

# **BUSINESS CORRESPONDENCE AND REPORT WRITING**

**M.Com (Banking)**

**Semester – IV, Paper-V**

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# **M.Com (Banking) – Business Correspondence and Report Writing**

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## **FOREWORD**

*Since its establishment in 1976, Acharya Nagarjuna University has been forging ahead in the path of progress and dynamism, offering a variety of courses and research contributions. I am extremely happy that by gaining 'A' grade from the NAAC in the year 2016, Acharya Nagarjuna University is offering educational opportunities at the UG, PG levels apart from research degrees to students from over 443 affiliated colleges spread over the two districts of Guntur and Prakasam.*

*The University has also started the Centre for Distance Education in 2003-04 with the aim of taking higher education to the door step of all the sectors of the society. The centre will be a great help to those who cannot join in colleges, those who cannot afford the exorbitant fees as regular students, and even to housewives desirous of pursuing higher studies. Acharya Nagarjuna University has started offering B.A., and B.Com courses at the Degree level and M.A., M.Com., M.Sc., M.B.A., and L.L.M., courses at the PG level from the academic year 2003-2004 onwards.*

*To facilitate easier understanding by students studying through the distance mode, these self-instruction materials have been prepared by eminent and experienced teachers. The lessons have been drafted with great care and expertise in the stipulated time by these teachers. Constructive ideas and scholarly suggestions are welcome from students and teachers involved respectively. Such ideas will be incorporated for the greater efficacy of this distance mode of education. For clarification of doubts and feedback, weekly classes and contact classes will be arranged at the UG and PG levels respectively.*

*It is my aim that students getting higher education through the Centre for Distance Education should improve their qualification, have better employment opportunities and in turn be part of country's progress. It is my fond desire that in the years to come, the Centre for Distance Education will go from strength to strength in the form of new courses and by catering to larger number of people. My congratulations to all the Directors, Academic Coordinators, Editors and Lesson- writers of the Centre who have helped in these endeavors.*

**Prof. P. Raja Sekhar**  
Vice-Chancellor  
Acharya Nagarjuna University

# **M.Com (Banking)**

## **Semester – IV Paper - V**

### **415CO21: BUSINESS CORRESPONDENCE AND REPORT WRITING**

#### **SYLLABUS**

**UNIT I:** Role of Communication in Business: Basic Elements of communication process Level of communication forms, models and media of communication Verbal and nonverbal communication Functions and Types.

**UNIT II:** Organizational Communication: Communication dimensions in organisations Net works Communication structures communication in different situations.

**UNIT III:** Non Verbal Communication: Intra and inter personal communication The process of Intra and inter personal communication. The effects of Intra and inter personal variables on effective communication.

**UNIT IV:** Verbal Communication : Business letters Types basic principles, style and tone Letters relating to calling for a post, calling for interview Appointment orders Termination order Business Enquiries Orders Regret conciliation of orders Complaints and Adjustments.

**UNIT V:** Report Writing: Considerations Types of report preparation of report format principles of writing a report feed pack on the report common errors.

#### **FURTHER READINGS:**

1. Sharma, Business Correspondence & Report Writing, Tata Mc. Graw Hill.
2. Pradhan, Bhande & Thakur, Business Communication, Himalaya Publishing.
3. Rao & Rao, Business Communications, Himalaya.
4. M. Balasubrahmanyam, Business Communications Vikas Publishing.
5. G.T. Huni. Communication Skills in the organisation, Prentice Hall.
6. Bery Williams, Communicating Effectively, Sterling Publishers.
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**LESSON - 1****INTRODUCTION TO COMMUNICATION**

**Object :** After going through this lesson student can know what is communication ? communication concepts, models, features and role of communication in business etc.

**Structure :**

- 1.1. Introduction**
- 1.2. Definition**
- 1.3. Genesis of communication**
- 1.4. Features of communication**
- 1.5. Process of communication**
- 1.6. Functions of communication**
- 1.7. General functions of communication**
- 1.8. Functions of communication to Individuals**
- 1.9. Functions of communication to Business and Trade**
- 1.10. Communication and Internal Environment of Business**
- 1.11. Summary**
- 1.12. Self Assessment Questions**
- 1.13. Reference Books**

**1.1. Introduction**

Communication is the name we give to countless ways in which the human being in special and all living being in general conveys information, thoughts, feelings, emotions etc. In this lesson the meaning and process, features and advantages of communication is explained in detail.

**1.2. Definition**

The term “communication” is easy to understand because it is a natural phenomenon; it is difficult to define because of its multifarious interpretations by several authors. For a common man, “communication” is an exchange of information or ideas.

The word “communication” has been derived from the latin word ‘communis’ which means common, it implies that the communication is common understanding through communication of minds and hearts.

Communication is complete when the receiver understands in the same sense and spirit that the communicator intends to convey.

The following are some of the important definitions of communication : W.H. Norman & Summer Defines communication as “communication is an exchange of facts, ideas, opinions or emotions by two or more persons.”

Keith Davis Defines it as “The process of passing information and understanding from one person to another. It is essentially a bridge of meaning between the people. By using the bridge a person can safely cross the river of misunderstanding.”

Louis A. Allen Defines it as “communication is the sum total of all the things that a person does, when he wants to create an understanding in the mind of another. It involves a systematic and continuous process of telling, listening and understanding.”

D.E. Mc Farland Defines it as “communication may be broadly defined as the process of meaningful interaction among human beings. More specifically it is the process by which meanings are perceived and understanding is reached among human beings.”

The careful and critical study of above definitions reveals that communication is sharing or exchange of ideas or information between two or more persons through a system of channel.

### **1.3. Genesis of communication:**

Communication is as old as human origin. During prehistoric times man used to convey and bridge understanding through sounds, symbols and gestures with the advancement of civilization and culture different languages were developed as the popular means to convey innerfelt thoughts and feelings. With the progress in science and technology sophisticated means of communication like letters, telephone, telegram etc. emerged. Communication has become an essential element for man’s comfortable stay. Development of science and technology, trade and commerce and socio – economic conditions elevated the status of communication from essential to strategic position. Today the scientific and economic advancement of a country is measured in terms of the communication system. Internal and international trade of today entirely depends on technically advanced communication systems.

### **1.4. Features of communication :**

**Communication has the following features.**

#### **1. Unavoidable :-**

Communication is always an unavoidable phenomenon. It always exists, not to talk of facial expressions, positive gestures and other behavioral ways, even silence also conveys a lot about the person’s attitude.

#### **2. Continuous process:**

Communication is not an art or even at an instance of time, rather it is a continuous process, incorporating various events and activities that are inter – related and interdependent.

#### **3. Two way traffic:**

Communication is not complete unless the receiver understands the message. To ensure that the receiver has understood the message, there should be some sort of feed back. Thus the communication is two way and not the one-way traffic.

#### **4. The role of perception:**

Human perceptions, the process of interpreting and giving meaning to the objects or signs, through five senses (seeing, hearing, touching, tasting and feeling) plays a dominant role in the communication process. Our sensory receptors are limited and detect only a small part of the phenomenon, we notice, consequently our communication is selective.

**5. Universal :**

Communication is universal phenomenon. All living creatures communicate through their own symbols and signs.

**6. Social process:**

Communication is a social process as it enables everyone in the society to satisfy his basic needs and desires through exchange of written, spoken or non – verbal message. It is through communication that two or more persons interact and influence each other and consequently bridge the gap in their understanding.

—————> INFORMATION —————>

—————< INFORMATION —————<

A) SENDER —————> INFORMATION —————> B) RECEIVER

—————< INFORMATION —————>

**1.5. Communication Process Models :**

Communication process is concerned with sharing and understanding of information. It consists of a few elements explained below.

**1. Sender :**

The communication process starts with the sender, the person or group who wants to transmit the message to another person or group. To launch the process of communication, a sender with some message or information to share is essential. The effectiveness of communication depends on the efficiency of the sender.

**2. Message :**

The physical form of the idea or information conveyed can be understood through receiver's sensory organs. Messages are not the meanings but indicative of meanings. Meaning lies in the receiver's mind not in the message. For example a manager reminds a worker about a deadline with an intention to cooperate, but the worker interprets it as an indicator of annoyance.

**3. Encoding :**

The ideas that generated in human brain should be transmitted to some one i.e. the receiver. To send the ideas, they are to be translated into appropriate words, symbols, gestures or other form of expression which the receiver can understand and interpret.

**4. Channel :**

The process of communication requires a channel to transmit information. Channel is the method used to transmit the message. For business communication, commonly used channels are telephones, letters, memos, E-mails, etc.



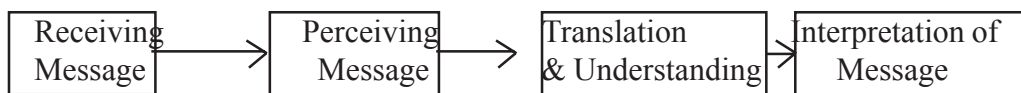
## 5. Receiver:

The person or group who perceives the message and attaches some meaning to the message is the receiver.

## 6. Decoding:

When a message is received, it is possible that it is not understood in the same sense and spirit, as the sender intended it to be, because the receiver decodes it differently. Decoding means attaching meaning to the message. Meanings are already in the receiver's mind, not in the message. The more the sender's message commensurates with the receiver's understanding the more effective the communication will be.

### Decoding Process



## 7. Feed back :

Feedback is the reversal of the communication process in which the receiver expresses the response of the sender's message. Feed back travels usually in the same path or channel of the message. Absence of feed back discontinues the process of communication. The response or reaction may be smiles, signs or may be asking question or calling further explanation or affirmation.

## 1.6. Functions of communication:

Communication is next to oxygen and water for the existence of the whole society. It is through communication that we bridge the gaps in our understanding and create harmonious relations. The scope of communication is very wide and deep as any simple exchange between two comes under the fold of communication. Therefore it is difficult to concise the functions and importance of communication into a simple list. To make it clear, functions of communication can be discussed from three different angles: general, individual and business. We will discuss them in detail one after the other.

### 1.7. General Functions of communication:

#### 1. Conducive Environment:

It is through communication that different persons exchange thoughts and feeling and transmit understanding. When two or more persons understand one another totally, conducive environment of understanding is created in which disputes and differences among individuals or groups are amicably settled.

#### 2. Economic Development :

A country's development is directly determined by its economic progress, which can be achieved when the communication infrastructure is developed. Highly developed communication system is an index of economic advancement of a country. Communication and economic development are mutually dependent elements.

### **3. Technological progress:**

Communication and science and technology are interdependent concepts. Technological development is largely determined by the existing communication system. Unless an invention gets wide publicity, progress in that area can not be possible.

### **4. Global village:**

With liberalisation and globalisation, the world has been reduced to a global village. Modern technology has played and will continue to play significant role in breaking all geographical barriers among different countries and continents and has integrated various communities and cultures under unified network.

### **5. Inter dependence of Nations:**

Developed communication system facilitates free movement of factors of production globally. A powerful communication system helps, in building trade relations among different nations and promotes international trade. Strong and efficient communication systems between citizens of different countries, solve different international problems.

### **6. Internal Trade:**

Availability of high technology communication system develops not only international trade but also internal trade.

### **7. Development of Tourism:**

Electronic media and mass media have a strong magnetic power to attract the tourists from all over the world. Foreign as well as domestic tourists will get the information regarding the tourist places and the facilities available there with the help of communication systems. Thus efficient communication system also results in the increase of government revenues.

## **1.8. Functions of communication to Individuals:**

### **1. Expression on oneself:**

It is through communication process that one conveys opinions, thoughts, feelings etc. This helps in expressing oneself and making other person understand one's point of view.

### **2. Satisfaction of human needs:**

Communication helps man to satisfy his emotional needs of security and recognition. It is through communication that man expresses himself and feels relieved of emotional stress.

