence and Report Writing.
3. Developing Language Skills, I: Spantech Publishers Pvt. Ltd.

UNIT - V**LESSON 03****WRITTEN COMMUNICATION-BARRIERS**

The letter is the oldest method of sending a message, Today, in spite of the telephone and the e-mail, the letter is still an important method of communication. The letter maintains the personal touch, serves as a record, and as a means of keeping other parties informed by sending copies.

Letters are written for getting and giving quotations, making and answering enquiries, contacting potential customers, persuading potential customers to buy, making and answering complaints, making credit inquiries, collecting dues, and maintaining relations with various members of the public. Maintaining customer relations and handling problems requires some very skilful letter writing. Good companies take every opportunity to write letters to customers in order to create and maintain goodwill.

Letters must aim at getting a favourable response from readers. In order to write good letters you need knowledge of language and a clear, concise style of writing. You also need knowledge of the working, procedures, policies and aims of your organization. As a person, you must be sincere, confident, self-respecting and friendly; these qualities are reflected in the style of the letter.

Electronic media like fax and e-mail have high speed and can transmit the written word instantaneously. Messages are now more informal and conversational in style. Letter writing style is changing as a letter may be a confirmation or a follow-up of an earlier message sent by telephone or e-mail or fax.

C's OF EFFECTIVE LETTER WRITING

The qualities which are essential for a good letter are collectively called the Cs of communication because most of them begin with the letter C. The main qualities are correctness, clarity, conciseness, and courtesy. Other related qualities are completeness, coherence, compactness, confidence, consideration, friendliness, directness and vigour; these qualities are found in any writing which takes care of the first 4 Cs.

Correctness

A letter must be correct in every respect:

(i) In spelling, grammar and use of language. Incorrect language spoils the message, distracts the reader's attention, and creates a poor impression of the sender; it may also convey a wrong meaning. All spellings must be checked; spelling of names must be checked with extra care; misspelt names always give offence. Note that the computer cannot check all spellings; it will accept both *steal* and *steel* as correctly spelt words.

(ii) In appearance and form of layout. Poor and untidy appearance, with corrections made

in ink or carelessness in the layout, creates a poor impression of the company. Appearance depends on placing the parts of layout correctly on the letterhead and having proper margins on all sides. In manual typing, even space between letters, words, lines and parts of layout, must also be given attention.

(iii) In the information it conveys. Wrong or incomplete information is the most harmful thing in a letter; it leads to waste of time in making corrections and can lead to loss of goodwill and loss of business. All dates and days, time, numbers and facts must be in agreement. Nothing is more confusing than mismatched information. Correctness depends on completeness. A letter is complete only when it presents all the ideas and information required for the particular situation.

(iv) In tone, formality and style. The tone of every letter must be appropriate to the occasion, the content and the relationship between the writer and the reader. An overdone apology can sound childish or undignified; a grudging or patronizing agreement to grant a request can sound unpleasant.

Clarity

The message of the letter must be clear at the first reading. The information explosion of today takes up so much of everyone's time; people appreciate a letter that takes very little time to read and understand. Clearly written messages avoid misunderstanding and save time.

Consider the following examples of ambiguous writing:

- Please state from what date the patient was ordered to stay in bed and totally incapacitated by your instructions.
- This has been caused by wrong placing of words.
- Certain remedies are available for this condition.

The ambiguity here is caused by the two meanings of the word "certain": definite and some; both meanings are grammatically correct in this sentence.

And here is another example of ambiguous language, probably an attempt to be non-committal.

- We feel that we are inclined to the position that the facts in the case point sufficiently strongly to disregard of basic rules of safe defensive driving as to make consideration of a much more severe penalty more appropriate.

To be clear is to be efficient; but unfortunately, few people take the trouble to be clear in their writing.

Clarity depends upon five factors:

(i) Simple, common everyday words which everyone can understand. Never send the reader to the dictionary. There should be no technical terms unless absolutely needed and if you are communicating within the profession. Abstract words like *beautiful* and *unjust* are often misunderstood as they convey different ideas to different persons. It is better to use concrete

words with a definite meaning, or to give concrete examples and description.

Here are some big words often found in letters; the words in the right column are the short, preferable substitute.

Big word	Substitute
incombustible	fireproof
optimum	best
substantiate	prove
terminate	end
utilise	use

(ii) Short and simple sentences. Long sentences confuse the reader, and often confuse the writer also. Phrases and clauses should not be added on to a sentence. Each bit of important information should be given in a separate sentence.

Sentences with an average sentence length of 15 to 20 words keep the writing clear. This does not mean all sentences should have the same length. Longer sentences are balanced with shorter ones, but the average sentence length should be well below 20 words.

Using active verbs rather than passive verbs is the key to good writing. Sentences with passive verbs are long, ambiguous, impersonal and dull. Sentences with active verbs make your writing simpler, less formal, clearer and more precise. Here is an example:

Passive: It was agreed by the committee...

Active: The committee agreed...

(iii) Proper punctuation. It helps to provide pauses and stops and to break up groups of words into sensible units. Besides the full stop, there are other, shorter pauses like the semi-colon and the comma which help to break up a sentence into readable units. A sentence can often be made more easy to follow by using a punctuation mark.

(iv) Giving definite and concrete details with figures and names. Here are examples of vague or general phrases, with specific phrases in the right column.

General	Specific
high performance	95% efficiency
plant	oil refinery (or whatever)
unfavourable weather conditions	rain
structural degradation	leaky roof (or whatever)
in due course	in two weeks
at your earliest convenience	within three weeks.

(v) Logical sequence of ideas. Making a clear plan for the letter ensures that the ideas are in logical order; coherence, that is, logical connection of ideas makes any composition easy to read.