### **3. Building human relations:**

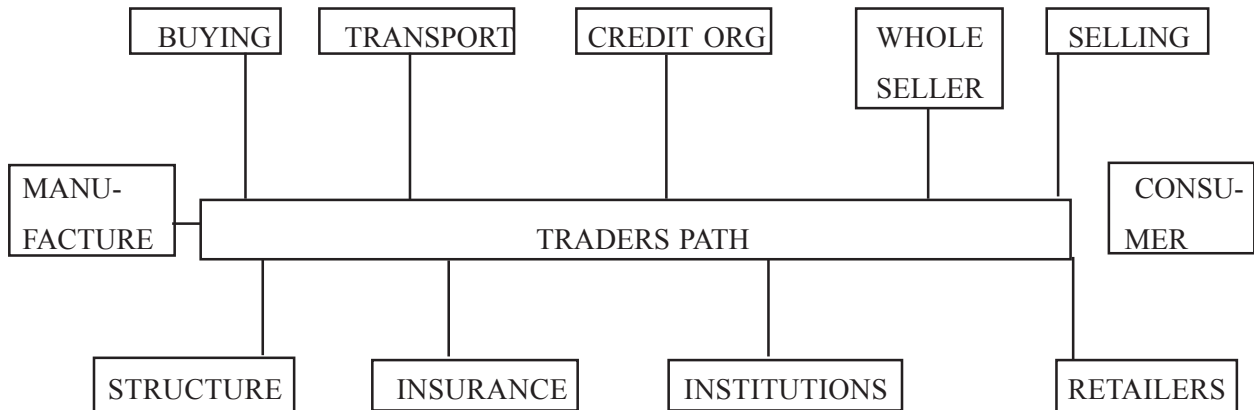
It is through communication that man conveys his point of view and understand others. Human relations are strengthened. It promotes trust, cooperation and harmony among different individuals.

### **4. Success in profession:**

One's success in his profession mainly depends upon his ability to communicate effectively.

### 1.9. Functions of communication to Business and Trade:

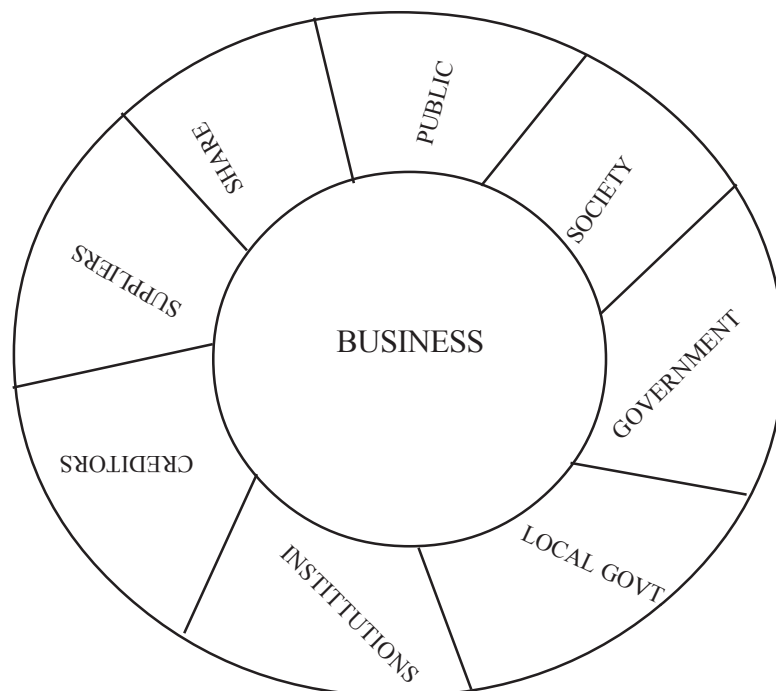
Communication is as essential to business as blood is to the human body. Without effective communication, organisation cannot perform well, management cannot discharge its functions smoothly. Business involve two activities i.e. buying and selling. A trader works between two extreme groups, the manufacturer and the consumer. During trade he has to communicate continuously with different parties as given below.



Communication system is the centre around which trade activities are developed. For business communication matters a lot, as it evident from the following points.

#### 1. Open system :

Business organisation works in an open system of external environment to which it has to get adjusted and get approval for its survival and development from the external environment.



As shown in the figure the external environment of business consists of government, Local governments, Institutions, Consumers, Shareholders, Creditors, Public society and such other factors

## **2. Efficient working of the business:-**

Communication is essential for successful and smooth running of an enterprise. Through communication organisational goals and policies are conveyed to the employees and various resources necessary for their achievements are co-ordinated.

## **3. Communication failures: costly:-**

The communication failures often prove costly for an organisation. They directly result into stoppage of production and loss of man hours and affect productivity and production.

## **4. Building Human Relations:**

In addition to good working conditions and environment, communication among the management and workers is necessary for industrial peace and prosperity. Through effective communication, the management can convey its expectations to workers and workers can put their suggestions and grievances before the management. William Onchen III, quoted "communication is the chain of understanding that integrates an organisation from top to bottom, from bottom to top, and from side to side."

## **5. Best Marketing and quality services:**

Present day customers demand best marketing and quality service. To provide zero-defect product and quality service, it requires proper communication of company with customers.

## **6. Job satisfaction:**

Effective communication enhances the morale and job satisfaction of the workers. Thus their quality of life is enriched.

## **1.10. Communication and Internal Environment of Business:**

Communication serves as a lubricant for fostering the smooth operations of the management process. Communication is helpful to the management in discharging various functions, which are as follows:-

### **1. Anticipation:**

The most important function of the management is to anticipate the future of their products and prospectus in the light of social, economic and political environment of various countries and regions.

### **2. Innovations:**

In the present rapid advancements in technology, the organisations have to continuously learn and innovate. For this they have to link themselves with institutes and universities of advanced learning and share the acquired knowledge with the employees of the organisation. For acquiring and spreading of information and knowledge, communication is essential.

### **3. Planning:**

Framing of various plans, policies, programmes and procedures require thorough communication among employees and various executives.

#### **4. Organising :**

Organisation is concerned with deciding the necessary activities of business, dividing it into various departments and delegating authorities to perform them. For every activity of the organisation, communication is needed.

#### **5. Leading, Directing and Motivating:**

The process of leading, directing and motivating requires communication. As a leader, the manager has to influence the behaviour of his subordinates, without effective communication he can not influence and inspire them. For the execution of the work, he has to issue necessary instructions, orders and invite suggestions. Again, communication is involved in this directing function of management. He has to understand the needs and interests of the employees and motivate them in the way to match their goals to the organisational goals.

#### **6. Controlling :**

Communication facilitates in controlling the activities of the individuals, departments of the organisation. In this process, the actual performance is to be compared with the expected and corrective actions are taken. When actual performance is compared there is a feed back from the employees regarding their progress and when corrective actions are taken, they are communicated to them either orally or in writing by their superiors.

### **1.11. Summary:**

Communication, the vital organ of global socio – economic, cultural, political and commercial progress. It is derived from the latin word ‘communicare’ which means to share. communication is an exchange of information. Communication is as process of transferring message through a channel. In organisations communication serves through internal process and external process.

### **1.12. Self Assessment questions:**

#### **ESSAY QUESTIONS**

1. Define communication and explain the process of communication.
2. Describe the functions and role of communication from different angles.
3. Write down the features and importance of communication.
4. Why communication so important in a business organisation ?

#### **SHORT ANSWER QUESTIONS.**

1. Communication definition.
2. Communication process.
3. Feed back.

4. Uses of communication.
5. Communication and Internal Environment.

### **1.13. REFERENCE BOOKS.**

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2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
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**- Dr. Ch. Suravinda**

**LESSON - 2****BARRIERS IN COMMUNICATION**

**Object :** After going through this lesson the student can know what are the barriers of good communication ? and How to make it effective ?

**Structure :**

- 2.1. Introduction
- 2.2. Different types of barriers
- 2.3. Semantic Barriers
- 2.4. Physical barriers
- 2.5. Organisational barriers
- 2.6. Psychological barriers
- 2.7. Principles of Effective Communication
- 2.8. Summary
- 2.9. Self Assessment Questions
- 2.10. Reference Books

**2.1. Introduction :**

Communication is complete and perfect when the receiver understands the message in the same sense and spirit as the communicator intends to convey. But practically it has been noticed that such perfect and complete communication does not take place because of certain obstacles known as communication barriers. These barriers make the communication incomplete, unforceful and ineffective.

Proper identification of these barriers is as important as diagnosis of ailment for its remedy. In Stephen convey words “Diagnose before you prescribe, is a correct principle manifest in many areas of life.” Most of the behavioural problems in organisation causes due to improper communication of business executives. To ensure smooth running of the enterprise, they have to overcome these barriers through their right understanding and effective actions.

There are a lot of causes for misunderstanding and misinterpretations of message communicated. As the process of communication involves sender, channels and receiver, the problem of communication usually lies with either one or more of them. There may be laps in encoding and decoding the message, or the channels used may be defective. For better understanding of these barriers, they have been broadly classified as follows :

1. Semantic barriers
2. Physical barriers
3. Organisational barriers
4. Psychological barriers

### **2.3. Semantic barriers :**

Semantic barriers are concerned with problems and obstructions in the process of encoding and decoding the message into words or other impressions. The use of different languages, different interpretations of different words and symbols, poor vocabulary and poor grammatical knowledge are some of the semantic barriers.

When communication fails to achieve expected result, it is termed as communication break down or block. These barriers may cause problem to the smooth flow of communication at any level i.e. at the level of sender, channel, received, feed back or external environment.

#### **a) Barriers at the sender's level :**

##### **1. Lack of proper organisation :**

Lack of proper organisation and execution of ideas is a limitation from the sender's side. The ideas must be planned in a logical sequence and organised in the form of message. Several times, there will be miscommunication or partial communication due to the absence of planning and organising ideas in a logical order.

##### **2. Wrong encoding :**

Most of the misunderstandings in communication occur due to wrong encoding of the message. Encoding is translation of ideas into a code to make it convenient to enter into the channel and interpreted by the receiver. Due to lack of ability to code the message, lack of language skill, selection of wrong symbols or words, the communicator fails to convey what he wishes to convey to the receiver. For example, to encode a feeling of request, if one writes, "I want your book give me" the receiver can never be convinced that it is a request. Because it sounds like an order. But communicator means to send message "will you be able to lend your book ? Please give me for a day" It sounds as a request.

##### **3. Poor expression :**

Another barrier, for which the communicator is primarily responsible, is poorly expressed message. Message is the content of the information to be received by the receiver for interpretation. If proper care is not taken by the communicator, message fails to convey what the communicator wishes to. For example, lack of clarity, selection of unsuitable terminology, technical jargon, inadequate words etc. deviate the information from core part of message.

##### **4. Over loading the message :**

Sometimes communicator overloads the message with unnecessary information, which irritates the receiver and leads to wrong interpretations. Lack of command over the language, lack of required amount of knowledge about the message or the skill of selecting suitable words, usually creates this block.

##### **5. Underlying assumptions :**

In several cases the underlying assumptions create blocks in communication, because they fail to convey the message totally. If there are underlying assumptions communication can not be effective as it depends on how the receiver receives and interprets the message. Psychologists say



that this type of communication with children is very dangerous because it confuses the tender minds and creates a type of fear, especially if such type of message results into punishment.

### **6. Inadequacy :**

Overloading of message is one type of barrier in communication similarly inadequacy also creates blocks in the communication. Too much economising of words, selecting insufficient number of symbols often confuses the receiver or fails to convey total message.

Ex : Conversation between mother and a child.

Mother : Bring that tin (child brings)

Mother : Not this tin. I want that long tin (child brings)

Mother : Not this tin, stupid ! Tin with red lid (Child gets irritated)

Mother gets angry (Total scene turns out to be a problem)

From the above illustration it is clear that a simple barrier creates a very big problem to the communicator and the receiver.

### **7. Wrong selection of medium :**

Wrong selection of medium is another important block in effective communication. Depending on nature, need, quality of message and mutual understanding, media is to be selected. Wrong media leads to miscommunication even when the message is effectively and clearly formed.

### **8. Languages :**

Employees at organisation have no common language. This is obvious barrier when there is no common language to convey ideas and feelings. This problem is more acute in culturally diversified organisations and multinationals. Even competent translators fail to convey the exact meaning of different words of different languages. A company's operations expand and extend to different countries, this language barrier widens.

#### **b) Barriers at the receiver level :**

##### **1. Poor listening :**

It is resulted in insufficient reception of the message. Listening became a major barrier in oral communication. Poor listening is due to lack of interest on the speaker or on the message or even the impatience of the receiver. Sometimes personal ego hinders the receiver to listen attentively.

##### **2. Lack of attention :**

Sometimes receiver of the communication may not be attentive to what he is receiving and this act creates vacuum in the process of communication. Not paying proper and required attention may be due to wrong perception, less priority to the message, ego, bias etc., Due to these problems, the receiver cannot read, listen message totally and misunderstands the message.

##### **3. Retention capacity :**

Less retention capacity by the receiver is another block in the communication process. Human mind has a natural tendency of editing unnecessary information and preserve only essential part of

the message in the condensed form. The rate of editing will be more in oral communication than in written communication.

### **5. Decoding :**

Wrong decoding, wrong transaction, misunderstanding the message leads to miscommunication. Depending on the physical and psychological conditions of the receiver, decoding changes.

## **2.4. Physical barriers :**

Some of the physical barriers are as follows :

### **1. Noise :**

Any disturbance or interference that reduces the clarity and effectiveness of communication is called noise. Noise distracts the persons communicating and acts as barrier to communication.

### **2. Improper Time :**

Improper timing of communication also hinders the process of communication e.g: A Phone call at midnight, interrupting sleep, further irritates the receiver, if message is not urgent.

### **3. Distance :**

The distance between sender and receiver acts as a barrier in the communication process as the sender has to speak loudly to convey the message similarly in import – export transactions because of distances of miles, communication may be ineffective if proper use of fax, telephone is not used.

### **4. Inadequate or over loaded information :**

It is imperative that information should be adequate, neither less than desired, nor more than warranted. If this is not so, fails to serve the purpose of communication.

## **2.5. Organisational Barriers :**

### **1. Organisational Rules and Regulations :**

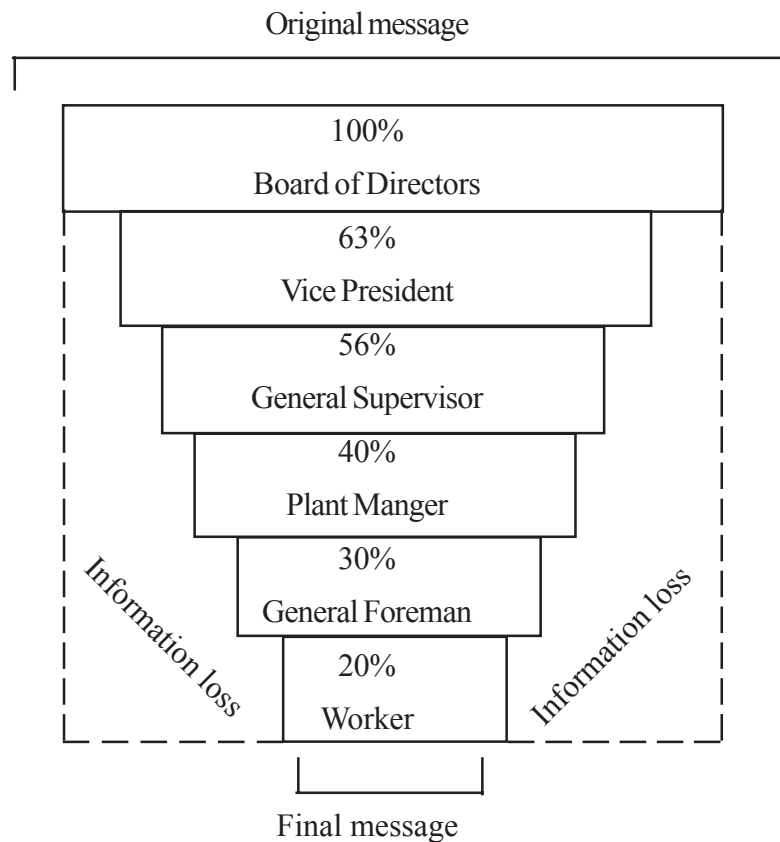
Organisational Rules and regulations act as hindrances in the communication process. Observance of rigid rules and regulations relating to communication, causes delay of message and discouragement to employee in conveying their creative and innovative ideas.

### **2. Non conducting of Staff Meetings :**

To overcome the above barrier, certain organisations conduct staff meetings to know the grievances and suggestions of employees. In the absence of this free flow communication is interrupted.

### **3. Hierarchical Relationship :**

Formal boss – subordinate relationship in organisation structure also restricts the free flow of communication. The greater the difference in hierarchical position, the greater is the communication gap between employees and executives. The employees are expected to contact executives through their immediate bosses. In such types of cases it has been noticed that upward communication is intentionally designed to suit the purpose of middle level bosses.



Source : Dalmar Fisher, communication in organisations, Jaico publishing House, Mumbai, 1999, Page 38.

## 2.6. Psychological Barriers :

Psychological barriers arise from motives, emotions, social values, different perceptions etc. These create a psychological distance, cause misunderstanding among people at work and hinder the communication process.

### 1. Selective perceptions :

Because of our selective perceptions, we can not communicate the whole. And because of different perceptions, natural words conveying certain positive message convey the opposite meaning to the receiver. It results into misunderstandings and misinterpretations and makes communication ineffective.

### 2. Attitude of superiors :

The general attitude of the superiors about communication, affects the flow of communication. If the superiors are afraid of delegating authority and lack confidence in themselves as well as in their subordinates, they will obviously try to conceal and filter the information.

### 3. Attitude of subordinates :

The negative attitude of subordinates also affects the communication flow. Their inferiority complexes, unwillingness to share information and fear of action are the obvious barrier to communication.

#### **4. Egoism :**

Egoism is one of the barrier of communication. The self centered persons think that their own ideas are more important and others are wrong.

#### **5. Emotions :**

Positive emotions such as love, affection and compassion smoothen the flow of communication whereas negative emotions such as hatred, anger, anxiety obstruct the communication process. Therefore, effective communication requires a soothed heart and a silent mind.

### **2.7. Principles of Effective Communication :**

Communication barriers obstruct free flow of communication, which makes it ineffective and less useful. It is the responsibility of both the sender and the receiver to take all possible efforts to make communication effective. Communicators should adopt some principles to make it effective. The following are some of the principles to be considered by the communicators to remove barriers:

1. Willingness to communicate is the basic requirement from both the communicators, which ensures effective communication.
2. Planning always promises good communication process. For proper planning, sender should be able to collect the required facts and its logical presentation as per the absorption capacity of the receiver.
3. Purpose of the communication is to be known by both the parties, if the time and conditions permit to make it effective.
4. Selection of correct and suitable media solves several problems in communication process.
5. Clarity in the message is essential to avoid misunderstandings. When ideas are generated, they are to be rightly edited and selected.
6. Technical words should be completely avoided in case of general communication.
7. It is advisable to use more than one medium to make communication effective. Oral communicator can combine language with body language.
8. Active listening and attentive reading is important in verbal communication.
9. Timely and suitable feed back is a testimony for effective communication.
10. Physical facilities and suitable instruments are essential to make communication free of barriers.
11. Use of technology such as telephone, Internet etc makes the communication effective. Communicator must have positive, pleasant temperament to make communication effective.

### **2.8. Summary :**

Communication is disturbed by different communication barriers which may arise due to the sender's fault or receivers problem or disturbance in the channel. Communication can be made effective by implementing certain principles such as willingness of communicators, good planning, clarity in message

, selection of suitable media, active listening etc.

### **2.9. Self Assessment Questions :**

1. What is noise ?
2. Explain barriers of communication.
3. In what way sender is responsible for communication barriers ?
4. How the receiver creates blocks in communication process ?
5. Write down the principles of effective communication ?
6. What are semantic barriers of communication ?
7. What are organisational barriers?
8. What are psychological barriers ?

### **2.10. Reference books :**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
3. V.B.M. Das & Others : Business correspondence and Report writing – Kalyani publishers, New Delhi – 2002.
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5. R.C. Sharma, Krishna Mohan: Business correspondence and Report writing.

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**LESSON - 3****LEVELS OF COMMUNICATION**

**Object :** After going through this lesson the student can know different levels and forms of communication.

**Structure :**

- 3.1. Introduction
- 3.2. Forms of Communication
- 3.3. Communication levels
- 3.4. Inner silence
- 3.5. Intrapersonal Communication
- 3.6. Interpersonal Communication
- 3.7. Group communication
- 3.8. Public Communication
- 3.9. Mass Communication
- 3.10. Summary
- 3.11. Model Questions.
- 3.12. Reference books.

**3.1. Introduction**

Communication can take countless forms similarly there are different levels in communication depending on sender and the receiver relations. In this lesson we will go through the different forms and levels of communication.

**3.2. Forms of Communication**

Communication is the way of conveying and exchanging one's ideas, opinions and emotions, can take countless forms. These forms will differ depending upon the availability of feed back use of verbal or non-verbal signs, etc. Some of the popular forms or types of communication are as follows :

**1. One way communication :**

One way communication is characterised by absence of feedback from the receiver to the sender. Here role of the sender and the receiver are not interdependent. The sender conveys the message and the receiver has to make out the meaning on his own as there is no scope for check back. Ex : The news reader reading news on television set or the radio speaker reading out a pre-planned message to the audience etc. The effectiveness of this way of communication depends upon the speaker's inferential ability and the receiver's listening skill.

**2. Two way communication :**

Two way communication involves active feedback from the receiver to the sender to ensure that the

receiver has understood the same message which the sender intended to convey. This form of communication being more interactive and inter personal, allows better mutual understanding.

### **3. Verbal Communication :**

Verbal Communication is communication through spoken or written words. This verbal communication can be oral as well as written. Oral communication may be face to face, or by telephone or by video conferencing system. Written communication can take the form of letters, memos, reports etc.

### **4. Non-verbal Communication :**

Non-verbal communication means transmission of information other than oral or written words. This transmission can be through facial expression, body postures, eye contracts, clothing, silence etc. More than 65% of human communication is through non-verbal clues than through written or spoken words.

### **5. Formal communication :**

Formal Communication is communication structured on the basis of hierarchy authority and accountability. Departmental meetings, conferences circulars, company news, interview etc are examples of formal communication. This may be downward, upward or lateral. Downward communication commands (superior to subordinate) and instructs, Upward communication (Subordinate to superior) informs, Lateral communication coordinates.

### **6. Informal communication :**

Informal communication is relatively less structured and spontaneous communication arising out of day to day routine and meetings among peers. Example conversation at lunch or tea talks at social gathering.

### **7. Inter personal communications ;**

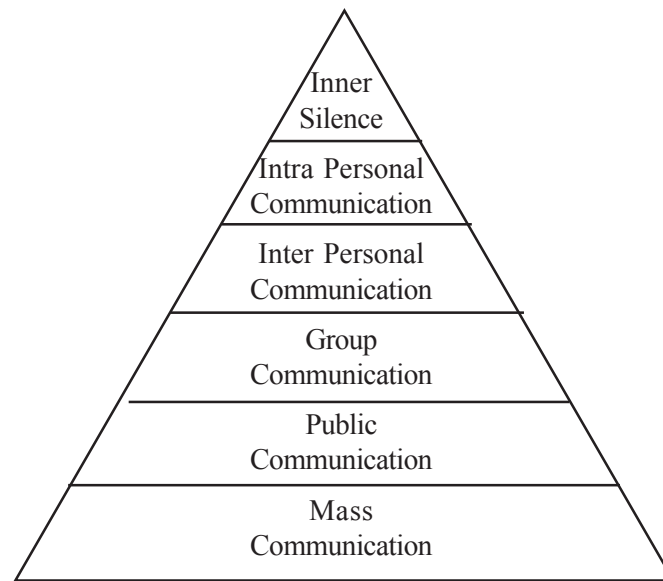
Interpersonal communication is communication among two or more persons.

### **8. Intrapersonal communication :**

It is internal dialogue occurring within the mind of an individual. It may be clear or confused, depending upon the individual's state of mind. To convey a message in effective way with desired effect it is essential that intra-personal communication should be clear.