(vi) Consistency in the use of numbers, dates, units of measure, technical terms, abbreviations, hyphens, grammar, spelling, punctuation and capitalization. British or American

spellings and style of writing the date vary. Hyphenation, punctuation and capitalization do not have absolutely fixed rules. Whatever you decide on, be consistent throughout the document.

Conciseness

Conciseness means expressing much in a few words; in business writing it means keeping to the point, using as few words as possible without sacrificing clarity or courtesy. It does not necessarily mean being brief; it means making every word count. Some companies lay down a limit of one page for inter-office memos in order to ensure concise writing.

Conciseness can be achieved by:

(i) Leaving out unnecessary modifiers; for example, some writers talk of “new innovation;” (can there be an old innovation?) or “very unique” (unique means only “one of its kind”). Other examples are: “advance plans”, “actual experience”, “cylindrical in shape”, “three cubic meters in volume.”

(ii) Reducing less important ideas to phrases or single words like.

Phrase	Short phrase /word
in the form of	as
in many cases	often
exhibits the ability to	can
on the event of	if
at a later date	later
at the present time	now
or the purpose of	for
have no alternative but	must
in addition to	besides, as well as, also
in order to	to
in relation to	about, in, with, towards, to
on a regular basis	regularly

(iii) Making sure that only the necessary and relevant details are included.

Using more words than necessary confuses the idea as in the following sentence:

- Our experience with having Mr. X as credit customer has been fairly favourable and we are of the opinion that he may be allowed to enjoy the benefits of a credit account of a moderate amount. The writer may have been trying to be non-committal but the sentence does not convey any clear meaning. It is easier to understand if it is concisely written.

- *Our experience with Mr. X as credit customer has been favourable and we consider him to be safe for a credit account of up to Rs. 60,000/-.*

Conciseness and clarity are closely related; giving clear and definite details often reduces the length of a sentence; for example:

- We would appreciate receiving the goods as early as possible since arrangements

have to be made for export so that they will reach our foreign customer within the required time.

This can be made concise by giving concrete details instead of vague phrased.

- *Please dispatch the goods so as to reach us by 7 September since we have to ship them to Mexico by the 17^m.*

Check all messages to see if it is possible to cut out needless words. If you use ten words where two will do, you will waste the reader's time as well as yours. Readers are thankful for precise and clear messages.

Courtesy

Courtesy is consideration for other people's feelings. It is seen in an individual's behaviour with others. A well-mannered and courteous person shows consideration and thought for others. In a letter, the style, the manner and the choice of words reflect the courtesy of the writer. Some simple rules for courtesy are:

- (i) Use the courtesy words *please, thank you* and *sorry* as the situation requires,
- (ii) Express appropriate feeling according to the situation. For example, sympathy when someone suffers, good wishes when someone begins something new, and congratulation when someone achieves something,
- (iii) Make the other person feel comfortable. This is an important factor of courtesy. Care and consideration for the reader is reflected in the letter. The opening sentence itself shows the courtesy of the writer:

- *We appreciate your promptness in sending the goods.*
- *Thank you for sending your quotation so promptly.*
- *We are sorry to learn that you were inconvenienced.*

Requests must also be made courteously:

- *We would appreciate it very much if you could send your cheque within three days of receiving our bill.*
- *Will you please look into the matter at once?*

(iv) Be attentive and prompt in responding. Every letter (and missed telephone call) should be answered within twenty-four hours. If it is a letter of complaint, the response should be immediate; it is courteous to make a phone call or send a fax message immediately on receiving a complaint or hearing about a problem. Everyone appreciates prompt attention.

(v) Let the tone, the choice of words and the style of the message reflect your consideration for the feelings and needs of the reader. This is particularly important if the message to be conveyed is likely to be unpleasant for the reader. A courteous letter has the best chance of getting a favourable response. Seeing the situation as the reader sees it, and taking care of his/her needs, is courtesy. You must have an awareness of how the words sound to the reader.

LANGUAGE OF BUSINESS WRITING

Modern business language is simple, easy to understand, friendly and courteous. Personal relations with customers can be cultivated by writing friendly letters in a natural and informal style. Old fashioned business language is not suitable for modern business methods and practice.

Letters convey messages; letters must also build goodwill and create positive and pleasant feelings in the reader. Whatever the message of the letter may be, the writer must try to get a favourable emotional response from the reader. A large amount of written material reaches the desk of every businessman executive; there is a great deal of competition for the reader's attention and interest. The brief contact with the reader which a letter makes, must be pleasant and memorable. The manner in which a company's letters are written contributes a great deal to its public image.

Avoiding Business Jargon

Jargon means the vocabulary and phrases peculiar to a particular trade or profession. Business jargon or commercialese refers to the words and phrases which businessmen used in the old days for writing letters. Today, business people are well educated and write good English. Letters, memos and notes and reports are written in modern, simple style which is easy to understand.

Unfortunately, some companies still continue to write in the old-fashioned style. Given below, is a list of out-dated words and phrases which are found in the letters of some old-fashioned companies and government departments. They fail to make personal contact with the reader; they are to be strictly avoided. The following jargon phrases/sentences often occur in the opening paragraph of letters; change them to modern English.

- * Referring to your favour of 17th inst. we have to state that ..
- * Further to my recent letter ...
- * I write in reference to ...
- * In respect of the above ...
- * I refer to previous correspondence
- * This is to inform you...
- * Attached/enclosed herewith please find...

In the closing paragraph the following jargon phrases/sentences are found; they fail to leave any friendly impression on the reader.