## **3.3. Communication levels**

In our daily life we experience communication gaps among different persons because their levels of communication are different as their mental levels are different. Communication levels are of different types they range from personal to public. For the purpose of study, levels of communication are summarised below :



Levels of communication

### 3.4. Inner silence

The highest state of inner silence is meant lesser for expression and more for experience. Very few persons – one among millions, like Buddha, Christ, Sri Aurobindo etc. attain this state. This state of consciousness is also called meditation, when the person withdraws his senses from the external world and direct them to his inner self and enters in inner layers of silence. This is the state when thoughts disappear and thrills appear.

Scientists and philosophers have to live in this state to discover new theories and models.

### 3.5. Intrapersonal Communication

Intrapersonal communication is the internal dialogue occurring within individual's brain. An individual can avoid communicating with other but cannot stop communicating with himself. Every individual who is able to feel think and use language, communicates with himself continuously. It is a common practice that before communicating with others an individual communicates with him, to understand and estimate the reactions of the receiver.

The source for intra communication is man's brain where the ideas, feelings and messages are generated and are communicated within the person who tries to understand and gives a feed back. Brain never stops communicating with the person who owns it. He talk to himself more than any body else. It is impossible to shut off internal conversation.

Intra personal communication depends on the persons age, psychological maturity, nature of personality, external environment, his human relations, time to relax etc.

Intra communication is the most significant part of human life. It reflects and guides man's regular life and influences his behaviour with others. It helps to become more aware of our selves, which is essential for effective communication.



Man is the only animal who talks to himself all day long. A person who is able to think clearly can write perfectly and communicate satisfactorily.

To make intrapersonal communication better, man should keep his perceptions clear and avoid day – dreaming and illusions by being aware of himself. He should keep his mind calm and quite by living in the state of inner silence.

### **3.6. Inter personal Communication**

Inter Personal Communication is communication process between two persons. It is the next level to intra personal communication. It may be in the form of face to face conversation, telephonic, e-mail, internet chats, video conferencing etc. This level of communication takes place daily in our family, work place, public gathering etc. It provides basic frame work building relations and formulation of social structure.

To make interpersonal communication positive and effective it is essential that intrapersonal communication be more clear and better. Only those persons who think better with positive attitude can write and speak better.

### **3.7. Group communication**

A group is an association of two or more persons who interact with each other in such a way that each influences the other. Group may be formal such as committees, board of directors, quality circles, teams etc., which are formed intentionally or voluntarily to achieve specific goals or norms. Informal groups are groups which emerge spontaneously without deliberate design to meet social needs.

#### **Advantages :**

1. Group communication is essential for actual development.
2. A group can do more for the individuals than the individuals can do for themselves.
3. Group communication offers moral support and social binding.
4. Ego satisfaction of individual is possible in group communication.
5. Group communication promotes cultural and religious ties because different topics are discussed without barriers.
6. It develops the leadership skills communication skills and also adjustment.

#### **Limitations :**

1. It is a time consuming process.
2. It involves problems of coordination among different group members.
3. Conclusions can not be drawn quickly and effectively.
4. Chances of misunderstanding are more because it is difficult to reach every person in the group.
5. Convincing and satisfying all the members is impossible.

To make group communication effective, it is essential that external environment be comfortable and congenial.

### 3.8. Public Communication

Public communication is also a group communication, but the size of group is large and the speaker is one or a few. This is one way communication as the speaker gives speech and the audience listens only. Political leaders, religious preachers, trade union leaders etc. dealing with groups of people have to deliver speech to large assembly or gathering. Public communication may be formal such as general body meeting of an organisation or informal like club meeting.

Facing audience to give a public speech is a difficult task. Unless the group is highly motivated and the speaker is very effective, a speaker cannot get the attention of audience for a long time. The speaker must be informative and must have the ability to make the speech interesting one.

#### **Importance of Public Communication :**

Public communication is useful for informing and motivating large groups of people. It offers the following advantages.

1. Public communication can generate a motivated group which is powerful.
2. Within a short time any amount of information could be communicated.
3. Human bias is eliminated as they get the information direct from the sender.
4. Public communication has a purpose, objective and mission to achieve.
5. Public communication, if organised effectively, can develop human relations and bring unity among highly diversified groups.
6. It is an efficient method to develop social, religious, cultural and political awareness and inculcate correct ideas in the minds of people in a short time.

#### **Limitations :**

1. It requires good pre-arrangements like setting, mike etc.
2. To make the speech effective, the speaker should be well prepared and should deliver the speech that strikes the mental wavelength of the audience and appeals to their heart.
3. Feed back is not possible in this level of communication.
4. It is expensive and time taking to organise a public meeting.
5. It requires help cooperation and efforts of a large number of people at various levels.
6. If all the people are not equally interested and motivated, they may cause disturbance.
7. If the group consists different people with different language backgrounds it will become a problem.

#### **Steps to make it effective :**

Public communication process involves three important elements i.e. the speaker, the channel and the receiver. Unless these three elements are perfect and function with coordination, the public communication cannot be successful. To make it effective all the three partners of the communication process should be effective.

### 3.9. Mass Communication

The extension of public communication is mass communication. The scope of mass communication is wider than public communication. Mass communication is the process of communicating to the public at large through mass medias such as television, internet, films, publications, etc. It is primarily adopted by those individuals, organisation or institution which are willing to give large – scale publicity are normally political leaders, the government, business, organization, voluntary organisations, religious and cultural institutions.

#### Importance of mass communication :

The definition and scope of mass communication is very wide in today's modern and high technology days. Its scope extends beyond the globe. Therefore mass communication and global development became inter depending concepts. Mass communication through any media offers several advantages to the nations, governments, organisations, trade and commerce and public in several ways. They can be listed as follows.

1. Government rely on mass communication for all its policies and programmes. It is an essential requirement of the democratic governments to inform every decision and programme of the government to the public.
2. Through mass communication only the scientific and technological development can reach the farmer in a remote village.
3. The welfare programmes launched by the government can be known to public through mass communication only.
4. Mass communication acts as bridge between the government and people.
5. Business people reach the customer and sell their products through mass communication. Global Village concept is possible through mass communication.

#### Limitations of mass communication :

1. It is very expensive. It requires heavy initial investment.
2. Without equipment infrastructure and supportive services with the sender and the receiver mass communication cannot be possible.
3. There is no guarantee that the messages reach the people for whom they are targeted.
4. Chances of misinterpretation of the message are very high in mass communication.
5. Feed back is absent.
6. It may be misused for selfish needs of vested interests.

Mass communication can be made effective through passing suitable and strict legislation's and restrictions on the media, which is responsible for transmitting false information.

### 3.10. Summary

Depending on sender and the receiver there are different levels in communication. They are inner silence, Intra personal, Inter personal, group, public and mass communication.

**3.11. Self Assessment Questions.**

1. What are the communication levels ?
2. What is mass communication ? How is it useful for national integration ?
3. What are the features of public communication ?
4. Is inter and intra personal communication same ?
5. Explain the features and importance of intra personal communication ?
6. In what way inter personal communication builds human relations ?
7. What are the uses of mass communication ?
8. Write about group communication ?
8. What are the dangers of mass communication ?

**3.12. Reference books.**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
3. V.B.M. Das & Others : Business correspondence and Report writing – Kalyani publishers, New Delhi – 2002.
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5. R.C. Sharma, Krishna Mohan: Business correspondence and Report writing.

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**LESSON - 4****COMMUNICATION MEDIA**

**Object :** After going through this lesson the student can know the different Medias of communication and their importance and how to select a media structure.

**Structure :**

- 4.1. Introduction
- 4.2. Meaning
- 4.3. Importance
- 4.4. Types
- 4.5. Conventional Media
- 4.6. Electronic Media
- 4.7. Group Communication Media
- 4.8. Mass Media
- 4.9. Summary
- 4.10 Model questions
- 4.11. Reference Books

**4.1. Introduction :**

In communication process media is inseparable from communication. Absence of media implies almost absence of communication.

**4.2. Meaning :**

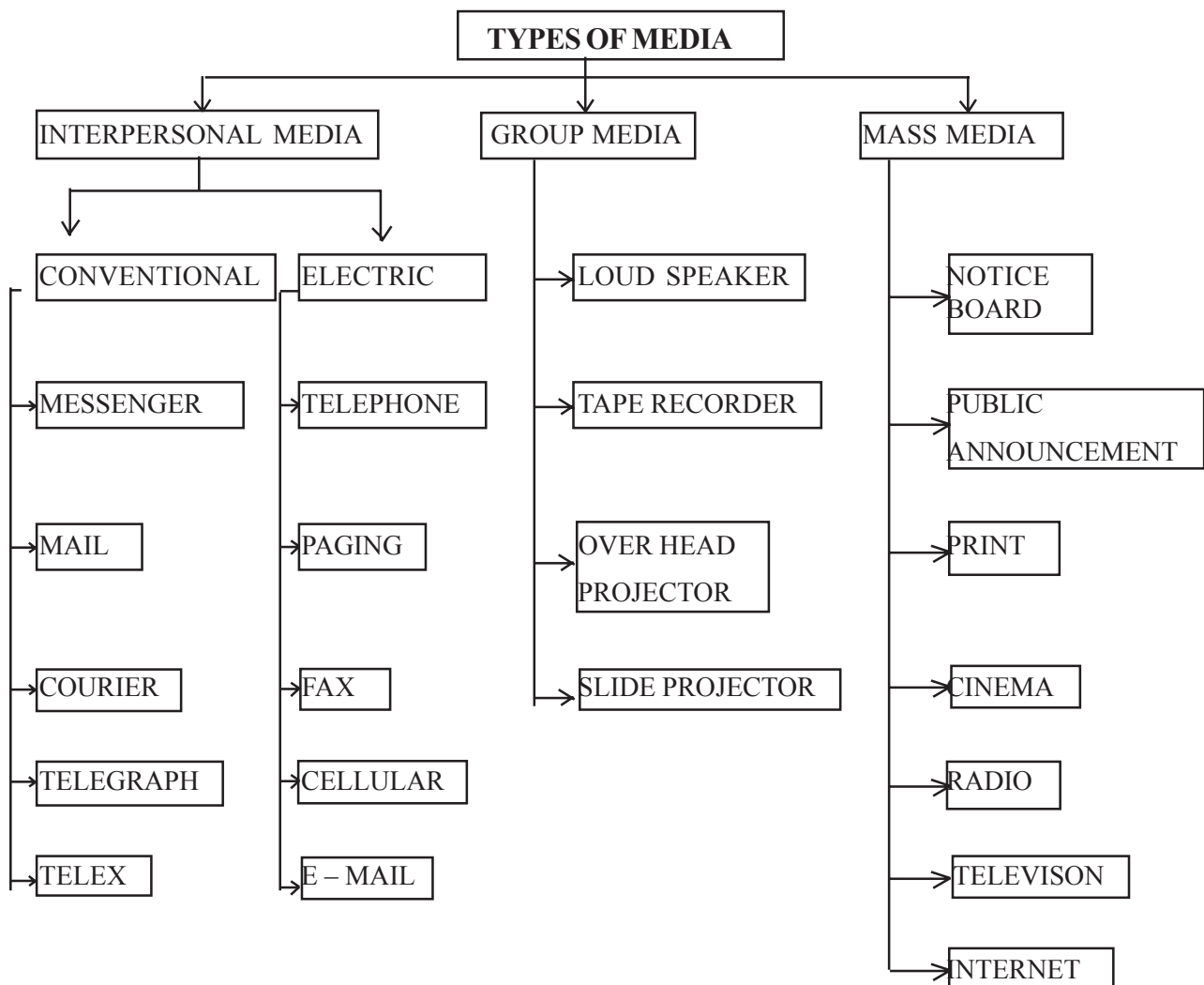
Literal meaning of the term media is the element through which something can be moved or transmitted. Communication is defined as a process of transmitting information from the source of destination through a channel called 'Medium'. In this context also medium implies something that facilitate the flow of communication.