- * Thanking you in anticipation
- * Assuring you of our best services at all times
- * Trusting to be favoured with further orders " At your earliest convenience
- * We hope that the position is now clear
- * I trust this clarifies the situation
- * Thanking you for your...
- * Hoping for a prompt reply...
- * Thanking you in advance for your assistance...
- * Trusting this answers your questions...
- * Please do not hesitate to contact me

In the contents of letters, the following jargon phrases appear:

- * said matter
- * deem it advisable
- * as per your letter
- * wherein you state
- * please be advised
- * we wish to state

Such terms are not used in modern letters. They ruin clarity; they are unfriendly and pompous; and they waste typing time.

Dealing with Technical Terms

The use of technical terms is not a problem if the letter is being written to a person who is in a related profession, e.g., a person who knows accounts understands the term “current liabilities” or “fixed assets”; a person familiar with computers understands “megabytes” or “64K”. But when writing to persons who do not know the technical terms, they must be avoided.

If the technical terms are absolutely unavoidable in describing a product, the meaning should be given in plain terms. As far as possible the language should be adapted to lay persons; it should not have any technical terms which the non-professional or non-technical person would not understand.

Meanings and Associations of Words

Words do not have just a dictionary meaning; most words acquire associations and implications. Some words get additional meaning or power of suggestion because of being associated with certain ideas or activities; for example, *investigation* may suggest suspicion, *computerization* may suggest efficiency, speed and accuracy. *Profit* is pleasant suggestion to the seller but is disliked by workers and customers, who think of it as seller’s benefit. *Competition* suggests risk and extra effort to the trader, but lower prices to the buyer.

Certain words like *debt*, *failure*, *complaint*, *deceive*, *cheat* are definitely unpleasant and should be avoided in letters. When such unpleasant matters have to be mentioned, it is better to soften them by saying, outstanding *bill* or *overdue payment*; some unpleasant ideas can be softened by saying *oversight*, *not in accordance with the agreed terms*, or *not as we were led to believe*.

You must develop the skill of using the language so that the letter would never be offensive to the reader.

TAKING THE READER’S POINT OF VIEW

Looking at a situation from the reader’s point of view helps you to frame **the** message in a pleasant and acceptable way. Presenting ideas, suggestions, proposals in such a way that the reader sees how it is advantageous to himself, is called the “You” attitude. “You” attitude is the secret of effective letters.

You must show understanding of the reader's needs and desires. What does the reader expect from the letter? Naturally, he expects to benefit in some way; to get some useful information, to find out what advantages are available to him. A letter usually proposes that the reader should take an action; the reader's action will ultimately benefit the writer in some way, but the writer's benefit should not be the main point of the letter. The main point and emphasis should be on the advantage of the reader.

Take the trouble to show the reader that it will be to his/her advantage to take the action you are suggesting in the letter. If you think only of your own advantage and offer none to the reader, you cannot get action from the reader. In order to be able to emphasize the reader's advantage, you must look at the situation from the reader's point of view, and try to realise how it feels to be in that situation.

In business transactions many difficult situations arise which need the cooperation of both, the supplier and the buyer, the debtor and the creditor, the employer and the employee. Co-operation is crucial; messages must be an effort to exchange views and share understanding in order to co-operate. In every communication, there are two points of view and therefore, two sets of ideas: one that interests the recipient and one that interests the sender; messages can be conveyed with the recipient's interest in mind, as in the following examples:

The seller's desires are to sell goods or services, to make profit, to collect his dues, to get a contract, to win a customer, to find a job.

These desires can be fulfilled only through the satisfaction of the buyer's needs, namely, to buy what is worth-while, to maintain a good credit reputation, to find an efficient employee. The letter writer must clearly show that he is offering to satisfy the reader's needs.

Organize the message to suit the reader's convenience. Appeal to the common human needs and desires like desire for security, status, leisure, comfort, need for sympathy, courtesy and consideration.

A customer who has not paid his dues can be approached by pointing out that he would be free of commitments and would protect his own reputation if he paid promptly. A difficult situation like refusing credit terms can be tactfully handled by stressing the customer's own advantage in buying on cash, such as freedom from commitments, gains in the form of discounts, and avoidance of risk.

The purpose of a letter is to create a response. The letter should try to influence the reader's feelings, thoughts and actions in such a way that the response will be beneficial to both the reader and the writer. The goal of writing is not merely to tell something but also to create a favourable reaction to the message.

It is important that the emotional response of your reader should be favourable to you. A sales letter may convince an executive of the value of computerizing the office work, but he may feel emotionally inclined to go to a competing firm. A collection letter may convince a reader

intellectually that he will benefit by paying off his debt, but emotionally, he may feel dislike for the creditor who urges him to pay. The test of the effectiveness of a company's letters is the number of customers it retains even after collecting dues and refusing credit terms.

EXERCISES

1. Rewrite these sentences in simple modern English:
 - (i) If the occasion should arise, please do not hesitate to get in touch with us if we can be of assistance to you in similar circumstances.
 - (ii) Under the date of 14 September, we communicated to you by means of a letter our desire to have the meeting held in or around Mumbai.
 - (iii) We are in receipt of your cheque for Rs. 3000/- and wish to thank you for the same.
 - (iv) You are hereby requested to supply us with the serial number which you will find on the motor.
 - (v) Kindly advise us if the said premises have been vacated by you as per our agreement, and oblige.

2. Rewrite these sentences to make them clear in meaning:
 - (i) Please send us a supply of leaflets for distribution to our customers. We count on early delivery since our need is urgent.
 - (ii) Our local warehouse will handle your needs.
 - (iii) Rico Appliances have excellent relations with their Delhi distributors, but they are still not doing as much publicity as they want them to do. (replace the pronouns; they are confusing).
 - (iv) He returned the share certificates which he had received by mistake, by registered post, (did he return or receive by registered post?)
 - (v) Refusal by management to consider an outlined scheme for staggered working hours which had been put forward by the works committee was a cause of grave dissatisfaction on the part of the latter (Make 2 sentences; use active voice).