**4.3. Importance:**

Media promises free flow of communication. Suitable media is essential to complete the process of communication. Media assures timely delivery of information to the receiver and carries 'feed back' in time. Correct media can exactly translate the feelings and ideas of the sender to the receiver. If media is rightly selected, it conveys the message promptly even when the distance between sender and the receiver is very wide. Delay in transmission and reception of communication can be reduced if favourable media is selected. Media improves communication skills of the sender. Complete and perfect communication is achieved if the suitable media is selected. Media selected by the sender should be acceptable and accessible to the receiver, to complete the communication process.

#### 4.4. Types:

During the process of communication development, man is able to design and develop different types of media suitable to the context of communication. Developed science and technology stimulated diversified growth of media. Social and economic liberalisation stimulated for the development of a wide range of communication media. Diversified media developed due to personal and organisational needs on one dimension and political needs on the other side.



There are numerous varieties of communication media in practice. Broadly media can be classified into three types. Interpersonal media, group communication media and mass communication media.

#### **Interpersonal communication media:**

Interpersonal communication is between two persons or among a small group in the form of conversation. The important media are conventional media and electronic media.

#### 4.5. Conventional media are:

##### 1. Messenger :

Messenger transmits the message by hand delivery. This system of mail transfer was practiced when organised postal system was not developed. At present this system is practiced for inter office transmission of communication.

##### 2. Mail :

An organised postal service transmit the written communication usually letters. It is an ancient system. Proofs were available about maintenance of systematic collections of mail centres during Guptas and Ashokas rule in India.

Modern postal system is a network of post office, established and connected to head office. They are linked to national and international net work of post offices through different modes of transportation like road, rail and airways. Almost in every country they are organised and managed by the government at subsidised charges to people.

##### 3. Courier :

Postal service is in public sector, parallel to postal service, private sector developed the courier system for quicker transfer and delivery of mail. It is a commercial organisation works with profit motto. It assures fast delivery of mail.

##### 4. Telegraph:

Telegraph is the earliest methods of telecommunication. Telegraph is used for transmitting information to any distance by means of electric impulses through a wire, which was invented by Samuel F.B. Morse. These are widely used for sending short and urgent messages

##### 5. Telex:

Telex is a teleprinter exchange, which provides teleprinter service throughout the world. Teleprinter is as mechanical devise that facilitates the transmission of data or information instantly between two distantly located persons with teleprinters. It works through telephone cables or radio relays system. It has international network of connections and is easy and simple to pass messages instantly but it fails secrecy of messages.

#### 4.6. Electronic media:

Electronic medias are as follows.

##### 1. Telephone:

Telephone is the most popular media that came very close to the people and an important electronic media of the modern world. Technical advancement and usage of telephones increased throughout the world, particularly in India in recent past. The advantage of telephone system is quick transmission of the message. Now public telephones are available in easy reach to every one.

##### 2. Paging:

Pager is a wireless telecommunication instrument, which is also known as bleeper or beep. It is a

small instrument handled and carried by individuals. It works on the radio transmission technology, which contains receiver and transmitter. Pagers are personal communication devices. They provide quicker transmission of message at a lower cost.

### **3. Cellular phones:**

Cellular phones, otherwise known as mobile phones are designed on the technology of radio and telephone. A cellular phone contains radio signal receiver and transmitter. The advantage of these phones are that individuals can use them wherever they go and also during travelling. Cellular phones became the most popular personal telecom instruments globally due to several advantages over the conventional telephone system.

#### **Advantages:-**

1. The availability of these phones is free with out waiting list.
2. They are cheaper if the usage is more.
3. Individuals need not confine themselves to phone room.
4. It is easy and convenient to carry.
5. It has a storage system, it also acts as phone books.
6. It records missed call.
7. It also provided additional information about the weather conditions, where the holder of the instrument is travelling.

#### **Fax :**

Fax is a machine that scans document, data, pictures electronically and transmits a photographic image to a receiving machine through telephone lines through a modem. To communicate through fax, the receiver and the sender should possess a fax machine. The sender's machine scans the information and transmits to the receiver's machine. It is a very fast transmission of text matter as it is, which otherwise not possible. Fax is cheaper and quicker. In this type of communication also secrecy can not be maintained.

### **5. E – Mail:**

Electronic mail is an important service offered to the internet subscribers. It is the fast, efficient and the latest mode of transmitting information. E – mail is the transmission of textual message from one computer to another electronically.

#### **Advantages**

1. Created messages are transmitted and delivered into the receiver's mailbox in any remote corner of the world instantly.
2. Messages are held until they are received by the receiver.
3. If any fault or error is committed in transmission, the same will be brought to the notice of the originator.
4. It displays the message to facilitate the receiver to read.



5. There is a facility of sending same message copies to a group according to the given time.
6. E – mail also provides access to telex system.
7. E – mail can be restricted to have access to selected members.

To communicate through e–mail internationally is the cheapest method, but it requires a Computer, Internet connection and knowledge to operate it.

#### **4.7. Group communication media:**

Group communication is a process where one or a small teams of speaker's address a group of listeners. They depend usually on loud speakers, tape recorders, overhead projectors and slide projectors.

##### **1. Loud speaker:**

Loud speaker is a device consisting of a microphone, amplifier and loud speaker. It converts the sound signals into electrical signals and back into sound signals with more decibels of sound to reach a large group. It is a simple system widely used in public meeting. Wireless loud speakers are also in use with a small size can comfortably held on a coat button.

##### **2. Overhead projector:**

Overhead projector and slide projectors are visual based devices, which magnify the images or words and can be shown to a large group to support the speaker's message.

Tape recorders can also be used for group communication.

#### **4.8. Mass Media:-**

Mass communication is communicating with large size of population with different strata. Mass media plays an important role in creating awareness of current problems, policies and progress of a region and the world, that provokes them to know more about their counterparts and motivate them to develop along with the development process of the world. It is of a fact today is primarily due to the mass media. Development of mass media depends to a greater extent on socio – economic and political freedom of the people. Presence of free mass media is a symbol of freedom and democracy existing in the country.

Mass media contributes to the cultural development and also understanding different cultures prevailing around us. Mass media is a powerful instrument to convince, motivate and change people.

Economic development, particularly trade and commerce entirely depend on mass media. Modernisation of agriculture in the form of green revolution was possible in India because of mass media. Education, health, rural development, welfare programmes and society development programmes are propagated through mass media.

To educate people towards their duties, responsibilities, obligations is possible through mass media. Mass media is the most powerful media for integrated development of a region or a nation.

Any media, which can reach a mass or large group of population is a mass media. The aim of media is to penetrate as deep and wide as possible into a large group of people. Some of the important are:

##### **1. Hoarding and Notice Boards:**

Hoarding or notice boards are erected in public places, busy centres and shopping centres where they can attract the attention of large number of people.

**2. Cinema :**

Cinema came very close to man not as a medium of communication, but as a medium of entertainment. Cinema reaches directly into the hearts and minds of the people and remains in the memory for a long.

**3. Public announcement:**

It is the most traditional method. It is a time taking tedious method and large area cannot be covered under this method.

**4. Print media :**

Print media is any printed and circulated material such as books, journals and news papers. Books carry accumulated knowledge, ideas, discoveries and inventions. Reading books make a person competent to express his views and feelings. Science and technology, innovative ideas etc are outcome of books.

To communicate news or information to a large number of people, news papers, news journals and news letters are used. Newspaper came very close to the social life of educated section of population. Newspapers provide a detailed report of national and international events. The role of newspapers in democratic countries is very sensitive and important. They bridge the communication gap between the government and commonman and between two regions. Newspapers are powerful media to criticize the government activities, social evils or any such negative dimension in a country.

The disadvantage of press is it cannot reach those who cannot read and write.

**5. Radio :**

Radio is a broad cast media. It transmits the news, programmes for children, women, farmers etc. Radio is an audio based communication. Feedback is not possible.

**6. Television:**

In today's public and personal life of people T.V. became the most wanted media because one can watch incidents directly through live programmes. Misuse of the T.V. leads to different socio – cultural problems.

**7. Internet :**

Internet is the product of information technology revolution, which literally transformed the earth in to small village. It is the fastest, convenient and an accurate mode of communication between any two points on the earth. Internet is the international communication system. It offers endless list of advantages to individuals, organisations, institutions, government, economies and for the coordinated progress of the world economy.

**4.9. Summary :**

Media is the life of communication. Communication media is of different types. Media can be classified on the basis of communication levels as:

- 1) Interpersonal communication, 2) Group media communication and 3) Mass communication

**4.10. Self Assessment questions:**

1. Classify different media and critically examine the role of each medium in promoting communication.

2. What is communication medium ? Explain different types of media available to us.
3. What are the types of media used at different communication levels.
4. Write about the features and types of mass media.
5. Write about conventional media.
6. What communication media suitable to group ?
7. How mass media helps in development of a country ?

#### **4.11. Reference Books.**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
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5. R.C. Sharma, Krishna Mohan: Business correspondence and Report writing.

**- Dr. Ch. Suravinda**

**LESSON - 5****TYPES OF COMMUNICATION**

**5.0. Object :** After going through this lesson the student can know the types of communication and their relative advantages and limitations.

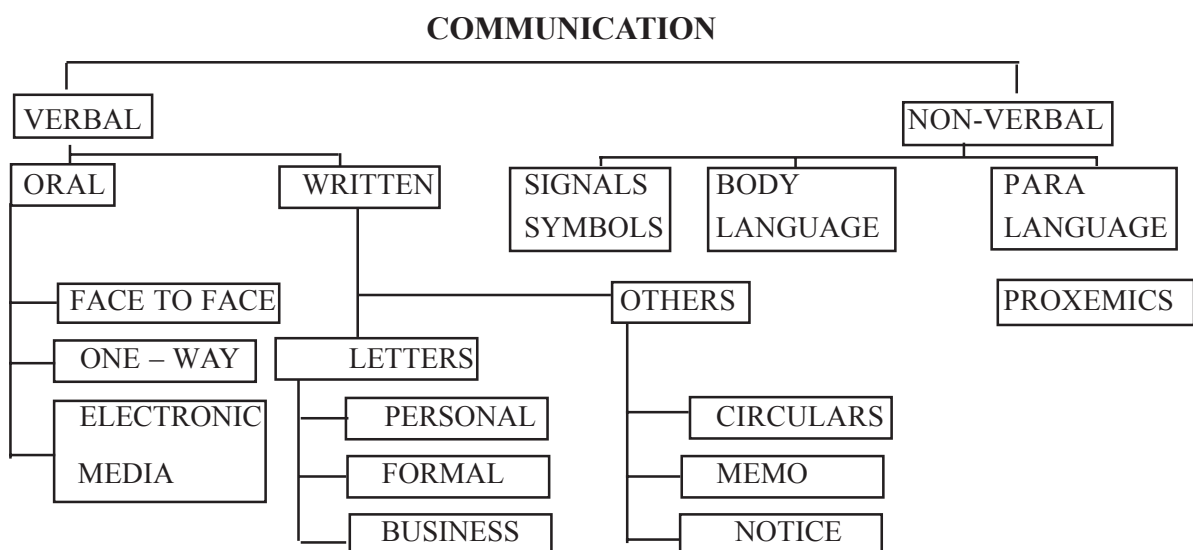
**Structure :**

**5.1. Introduction****5.2. Classification****5.3. Verbal communication****5.4. Oral communication****5.1. Face to face communication****5.2. One way communication****5.5. How to make oral communication effective.****5.6. Summary****5.7. Model Questions****5.8. Reference Books****5.1. Introduction :**

Communication is a process, which combines different elements, structures and media designed for different purposes. Communication process can be of different types depending on the media, purpose of communication and communicators.

**5.2. Classification :**

Communication process can broadly be divided into the following categories.



In a broader way communication is verbal and non-verbal. Again these verbal and Non-verbal communications are of different types as explained in the above chart.

### **5.3. Verbal communication :**

Verbal communication is a process of exchange of ideas and feelings between two or more communicators by using language. Verbal communication entirely depends on a language. It may be classified into two, oral communication and written communication.