3. Make these sentences concise:
 - (i) It is obvious that it is becoming more and more important that top management should receive timely and up to date reports. It is therefore necessary that the methods of getting information from our branch offices should be improved.
 - (ii) I would like to inform you about the policy of our company regarding adjustment of complaints. Since the inception of our company it has been the policy of our company not to charge for services and repair work from a customer who has purchased our products not more than one year ago.
 - (iii) In view of the reasons explained above, and after subsequent talks with our director, we would like to inform you that it will not be possible to replace the machine as per your request.

- (iv) This is to acknowledge receipt of your letter sent under date of 16 March, which we are glad to answer related to information about our new vertical files which have just been introduced in the market.
- (v) We wish to inform you of the fact that it has come to our notice that your trucks are parked at our gate causing grave inconvenience to our office car drivers who cannot get through the gate because your trucks are in the way.
4. Rewrite these sentences making them courteous:
- (i) We have received your complaint that you received the consignment we sent, in a damaged condition. We have received no such complaints from other customers.
- (ii) I am surprised to learn that your kitchen grinder is not working properly. All our machines pass under strict quality control.
- {iii) Your failure to deliver our goods efficiently has caused us great inconvenience.
- (iv) Your typewriter has not been oiled for a very long time.
- (v) Taking care of the articles you buy is your own responsibility.
5. Describe, in 3 to 4 sentences, the customer's feelings and expectations from the seller in the following situations:
- (i) He has spent Rs. 1000 on buying a camera; owing to his inexperience his pictures are all spoilt.
- (ii) He has a fairly large debt to pay and finds himself unable to pay because of keen competition in business.
- {iii) He has asked for a quotation and is waiting for a reply.
- (iv) He had ordered goods for a sale; the goods arrived just in time but in a damaged condition, unfit for sale.
- (v) She finds that the kitchen gadget she bought a few months ago is not giving satisfactory service.
6. Write down the possible benefits to both, the writer and the reader, in the following situations:
- (i) Publisher of a news magazine asks for prompt renewal when subscriptions are about to expire.
- (ii) Fresh graduate writes to a private company asking for a job. (Mi) Creditor reminds a forgetful customer to pay his bill.
- (iv) Customer informs seller that goods he ordered have not arrived even 15 days after the order.
- (v) Camera dealer explains to a customer that damage caused by accident is not covered by guarantee.
- (vi) A firm informs its customers (a) that their office is to be shifted to more spacious premises, (b) that they are opening a new branch.
7. Rewrite the following from the reader's point of view:
- (i) We hope that you will pay your bill of Rs.750 as early as possible. We have our own bills to pay, and it is expensive for us to keep sending reminders of past-due accounts. You can help us greatly by sending your cheque promptly.

- (ii) We are surprised by your letter in which you claim that we did not dispatch your goods promptly. We maintain a policy of shipping all orders on the day they are received. However, we are looking into the matter.
 - (iii) It is our policy to send a wrist watch to customers whom we have served for fifteen years. Since you have now completed 15 years of buying from us, we are sending your watch by parcel post. If you do not receive it in the next five days please let us know.
 - (iv) This new microwave oven is our greatest achievement. We developed it in our own research department, and it will be distributed through our own dealers. We are so proud of this kitchen equipment that we would like you to see it working.
 - (v) Our business has been so successful that we are opening a new department for cosmetics and shall be stocking a varied selection of articles.
 - (vi) If we grant the adjustment that you ask for, we shall soon go out of business. The company from which we buy our stocks does not give us such adjustments.
8. Say whether the following statements are true or false:
- (a) "Referring to your letter of 8th instant, the cheque could not be paid out" is a grammatically incorrect sentence.
 - (b) You can impress customers by writing letters in a legalistic style.
 - (c) "Assuring of our best services at all times" is a good closing sentence for a letter.
 - (d) "Please refer to the above-mentioned subject" is an effective opening sentence for a letter.
 - (e) Letters to customers should be written in polite language even if the content is not pleasant.
 - (f) Writing "you" when you mean "I" shows concern for the reader.
 - (g) Letters of complaint should be written in an angry and legalistic style in order to make an impression on the supplier.
 - (h) Sales letters should be written in a fresh and flexible style.
9. When dealing with an unpleasant situation, the reader may be most willing to see the writer's point of view if the letter ends with the sentence —
- (a) If there is anything that still needs clarification, we shall be happy to discuss this further.
 - (b) If you consider this explanation carefully, we are sure you will find it satisfactory.
 - (c) We hope and trust that the matter is now fully clear and satisfactorily explained.
 - (d) If you find this explanation unsatisfactory, please let us know.
 - (e) We are confident that you will now see this our way and consider this a satisfactory explanation.

UNIT - V**LESSON -04****ESSAY WRITING AND REPORT – WRITING****PART - I ESSAY WRITING**

Objectives : This lesson is included in order

- i) to enable the students to express their feelings, ideas and thoughts in real life situations mainly through writing.
- ii) to develop the skill of thinking and self understanding.
- iii) to develop the skills such as playing with words, spelling accurately, punctuating meaningfully.
- iv) to use range of sentence structures, linking ideas and information and organising the content convincingly.

Introduction :

In real - life situations we express our feelings, ideas and thoughts largely through the spoken medium whereas in academic situations expressing and thinking is done mainly through writing. The ability to collect, select, arrange and use information is developed through essay writing. While writing an essay students are constantly judging, analysing, self examining and self-correcting.