### **5.4. Oral communication :**

Oral communication is a speech based process. It is also known as vocal communication. Under the system of oral communication, sender and the receiver will be in direct contact with each other and communication will be a personal talk. It may be

#### **5.4.2. Face-to face communication :**

It is a direct oral communication between two individuals either in physical presence or connected by telephone. There are different types of face to face communication. They are :

##### **1. Conversation :**

Conversation may be defined as oral informal exchange of information. It is the most dynamic elementary and powerful communication. Under this method, conversation will be between two or more individuals in their physical presence. It is specifically adopted for interviews, conferences, small group meetings and informal get-to-gether. Of all the modes of communication this type helps to build healthy and strong human relations. To make a oral communication effective the communicator has to adopt certain principles as below :

- Select a topic in which both the speaker and the listener are interested.
- Avoid arguments. Because arguments can never convince or change the other person.
- Do not make a sensitive issue as topic which may hurt any of the communicators.
- Be courteous, cheerful and pleasant. Smile, eye contact, addressing the person with name gives a comfortable feeling to the other persons.
- Don't be a speaker continuously. You should be active listener also to make conversation effective and complete.

##### **2. Telephonic conversation :**

Telephone conversation is another type of face-to-face communication between people physically away and connected by a telephone link. To make telephone conversation effective and pleasant the following hints may help us :

- Modulate voice according to need.
- Clarity is the most important principle to be adopted in telephone conversation.
- Don't prolong the discussion when the other person called on phone.
- Be pleasant and courteous.

**3. Interview :**

Interview is a preplanned conversation between one person, the invitee to answer and a panel of interviewers to raise questions to test the qualities they require in the applicant. Interview demands direct interaction of a group with an individual. To recruit suitable persons the employer adopts this type of interviews.

**4. Investigations and survey :**

This type of interview is similar to job interview with a difference that the interviewer is a single person. It is also a preplanned systematic conversation for a purpose.

**5. Instructions :**

Giving directions to the subordinates and clarifying their doubts is also a type of conversation. It may be written or oral.

**6. Dictation :**

Dictation is another type of face-to-face communication adopted in large institutions and organisations where the superior dictates terms, work, letters etc. to the subordinates usually the steno.

**4.2. One way communication :**

One way communication is a type of oral communication without immediate feed back facility. It facilitates communicator to transmit message without instant response from the receiver. For ex. Public speech. It is a simple and easy method to communicate to a large group. This method is adopted when a particular news or concept is to be publicised quickly to large number and to inspire mass group towards an object.

**c. Electronic Media Communication :**

Telephone, T.V. and radio can be categorised under this type of communication. It is an audio type communication, where expression and body language is not involved. It is expensive.

T.V. and Radio are also one way communication modes where programmes are broad cast to the target group. Feed back is not promised unless audience takes the trouble of informing to the programmers through post card.

**Advantages of oral communication :**

1. Oral communication forms a strong base to build human relations. It offers an opportunity to make the person feel that he is an important person in the communication process.
2. Instant feed back is assured.
3. It economises the time to pass message from sender to the listener as it is speed.
4. Information through oral communication is easier to grasp, decode understand and interpret than other modes of communication.
5. Oral communication does not require expenditure towards stationery and maintenance to the communicator. It saves money.
6. Oral communication is convenient to alter the channel, topic tone of voice, language etc as per the changing needs of communication.

7. Oral communication is effective, because the sender of the information uses speech, body language, gesture and symbols to make information reach the destiny as per his expectations. The receiver also uses all these supports to acknowledge the reception of the message.

Speech is the most powerful instrument to convince the listener more easily.

- Oral communication helps the sender of the message to edit unimportant or unnecessary information from the conversation instantly and can stress on important points.
- It works like a strong means to control and convince groups or mass in times of need or emergency.
- Oral communication is more reliable in certain situations, particularly to express opinion, than other modes.

#### **Disadvantages :**

- Oral communication has no recorded base for future references as in written communication.
- Oral communication cannot be effective without the total involvement of both the sender and receiver.
- The facility of modification creates a problem that the speaker may deviate from the actual content of the message.
- Through oral communication decisions may be delayed.
- Oral communication requires supportive and suitable body language.
- The effectiveness of oral communication depends on the attitude of communicator of the message and the receiver.
- Oral communication has no capacity to register in the memory of the receiver for a long time.
- During oral message if the words and body language do not match, it leads to misunderstandings.
- Success of oral communication depends on active listening which is a common failure among listeners.

### **5. 5.How to make oral communication effective**

Success of oral communication depends on four principles, which are very significant contributors for effective communication. They are active listening, empathy, feedback, language and body language.

1. Active listening :

In the words of Abraham T. Collier, it is fair to say that listening is one of the most difficult things in the world to do.

Hearing, listening and active listening are three related terms but differ in the degree of intensity. As per dictionary meaning, hearing is the sense that involves the perception of the sound. Hearing does not require the involvement of the receiver. Listening is attentive hearing, which assures some degree of involvement by the receiver in the communication process. Active listening is total involvement of the receiver of the communication in the process and pays attention only to the communicator.

Active listening facilitates the flow of communication without any interruption and allows the speaker to say more and help him to ventilate the total feelings, message and information. Thus, active listening is the most essential element for oral communication.

### **Empathy :**

Empathy is the advanced stage to sympathy in communication. To sympathise in simple means showing or expressing pity over the other person's feelings. Sympathy helps to build relations at the early stage of conversation. Sympathy cannot achieve concrete outcomes of the conversation. Therefore, the listener must adopt empathy to make the conversation effective.

### **3. Feed Back**

When a message is received by the receiver and is able to decode it accurately, it influences him and provokes him to give response called feed back. Absence of feed back is a proof of failure of oral communication. Feed back is necessary to make the communication process complete. Feed back in oral communication will be in the form of questions for clarification, nodding head, encouraging smile adding words. But feed back should not disturb the speaker.

### **Psychological Factors :**

#### **1. Courtesy :**

Courtesy is an important virtue of effective communication. It implies that both the sender and the receiver of the information should have concern and consideration to other needs.

#### **Patience :**

Till the process of communication is completed both the message giver and the receiver should have patience. Impatience creates a permanent gap between two communicators.

#### **2. Positive attitude :**

Positive attitude builds strong relations, develops confidence and stimulates potential skills in other person. Both the communicators should adopt positive attitude during conversation to make communication effective.

#### **3. Pleasant temperamental characters :**

It is an asset for oral communication. Both the communicators should continue to be pleasant even when they encounter with debates and discussions on unpleasant and sensitive issues.

#### **5. Neutral :**

To be neutral, communicator needs to be very tactful to handle debates, which may tempt a person to take sides. It is a skill of balancing temptation to taking sides.

### **5.6. Summary :**

Communication process is of different types. Broadly it is verbal and non-verbal. Verbal communication is language based communication. Which may be oral or written. Oral communication is speech based. Verbal communication may be of different types such as face to face communication which includes conversation, telephone conversation, interview, investigation, instructions and dictation. It is a perfect system of communication because it offers instant feed back facility. One way communication and other electronic media also come under this method of communication.



**5.7. Self Assessment Questions :**

1. Define communication and give a critical analysis of different types of communications?
2. What is oral communication ? Examine its importance in human communication process ?
3. Write short notes on classification of communication.
4. What is empathy ? Write a brief account of its importance.
5. What are the limitations of oral communication ?

**5.8. REFERENCE BOOKS.**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
3. V.B.M. Das & Others : Business correspondence and Report writing – Kalyani publishers, New Delhi – 2002.
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**LESSON - 6****WRITTEN COMMUNICATION**

**6.0. Objective :** In the previous lesson we discussed various types of communication and its broad classification. Out of the verbal communication we discussed the oral communication in the previous lesson. The other mode of verbal communication is written communication, which can be discussed in the present lesson.

**Structure :**

**6.1. Introduction**

**6.2. Features**

**6.3. Types**

**6.4. Advantages**

**6.5. Disadvantages**

**6.6. Summary**

**6.7. Model Questions**

**6.8. Reference Books**

**6.1. Introduction**

Written communication includes written words, graphs, charts, reports, diagrams, pictures etc. It comes in a variety of forms letters, memos, bulletins, reports etc. It may be ordinary manual based internal or external mail or may be based upon computer technology. What ever the form or channel it may assume, every piece of written communication requires use of human memory, imaginative power, ability to observe and think, mastery over language and ability to write.

**6.2. Features**

1. Written communication is systematic in nature.
2. Written communication is script based language. In this case language and the script are to be designed and organised with a code of rules and restrictions in the form of grammar and language skills.
3. Important feature of the written communication is that it is instrument based. Pen, Pencil or typewriter and a paper is required.
4. Written communication is essentially skill oriented. It requires the skill of language i.e., writing, expressing and reading.
5. Written communication is a slow process one which requires time to send it to the receiver. The receiver needs time to read, understand and give a written feed back.
6. Written communication limits the cycle of exchange between the sender and the receiver, in the form of message – feed back, message – feed back.
7. It is also limited in scope because it demands certain qualifications such as art, knowledge of language etc and instruments.

### 6.3. Types of written communication :

What ever is written with an intention to convey to others is written communication. There are different types of written communication divided on the basis of purpose for which they are formulated. Broadly they are :

#### 1. Letters :

Letter is a written communication, communicated through post or mail.

#### 2. Reports :

Reports are analytical, explanation to an investigation or experiment communicated to the target group which gets benefited out of its results.

#### 3. Memos :

Memos are message of a particular concern written to one or more by an authority with an intention of informing something related between them.

#### 4. Notice :

Notice is a formal way of informing a group in an organisation or institution with regard to their responsibilities, rights or duties. Every organised institution where large group of people are working together, the management maintains a Board called “Notice Board” to communicate formal, regular and essential information.

#### 5. Circular :

As the name indicates, a message will be circulated officially by the authorities to make the people or employees aware of certain rules, policy matters, requests or any such official matters. If it is exclusively relating to the policy or legal matters it becomes order. For Ex; Government orders.

#### 6. Telegram :

It is a quicker mode of transmitting limited information mechanically to people in distant places. Telex, Fax are the most used computer – based medias for transmission of the written message.

#### 7. News Papers :

Most commonly used technique to communicate on various items regularly to the people who are interested in specific areas of information. It is a cheap means of communicating large volume of news to a large number of people who are highly dispersed.

### 6.4. Advantages of written communication :

1. Written communication is permanent record, which can be referred in future. Therefore policy matters, procedurals, instructions and confidential orders are communicated through written communication. Even if the receiver forgets the message, he can refer to the files where written records are preserved.

#### 2. Easier to understand :

Written communication is easier to understand than speech as it allows ample time to the reader to read at his leisure, analyses and think about the message. He can take a break, if his interest wanes. Therefore lengthy and large messages are usually communicated through written words.

**3. Composing in advance :**

Written communication can be composed in advance before it is delivered.

**4. Accuracy :**

Written communications are less prone to errors, as they are organised more carefully than the spoken messages.

**5. Wider access :**

Written messages, being frequently circulated, have wide access to the employees. This is not possible in case of oral message.

**6. Document :**

Written communication becomes a document if it gains legal status and satisfies legal formalities.

**7. Legal Evidence :**

Written communication acts as an excellent evidence for legal decisions in the court of law.

**8. Effective means :**

Written communication is more effective means to convince the receiver, because it offers a chance of reading the information repeatedly,

**9. Economical :**

It is economical in the sense that with a small notice on a piece of paper, it can be informed to many.

**10. Attractive :**

Written communication is an attractive method because it is supported by code of rules, skills, paper used for letters, its colour and design, hand writing or printed matter adds beauty to the piece of communication.

**6.5. Disadvantages****1. Time consuming process :**

Written communication involves time in writing, rewriting, printing or proof reading the message, to be communicated. In oral communication such problem is avoided with instantaneous communication. Not only does it take time in drafting and producing the matter, but also take time to reach the receiver.

**2. Not suitable for illiterate :**

Written communication is not suitable for illiterate people as they cannot read or write.

**3. Formalism :**

Written communications, is more formal and rigid than oral communication. As a result it leads to defensive behaviour among employees and red-tapism in organisation.

**4. Immediate feed back not possible :**

Unlike oral communication, in written communication immediate feed back is impossible.

**5. Cannot be withdrawn :**

Communication cannot be with drawn, altered or modified if once written. For example if a subordinate, in a highly disturbed condition and with angry mood writes that he is resigning the job, he can not withdraw even if he wishes to.

**6. Skill is necessary :**

Written communication demands certain skills from both the sender and the receiver.

**7. Expensive :**

It is expensive because it requires Pen, paper, ink and other writing materials.

**8. Absence of body language :**

Chances of body language, which is the most effective means of communication, cannot be used in written communication.

**6.6. Summary**

Written communication uses the language in the written form to convey information. Its advantage is that it provides a permanent record. Letters, newspapers and reports are some of the popular means of written communication.

**6.7. Self Assessment Questions**

1. What is written communication ?
2. What are the features of written communication ?
3. Write down the various types of written communication ?
4. What are the advantages and disadvantages of written communication ?

**6.8. Reference Books.**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
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5. R.C. Sharma, Krishna Mohan: Business correspondence and Report writing.

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**LESSON - 7****NON - VERBAL COMMUNICATION**

**7.0. Object :** In the previous two lessons you learned about verbal communication i.e. oral and written communication. In this lesson we have a thorough discussion about Non-verbal communication. Various types and their relative importance.

**Structure :****7.1. Introduction****7.2. Meaning****7.3. Types****7.4. Symbols and signals****7.5. Visual signs****7.6. Signals****7.7. Symbols.****7.8. Posters, pictures and hoardings****7.9. Importance****7.10. Limitations****7.11. Summary****7.12. Model Questions****7.13. Reference Books****7.1. Introduction**

Writing, speaking and listening skills must of course, be mastered to become an effective communicator, but at the same time there is other side of communication, Non verbal communication, i.e., communicating without words. Unlike verbal communication, which is conscious and deliberate, non-verbal communication is instinctive and spontaneous.

**7.2. Meaning**

Non-verbal communication without the use of written or spoken words, like body movements, voice-pattern time, touch etc. For ex. In a group of 100 guests in a party, a mother who is talking to her friends at one extreme point can control her children in other corner without making any one to notice about the incidence. Just eye contact, a finger pointing or nodding head can communicate more information than a speech or reading a paper. All this is non-verbal communication; a silent part of man's active life. Communication without words may be possible but communication in language without non-verbal will be ineffective.

### 7.3. Types

Non-verbal communication is a process of communicating ideas and feelings or message by not using oral or written language, i.e. through facial expressions and body language.

Non verbal communication may be visual as signs and signals or audio such as sounds. We often transfer information in the form of sound. Humans have always use sound for information transfer, early societies used drums, alphenhorns and other sound producing objects to send sound over long distance. Sounds are created usually to convey simple messages which are commonly understood by all. For example : We clap hands to appreciate a person or to draw attention of an individual who is far to reach our voice.

Electronic signal of red light warns the passenger or driver to hold on or not to move which is visual communication. Audio communication is one which is used by car driver, giving horn to move away from the way.

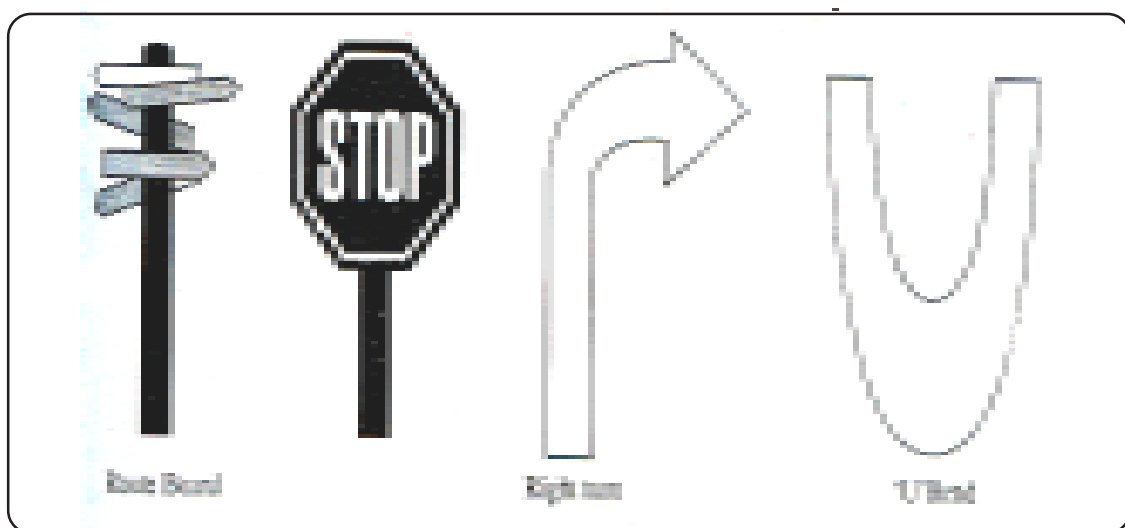
Non verbal communication can be in different forms such as body language, para language and symbols. Out of these we will discuss about body language in the next lesson. We see other types of verbal languages in this lesson.

### 7.4. Symbols and signals

Communication through symbols, signals or sound is the most ancient medium used to convey message between two persons or in a group. Symbols are the roots of language script that developed from the symbolic language. Ancient people used signs, symbols and pictures for written communication. These signs may be visual and audio signs.

### 7.5. Visual signs

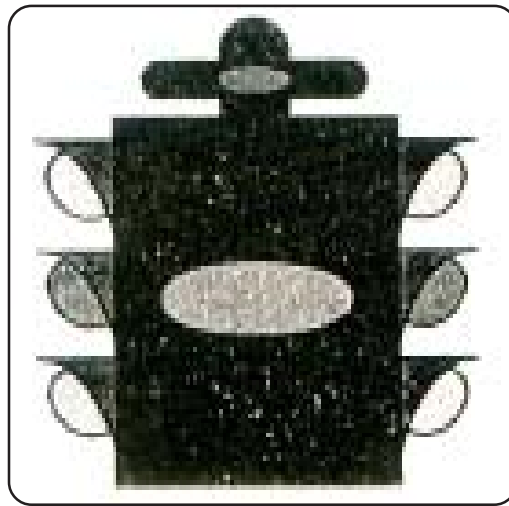
Sign is a device or a mark with specific meaning. Signs usually convey the meaning which they contain in it. They are used to transfer simple and direct message or information quickly without an effort of analysing. For example traffic signals.



Signs may have peculiar and standard colours, designs or pictures, which are universal in application. Yellow and black for public telephone booths in India, red for danger, black for danger to life etc. Signs or sign boards are erected and located in specific areas particularly to convey some information to the people who are new to that area or to the public for giving general instructions and directions.

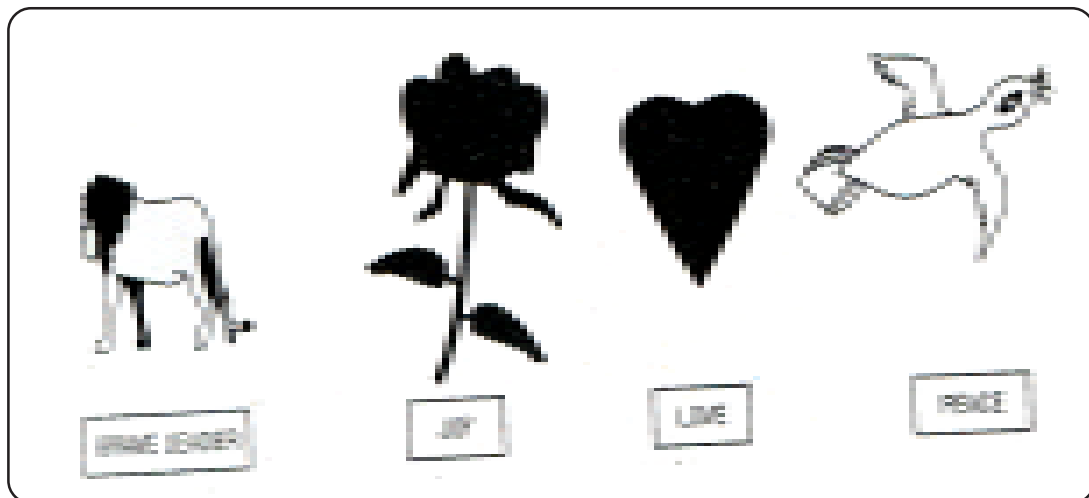
### 7.6. Signals

Signals are the devices to convey message through operating it when ever a need arises. They are not static like signs. They communicate in audio it– visual media E.g. traffic signal lights, railway signals, warning bells etc. are both audiovisual communicating devices. Fire engine bells, VIP escort siren, police whistle, horn by drivers are purely sound based signals, which convey different messages to the target receivers. Signal language is an important part of man’s daily life style. These signals are universal in application. A foreigner, who is new to the language can understand this communication and can give suitable feed back to the communicator.



### 7.7. Symbols :

A symbol is a mark or picture developed to convey specific meaning. Symbols are unique and autonomous, can not be universally applicable except some, which became popular internationally.





Symbol of lion may convey strength, proud feeling, leadership qualities, daring nature etc. Within this broad idea the receiver can interpret its meaning depending on the context and need. Red Rose and Red heart is generally accepted symbols to communicate love. Certain symbols are universally popular, though they are designed and developed by independent organisations such as “Red Cross” for helping war victims irrespective of the nation. White Dove is for peace anywhere in the World.

### **7.8. Posters, pictures and Hoarding :**

Posters are long sheets of papers and charts with pictures, paintings and diagrams and slogans. It is a device to communicate a specific message to a selected group of people or to the public in general. This method of communication is adopted for mass communication. It is the most popular method used by the publicity department. Posters are located in busy centres. These helps to make a deep impression in the minds of people. Posters are colourful with attractive pictures and very catching slogans, which attract audience very quickly. They convey message in such a way that it directly reaches the target group. This is a cheaper and quicker mode of communication.

### **7.9. Importance of signal, symbol and poster communication :**

1. Communication through signals or posters is simple to understand and easy to convey complex message to any person.
2. It does not require the language skills of writing or reading.
3. An illiterate can also understand basic information about a concept.
4. They are attractive and are capable to draw attention of the target group of receivers.
5. They are cheaper means of communication.
6. Information can be communicated to a large group of persons within a short span of time.
7. They are universal in usage, any person can understand the information with ease.

### **7.10. Limitations of signal, symbol and poster communication :**

There are certain limitations in this type of communication as:

1. Highly skilled artists are required to design them.
2. Due to selection of wrong colours or pictures, it may give wrong information and some times negative impression.
3. Symbols can communicate only one message.
4. Feed back is not possible instantly for this type of communication. Therefore they are not effective communicating devices.
5. Audio signals cause disturbance to the peaceful existence of man.
6. Audio signals cause sound pollution in the environment.
7. There is a chance of misunderstanding a symbol because they do not communicate details of the information.

8. Posters and hoarding may also cause traffic-jam, accidents and other traffic problems.
9. During cyclones hoardings may fall on people, shops or houses, electric wires and cause heavy damage to the life and property of people.

Though with the existence of the above limitations, non-verbal communication via symbols, signals and posters is the most accepted media for public and also the communicating agencies.

### 7.11. Summary

Non-verbal communication, occupies, a significant position in the process of communication. Non-verbal communication makes verbal, effective, and complete due to several advantages offered by it. Non-verbal communication system include body language, symbol and signal etc.

### 7.12. Self Assessment Questions

1. Give a short account of uses of symbol and signal communication.
2. In what way symbols and signals help you in daily life.
3. What do you mean by non-verbal communication? Examine its role in effective communication process.
4. Define non-verbal communication and discuss the important components of non-verbal communication.
5. Write an essay on non-verbal communication.

### 7.13. Reference Books

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
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**LESSON - 8****BODY LANGUAGE**

**8.0. Object :** In the previous lesson we discussed all non-verbal communication methods except Body language. After going through this lesson the student can know what is Body language ? Different kinds, proxemics, para language and physical context.