An 'essay' literally means an 'attempt'. It is an analytic or interpretative literary composition usually dealing with its subject from a limited or personal point of view. It is adaptable to all subjects, imposes no restrictions and conveys information in a clear, easy and pleasant manner. Its scope is unlimited. An essayist can write an essay on 'nothing'. Whatever might be the subject of the essay, an essayist should display clear thinking, vivid exposition and an individual mode of expression.

Structure :

- 4.1 How do we write essays ?
 - 4.1.1 Preparation
 - 4.1.2 Planning
 - 4.1.3 Drafting
- 4.2. Reflective and Argumentative Essays
- 4.3 Specimen Essays.

4.1. How do we write essays ?

Writing an essay is not merely adding one sentence to another. You may write good sentences, but the problem is how to arrange them logically. The best solution to this problem is to look at sentences as parts of the overall plan of an essay. In other words instead of beginning with sentences we should think of the entire essay and then break it down into paragraphs and then into sentences. Thus essay writing is a systematic process involving the following steps.

Preparation → Planning → Drafting

4.1.1. Preparation :

Any piece of composition has a topic, a purpose, a point of view and an intended reader. When we

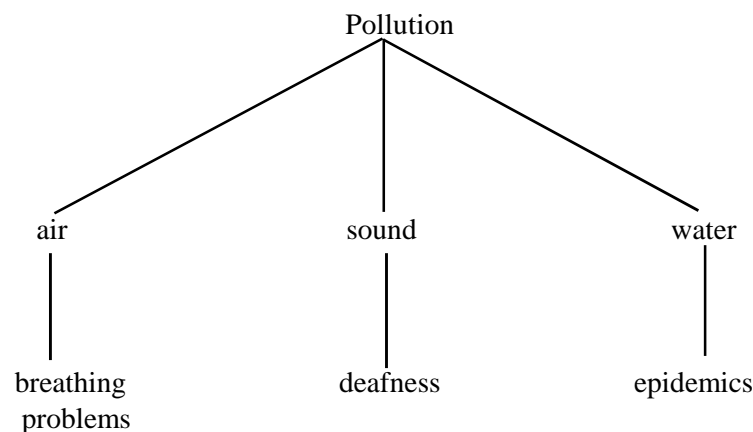
write an essay we have a definite purpose like narrating, persuading or writing an exposition. Our reading, experiences and imagination help us develop an approach which decides the treatment given to a topic of the essay. By keeping the reader in mind we decide the appropriate organisation and style. The following are the major activities performed during essay writing.

a) Defining the topic : Asking different questions about the topic helps define the topic and understand its different aspects. Look at the following questions that we may ask ourselves about the topic, “Empowerment of women.”

- i) What is meant by empowerment ?
- ii) What are the weaknesses and strengths of the female sex ?
- iii) Do women need generous help from men ?

Question i) demands definition, question (ii) expects a list of characteristics and question (iii) introduces an argument.

b) Generating ideas : Answers to these questions provide us ideas. The more questions we ask ourselves the more ideas are generated. List all these as they occur to you. For jotting down, you can use tree diagrams, tables or columns. Look at the following example relevant to the topic “Pollution.”



4.1.2. Planning :

The ideas thus generated need to be logically arranged. Main ideas and supporting ideas need to be properly grouped together. Identify main ideas and group the relevant ideas around each of them. Develop each main idea into an independent paragraph. This will help you to decide on how many paragraphs your essay will have. While planning you can use tree diagrams, a table column or note form as follows.

Topic : English in the 21st century

Introduction :

English as the world language
 Spread of English - an overview
 Facts about English :

1. Users of English
2. English as a window to the world.
 - Literature
 - Culture
 - Ideas.
3. Use in business, trade and industry.

Information Technology :

1. Dominance of Information Technology
 2. Role of English in IT
- Conclusion

Drafting :

Having outlined your ideas as above, you are now well equipped for writing the essay. You have to execute your plan through paragraphs. Each paragraph normally deals with one key point and the supporting information or ideas as pointed out earlier. As long as you observe this principle your sentences will be automatically linked to each other. A few paragraphs and an appropriate introduction and conclusion make a good essay.

a) Paragraph writing : Each paragraph will have a beginning, a middle and an end, Generally you should begin a paragraph with a topic sentence. Supporting information or ideas can be given in the succeeding sentences either in a parallel manner or linked to each other in a chained manner.

b) Introduction and conclusion : Introduction is one of the most challenging sections to write. It has to catch the attention of the reader, establish a relationship with him/her, introduce the topic, set the tone and by doing that, control the reader's expectations.

Concluding an essay is equally challenging. It has to appropriately summarise the essay or highlight the main points. At the same time it is advisable to make the conclusion interesting. An essay can also be concluded with a moral or a striking contrast with something that has gone before in the essay.

4.2 Reflective and Argumentative Essays :

We can classify essays as formal and informal or as long and short depending on the style and length. Essays can also be classified into types as descriptive, narrative, reflective and argumentative depending on the writer's purpose. In this section we shall discuss reflective and argumentative types of essays.

The term 'reflect' means to think carefully and 'reflection' means 'a statement which is a result of deep and careful thought.' Thus a reflective essay can be looked at as a piece of composition which is the result of a writer's deep thinking. The main purpose is the exposition of an idea or theory developed on the basis of a writer's knowledge, experience and imagination. In this kind of essay, usually an aspect of a topic is selected and developed or expanded.

The following paragraph can be looked at as an example of reflective writing.

Examinations : Teaching is intended to bring about a desirable change in a learner's behaviour. Examinations determine whether this change has taken place. Thus examinations are an instrument to measure the progress made by the student at different stages of education.

Reflective essays generally tend to be philosophical and the writer's perception is reflected through

out the essay.

The chief aim of an argumentative essay is to persuade. It is a kind of a reasoned debate on a subject having opposite sides. The dictionary meaning of the term 'argue' is 'to maintain a case', give reasons in support of, for, against.' In other words the writer of an argumentative essay intends to persuade by giving reasons. Often a case is logically and forcefully put forward; debating or arguing for and against is common. The material for an argumentative essay is provided by the writer's knowledge of the facts or really about the subject and his point of view. Generally, an argument is systematically built and the essay ends with a solution, an observation or a suggestion.

Look at the following paragraph.

Examination : Examinations are intended to measure the progress made by the learner in their studies. But, in reality, they have reduced learners to mere examinees. Instead of determining the amount of learning that has taken place, examinations merely foster rote - learning. The results are mechanical and temporary. Therefore the present examination system needs to be radically reformed.

This paragraph brings out the contrast between the expectations and the reality of examinations and ends with a valid suggestion.

4.3. Specimen Essays

Reflective Essay

a) English in the 21st Century

One of the characteristic features of this age is the dominance and the spread of English in almost all parts of the world. It is being used in all walks of life : education, administration, business, industry, and so on. The fact that two-thirds of the world's scientific papers published annually are written in English speaks for the pre-eminent role the English language is designed to play in the 21st century.

The seeds for the spread of English were sown between AD 1600 and AD 1700, when Britain established its colonies in a number of countries. Gradually the language acquired local colours and spread into fields other than administration. After the colonies regained their political independence, the role and function of English in these countries went through further changes. Because of its use in administration and education, English came to be looked upon as a vehicle of upward mobility, an instrument of progress and a window to the world. The advancement of science and technology in the 21st century has further strengthened the language. Consequently, English has spread to countries like China, Japan, France and Spain where it was not used before.

Today there are about two billion users of English. Around forty-five countries whose population constitutes one-third of the world population have accepted English as their official language. This shows that English is a language with an inherent strength and has adapted itself to different circumstances and needs in different parts of the world.

Such a language has a greater role to play in the 21st century when globalisation has made the boundaries between countries shrink. Multinational companies are the new business leaders. A need for a common code for communication is more acutely felt than ever before. English provides an easy solution to this problem. In fact English has been very adequately performing the role of a link language on international platforms.

The Internet has brought about a revolution in the world of information technology. E-mail and e-commerce are set to change the nature of communication. The language of these powerful tools is English. If

these tools are going to radically transform the nature of information flow and human communication in all the spheres, English will have a significant role in this transformation.

b) Empowerment of Women

Equality of men and women has been a subject of debate since ancient times. Various aspects and various effects of this debate are seen in different periods in the history of mankind. Recently we have started talking about the empowerment of women. The term 'empower' means to make able, or to give power to. It includes intellectual, social, economic and political power. A woman empowered in this sense can effectively participate in decision-making process and exercise the right of self-actualisation alongside men. Here, precisely, are sown the seeds of the conflict. Share in power is the most unacceptable phenomenon, both for men and women. Historically, man has dominated decision-making in all walks of life and naturally he would like to protect his hegemony. Consequently all the attempts at empowering women are half-heartedly made. The postponement of the Women's Reservation Bill in the Indian parliament is a case in hand.

But the real question is does a woman need to be empowered by a man? If real and lasting 'empowerment' is to be achieved, the answer to this question has to be no. Man empowering woman is like a generous millionaire condescendingly parting with a certain (upto acceptable extent) portion of his property. In this case woman will have to be contented with whatever is given to her. The more desired process, therefore, is self-empowerment.

Another question is whether empowering women means weakening men? This question is based on the hypothesis that the main result of empowerment is dominance. This very hypothesis needs to be re-existence, understanding and tolerance are the basic tenets of human society. Self-actualisation and empowerment are to be achieved against this background i.e., within the limits set by social norms. Thus empowerment of women is a solution to human and societal problems. It should not be looked at as a threat to the existence and freedom of the male population. In order to establish equality, both men and women need to whole-heartedly participate in the process of empowerment of women.

Argumentative Essay

a) Can Computers Ever Replace People

Computers have brought a revolution in human life. To begin with, computers took over different human activities. Now even thinking and problem-solving are being done by computers. This has culminated into automation of offices and manufacturing processes resulting in drastic reduction of manpower in administration, business and industry. Speed and accuracy are other advantages. So much is the human reliance on computers that they are being used on a large scale even in fields like music, sculpture and architecture. The growing use of computers in teaching might one day render teachers, classrooms and libraries redundant. This situation makes many of us believe that computers are likely to replace human beings in every walk of life.

But every coin has two sides. However useful they may be, computers cannot replace human beings. Human life is not a mechanical affair. A pearl-like tear silently rolls down the cheek at the memory of a loved one. A compliment by an elderly person restores the confidence of a depressed person. A simple touch of the mother silences a crying baby. Can a computer perform these and many such other miracles? Nowadays, teaching is being done by computers. Computer-lovers claim that they can learn everything with the help of a computer. Computers also administer tests, declare results and award certificates. But imagine the difference between the two situations, i.e. sitting before a computer and sitting in a classroom with dozens of students

around and in the presence of a teacher. The pains and pleasures of companionship, the repudiating as well as encouraging expressions on the teacher's face, the direct interaction, eye contact, spontaneous smiles and abundant sharing and understanding set this living situation a world apart from the lonely, computer-controlled suffocating room.

Thus, despite the many advantages of a computer, wisdom lies in judiciously using it as a tool.

b) Should English be taught from the first standard

There is not much disagreement on whether English should be taught in this country or not. English being a world language of the twenty first century, we need it for communication with the outside world. In the context of globalisation we need it still more. However, the basic has been whether it should be taught right from the first standard. The arguments that are forwarded by many against the issue are as follows :

Doesn't it increase the burden of learning of the child that is already overburdened ? When our children are supposed to acquire their own mother tongue, why bring in English ? Children do not have a congenial atmosphere around them to learn English. At home, and in all walks of life, Telugu / Urdu is spoken. So what is the point in teaching English ? Moreover it is all right for children from Hyderabad but what will happen to those who live in remote tribal areas ? And where are the teachers to teach English to hundreds and thousands of children ? Many B.Ed. teachers are fresh from their twelfth standard and do not have sufficient exposure to English. What will they teach when they themselves do not know English ? In addition, what will happen to Telugu ? English will strangulate and finally kill it. We will only imbibe into children the slavish mentality perpetuated by the British.

Well, people may say anything they like. What the science of learning says matters here more than anything else. Theoretically a child can learn any language and any number of languages easily up to the age of six provided that that language is spoken around the child. That is why, children from the bordering areas of different states happily speak three to four languages. In the existing system we begin to teach English at the fifth standard when this innate capacity of the child to learn a new language is considerably reduced and children have to exert more to learn English. If this is so, why not teach English from the first standard ? Teachers can be trained, teaching materials can be produced. English is not going to be imposed on children throughout the day in school. It is just one of the subjects. Even if parents speak Telugu /Urdu, the child can always pick up some English at school. Children can improve further since they have a lot of exposure to English in the form of cable TV. If our children learn English, in course of time they will enrich their mother - tongue more. The earlier they learn English the better they will learn it. This will enable them to face the challenges of the fast - changing world where English is being used as a link language.

Introducing English right from the beginning of school is a revolutionary decision which should be applauded. The process of preparing children even from the remote areas for the new millennium has just begun. Instead of criticising it, let us accelerate it.

Exercise A

1. Prepare an outline of an essay on each of the following topics :

- i) Does education prepare students for life?
- ii) Can equality of sexes be achieved?
- iii) Advancement of science and human life
- iv) Environmental Pollution

Answers :

The following outlines can be used.

- i) Does education prepare students for life ?
 - a) What is education? definition?
 - b) Advantages of education
 - c) Problems of unemployment
 - d) How to develop self-help schemes
 - e) Conclusion
- ii) Can equality of sexes be achieved?
 - a) Man and woman - their role in the society - equality
 - b) Reasons for the backwardness of women.
 - c) How manpower can be raised if both the sexes involve in societal activities
 - d) Present day status of women in society
 - e) Conclusion - How equality can be achieved
- iii) Advancement of science and human life
 - a) Science a blessing in disguise
 - b) Life of people before scientific achievements
 - c) Present day life of people
 - d) Achievements of science in different fields
 - e) Conclusion
- iv) Environmental Pollution
 - a) Introduction
 - b) Kinds of Pollution, Air, Water, Sound
 - c) Causes and effects of Pollution
 - d) Remedies to be adopted to escape it
 - e) Conclusion

2. Discuss the following topics with your friends and prepare outlines for writing essays.

- a) Menace of AIDS
- b) Drug addiction
- c) Women's education in India
- d) Population and Unemployment
- e) Punctuality
- f) Fast food
- g) Beauty contests
- h) Information technology
- i) Globalisation

Out lines :

The following outlines are possible.

- a) Menace of AIDS
 - i) Introduction - explanation
 - ii) How is it caused?
 - iii) Precautions to be taken
 - vi) How should we treat the patients ? Wrong notions
 - v) Conclusion
- b) Drug addiction
 - i) Introduction - a social evil
 - ii) Causes for drug addiction
 - iii) Harmful effects
 - iv) Remedy and publicity in eradicating the problem
 - v) Conclusion
- c) Women's Education in India
 - i) Need for women's education in India
 - ii) Position in the past days and evil effects
 - iii) Present day position and growing awareness
 - iv) Advantages.
 - v) Conclusion
- d) Population and unemployment :
 - i) Introduction
 - ii) How population checks unemployment
 - iii) Need to avoid population explosion
 - iv) Means to check unemployment
 - v) Conclusion
- e) Punctuality
 - i) Introduction - what is punctuality and its need
 - ii) Advantages
 - iii) How does punctuality lead to one's success ?
 - iv) Conclusion
- f) Fast foods
 - i) Introduction
 - ii) The position in the past
 - iii) The present position

- iv) Advantages and disadvantages
- v) Conclusion
- g) Beauty contests
 - i) Introduction
 - ii) Who are encouraging them ?
 - iii) Opposition from some people
 - iv) Are they essential to be conducted ?
 - v) Conclusion
- h) Information Technology
 - i) Introduction - definition
 - ii) Need and importance of it
 - iii) Opinions against it
 - iv) Advantages and Prospects
 - v) Conclusion
- I) Globalisation
 - i) Introduction
 - ii) Advantages
 - iii) Disadvantages
 - iv) Secret of world politics
 - v) Conclusion

PART II – REPORT WRITING

Objectives : The main objective of Report writing is to enable the student to achieve effective communication.

Introduction : Report writing is an important skill without which a course in communication skills is incomplete. The word 'report' is derived from the Latin 'reportare', which means 'to carry back.' A report, therefore is a description of an event carried back to someone who was not present in the scene. Most of us have to write reports of many kinds. It may be a report of a meeting in the capacity of a secretary or it may be a report as a business executive or an analysis of a situation as a journalist and so on. We should try to make reports constructive, factual, interesting and readable. It is good to offer vigorous and thought - provoking interpretations and ideas of our own.

Structure :

- 4.4 What is report writing ?
- 4.5 Kinds of Reports
- 4.6 Some hints to write good reports

4.7 Sample reports

4.4. What is report writing ? :

A report is “a formal account of what has been said or seen or done.” A report may be from a business executive, a journalist or an officer in a government department. A good report is accurate as regards information, interesting in its presentation, constructive in its suggestions and readable in its style. The language used in a report should be easy, direct, concise and precise. To prepare a good report we need to cultivate the quality of dependability, resourcefulness and patience. We must work hard.

4.5. Kinds of Reports :

There are several types of reports but basically a report is a communication from someone who has information, to someone who wants to use the information and much depends on the ‘specific requirement.’

The following tree diagram summarizes the various types of reports.

Reports

Formal	Informal
Newspaper Reports	
Business Reports	reports based on letters/notes
Minutes of a meeting	Telephonic messages
Reporting of experiments	Dialogues
Project Report / Survey	Oral Messages

4.6. Some hints to write good reports

- 1) collect information from reliable and authentic sources. This is the foundation of all good reporting.
- 2) You must be able to present a subject as accurately and as vividly as possible.
- 3) The report must be practical, concrete, clear, readable and concise.
- 4) There must be absolute intellectual honesty in your report.
- 5) You must be able to distinguish between factual and interpretative reporting.
- 6) There must be balance, unity, coherence and a sense of proportion in writing a report.
- 7) Whatever might be the topic or the theme of a report it must be instructive and entertaining and at the same time serve its intended purpose.

Important points to be kept in mind while preparing a report :

Basic information / Particular - place, date, time

Objective approach and impersonal voice

Orderly Presentation

Clear, brief and factual representation

4.7. Sample reports

a) Brave driver gets a pat, cash award.

The brave RTC driver who put up a spirited defence and prevented miscreants from torching a bus at Gamalapadu on Monday will be honoured with a cash award of Rs. 5,000 for his exceptional sense of duty.

The RTC driver - cum - conductor of Chilakaluripet depot, K.S. Rao, would be presented the cash award in appreciation of his bravery and sense of duty towards passengers and public property while facing armed miscreants, who attempted to burn the RTC bus in Guntur district.

Rao, in spite of sustaining an injury, resisted the attempt of the miscreants to snatch the cash bag and burn the bus. This inspired bus passengers to join him in preventing the miscreants from attacking them. As a result of this, five miscreants fled the scene and one was killed.

Meanwhile in a statement, APRTC Transport Mazdor Sangh General Secretary said, burning a bus renders eight unemployed and result in a loss of Rs 10 lakhs.

b) A cricket match.

The stadium was fully packed with people and many people were waiting outside. Many other people sat before the T.Vs. and some other had the transistors near their ears. The attendance was thin in offices, colleges and schools. Everyone was interested in the final one-day cricket match between India and the West Indies. The earlier four matches were shared equally by both teams. Hence the great interest.

The Indian captain won the toss but put the West Indies to bat. Prasad opened the Indian bowling attack. The West Indies openers were shaky at first. But soon they began to sent the ball to the boundary. But a brilliant catch by Dravid broke their partnership. The next batsman was run out because of a wonderful throw from Ganguly. Only Chander Paul scored well in the middle order. The tail - enders like Walsh batted for some time but they were all out for 178 in 42 overs. Joshi was the most successful bowler on our side.

Sachin opened the Indian innings along with Joshi. They batted well and sent the ball to the fence more than once. Siddu was the first to go as he was caught at long on when he tried to hit a six. Later the Indian batsmen collapsed due to the tight bowling of Walsh and Ambrose. The middle order batsman failed. Only Dravid put up a brave fight. He remained not out at one end and the wickets fell at the other end. At one stage India was 140 for 7. But Mongia hit twenty runs taking the total to 160 with only two overs to go. The match was full of suspense. Joshi made a brave knock of 10 runs before he was bowled. Still India needed nine runs with one wicket in hand. Dravid hit a six and a four in the last over leading India to victory.

c) A report on Satellites.

India has put one more satellite into orbit this morning from the Thumba Rocket station. This is India's third consecutive launching in the past one year. Honourable Union Minister for Satellites and Rockets expressed his pride in the achievement of Indian scientists. Quoting Sri Jawaharlal Nehru, he said, these achievements are our new temples and added that miracles were being performed by the sages, that is the scientists, in these stations.

It was only two and a half ton satellite and it carried delicate instruments of the finest sensitivity to measure the radiation effect of the distant star Betelgeuse. Credit should be added to physics departments of the various research institutions in India. They had contributed to the original planning of the satellite by deputing their research scientists periodically, to assist in this project. This satellite had made 297 revolutions round the earth within thirty days. The scientific data received from this satellite subject to internal security

requirements, would be shared with all nations.

d) A report on the student union elections by a student.

The students of our college behaved in a highly disciplined manner before and during the elections. The usual propaganda and publicity for the candidates went on. The outstanding attraction was Ramesh, a candidate for the Secretary's post. He had hired an elephant from a circus as well as a huge lorry. There were placards on the elephants and the lorry with names of the candidates. The college campus was full of slogan - shouting with the students running hither and thither. No ugly incident was reported to have occurred.

Results :

1. A. Ramu won as President
2. B. Ramesh won as Secretary
3. V. Raju won as Joint Secretary
4. J. Prasad won as Cultural Secretary
5. V. Mahesh won as Sports Secretary

Once again, it has been established that the students are extremely disciplined. They tried their level best to keep up the reputation of our college.

G. Sujatha.