**Structure :**

- 8.1. Introduction**
- 8.2. Meaning**
- 8.3. Components**
- 8.4. Facial Expressions**
- 8.5. Postures**
- 8.6. Gestures**
- 8.7. Physical appearance**
- 8.8. Proxemics**
- 8.9. Para language**
- 8.10. Physical context**
- 8.11. Advantages of Body language**
- 8.12. Disadvantages**
- 8.13. How to make body language effective**
- 8.14. Summary**
- 8.15. Model questions**
- 8.16. Reference Books**

**8.1. Introduction**

Communication through body language has been going on for over a million years. As far as the research on body language is concerned, Albert Mehrabian found that the total impact of message is about 7% Verbal 38% vocal and 55% non-verbal.

**8.2. Meaning**

Body language is a natural instinct to express certain feelings, ideas or emotions, which need not be translated into words. When a person meets his friend, passes a pleasant smile, which can be decoded by the receiver as a 'warm greeting'. This type of communication link is common among people and is a part and parcel of man's social life. Sometimes to express certain feelings, ideas or message, body language is the only alternative. Instead of saying 'No' verbally one can inform it through facial expression or silence. The type of communication where a person conveys message through his body is body language.

To quote Julius Fast "... rarely do we send our messages consciously. We act out our state of being with non verbal body language. We lift one eyebrow for disbelief, we rub noses for puzzlement, We clasp our arms to isolate ourselves or to protect ourselves. We shrug our shoulders for indifference, wink one eye for intimacy, tap our fingers for impatience, slap our forehead for forgetfulness".

### 8.3. Components of Body Language :

Body language can be spoken through the following types.

#### 1. Kinesics

- a. Facial Expressions
  - Eye
  - Cheeks
  - Lips
  - Eyebrows and forehead
  - Body posture
- b. gestures
- c. postures
- d. Physical appearance.

#### 2. Proxemics

#### 3. Para language.

#### 4. Physical context :

Now we discuss all these components of body language separately, in detail.

#### 1. Kinesics :

Kinesics is the study of body movements to judge inner state of emotions expressed through different parts of the body. One cannot stop communicating. Our outward body movements reflect true inner conditions in an unconscious way. Our facial expressions and eyes, gestures, postures and physical appearance convey a lot.

### 8.4. Facial Expressions

Our facial expressions can show happiness, anger, frustration, arrogance, shyness, sadness, fear etc. So it is said face is the index of mind. A person can hide the truth by tight lips, but cannot hide the fact in eyes and face. Every feeling, which is generated during conversation reflects on the face immediately. Facial expression includes expression through 1. Eyes 2. Cheeks 3. Lips 4. Forehead and 5. Eye brows.

#### Eye Expression :

It is an accepted fact that eyes are gateway to man's communication process. Following are some of facial expressions and their interpretations.

. Looking straight into the eyes of listener shows that the confidence level of the communicator is high on what he is saying. It expresses higher degree of self – confidence of the communicator.

- closing eyes in between as if eyelids are heavy, denotes that the person is very tired or feeling sleepy.

- When eyelids are constantly closed, it shows the person is not consistent about his conversation and has doubts about what he is talking.
- Expanded eyes express fear and shock, sometimes anger towards a person or an incident.
- Eyes looking down signify shyness or humility and hurt.
- Fluctuating Eyeballs denotes confused stage, tension and fear of the person who is communicating.
- Deep pain is also expressed with sorrowful eye expression.
- Side way glance of eyes shows suspicion.
- No eye contact signify that the communicator is Disinterest on the topic or person with whom he is talking.
- Shifting eyes signify hiding something.
- Roving eyes express Arrogance and power.
- Avoiding eye contact denote Dishonesty and Deception.
- Constant Gaze or repeated mutual eye contacts express intense love and affection.

Thus eyes can speak volumes and express all the feelings generated in a person. There is an exclusive eye language called 'Netravadhanam';

**- Cheeks :**

They primarily express shy and shame of a person. When a person feels shy, cheeks become pinkish communicating that the person is very shy.

**- Lips :**

- Tight lips shows that a person is angry and not in high spirits.
- Smiling lips communicate friendship, concern and consideration to the other person.
- Hearty laughter is a symbol of happy and joyful occasions.
- Deceptive smiles criticize the other person.
- Biting lips signify nervousness.
- Trembling lips denote Emotional upheaval.

In addition to these a smile may be mysterious, cruel or sarcastic. It is not a difficult task for the listener to analyse, interpret and understand the smile of the other person.

**- Eye brows and Forehead :**

- Raised eyebrows express question or doubt, Disbelief and amazement.
- Curled eyebrows express disagreement, anger and negative feeling.
- Wrinkled eye brows denote sign of stress.

### 8.5. Body posture :

Body posture is the position, in which a person stands, sits, walks and keep his head. The body posture of a person conveys his personality and communicates what he is. Psychologists and behavioural analysts analyse a candidate called for an interview through their body postures. The following are some tips to the student to sit on a chair is

- Sit straight but not stiff without bending neck or back and not leaning completely or partially forward or backward.
- When a person is interested in the conversation he bends a little towards the person sharing information.
- If the message is not very important or it is a casual talk or when the listener is interested in the topic, he leans backward in a relaxed posture.
- Crossed legs with hands on the table intimate it is a formal conversation.
- Stretched legs with hands on back of the chair convey it is an informal conversation and the listener is not giving due respect to the communicator and his message.
- Sitting straight and the head high indicates that the person is confident in what he says.
- Sitting with a bend or lowered neck, hands tightly packed on the chest intimates fear and inferiority complex of the person.

### 8.6. Gestures

Gestures are the physical movements of the body parts like arms, legs, hands, and head. Gestures are personal and used only in informal communication intentionally. Suitable and timely gestures can effectively act upon the behaviour of the target group. Gestures are also used to convey messages where words can not reach the person or words fail to convey message impressively.

The movements of the entire body like hunching shoulders, stepping forward, pulling backward, turning on one side or another, etc. convey certain moods and feelings. People can communicate their feelings and ideas through movement of their hands. For ex : One can give an order with hand, to leave the room, can ask certain things by signalling through hands, or can convey yes or no. through the movement of hands.

Current and matured gestures will have a deeper influence on the receiver and if it is not used properly it leads to misunderstanding.

The correct position of standing and walking communicates confidence of the person. It is not a good habit to stand leaning on one angle or shifting body weight on one leg. It gives an impression that the person has no balanced and matured personality.

Walking in a correct way gives an impression that the person is optimistic with self confidence. One should avoid very fast walking with long steps or very slow. A person who walks very fast is usually a work a wholic, a very slow walker is a silent person reserved and loves leisure and less work.

In official work environment, an individual must be conscious of his body postures while sitting, standing or walking because these postures communicate about a person's personality traits, character and behavioural patterns.

**c/. posture :**

Our posture and body shapes affect our thinking process, and give us an idea about the attitude of the bearer towards the other persons, postures indicate confidence, fear, aggressiveness, rejection anxiety etc. For example :

1. Standing straight demonstrates enthusiasm and self-confidence.
2. Forward leaning of the body indicates nearness, intimacy and self– confidence.
3. Looking down, biting one’s nails reveal anxiety, nervousness and inferiority complex.
4. Sitting expansively with stretchedout legs shows confidence and relaxation.
5. Holding head straight, maintaining upper body erect and standing on both feet or sitting straight tells us that the person is conscious of the formal meeting or conversation.
6. Sitting with legs crossed and arms wrapped over the chest indicate person’s defensive mood.
7. Hands on lapels or clasped behind one’s back reveal confidence.
8. Leaning back of body on the chair means lack of interest.
9. Leaning forward of body indicates a cooperating and helpful attitude
10. Sagging shoulders and a slumped posture indicate depression and perceived defeat.

**8.7. Physical Appearance :**

Our appearance, manifested through clothing, Jewellery, Cosmetics, etc., indicates a lot about our inner state of emotions. These things should be judged in context of the local customs and culture of the community. We discuss these things in detail.

There is no standard set of dress prescribed to suit for all occasions. But it is known that a single pattern or type of dress is not suitable for all purposes. To attend regular duty, to attend an evening party, to go to a marriage, to go for running, to go for an interview, a person has to dress himself in a different pattern of dress. Dress must always be convenient and matching to the personality. The Dress which we selected must be natural and suitable to the person and should add beauty and dignity to the person.

Pleasant mannerisms are also essential to get appreciation from the listener. Mannerisms are certain body movements gestures, words or specific expression Sand phrases developed and used by the speaker, which rolls in the conversation unconsciously. For ex : Some people say ‘OK’ several times during a talk whether it is essential or not.

Tone of voice, pitch of voice also communicate something about a person. This is essential to the employees in front office, reception, sales persons, news readers etc.

- Feeble voice donates less confidence on what he says.
- Voice with higher decibels gives an impression that the person is trying to dominate others and is not a person with adjusting personality.
- Pitch of the voice should not be artificial because it gives an impression that the person is ‘acting’ but not sharing feelings genuinely.
- Right tone creates interest in the listener and provokes him to give suitable feed back.

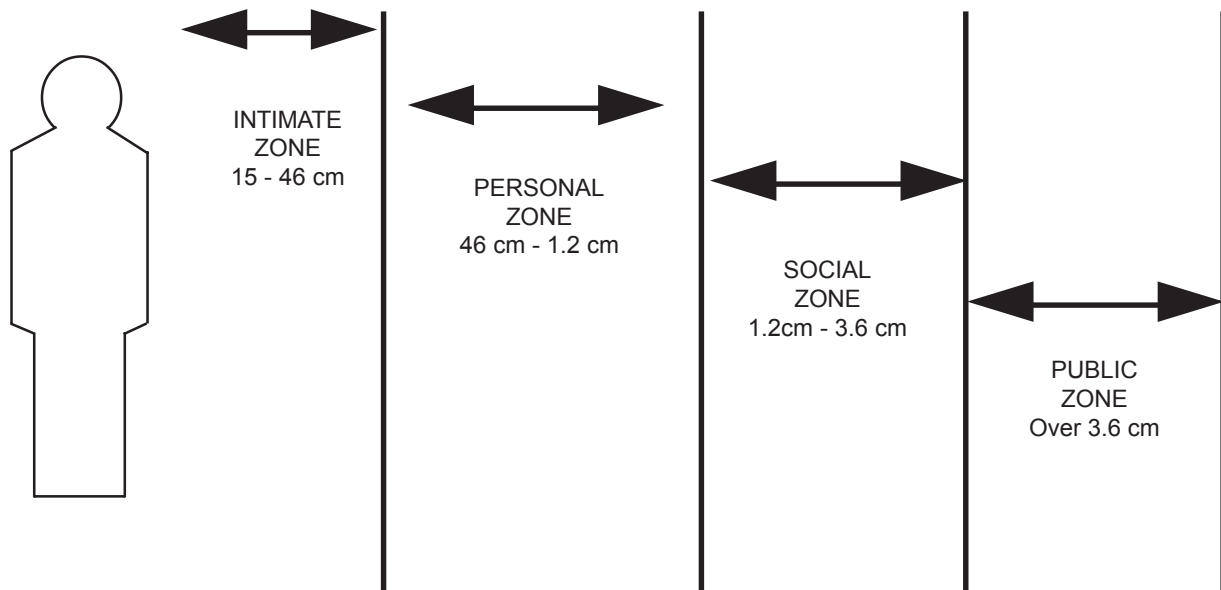
Pronunciation is the most important thing. The way a person pronounces a word gives its meaning that the word itself. Sometimes a slight variation in pronunciation alters the total meaning of the word.

### 8.8. Proxemics :

Proxemics is the study of how we use space around to communicate the message. Proxemics is the 'Personal space language'. Man has his own personal portable, "air bubble" that he carries around with him. Edward T.Hall coined these air bubble or spaces as "Proxemics" and describes four types of informal spaces to know human relationship.

- a/. Intimate – Physical contact to 1 ½ feet.
- b/. Personal – 1 ½ feet to 4 feet.
- c/. Social – 4 to 12 feet.
- d/. public – 12 feet to range of eyesight and hearing.

In intimate space upto 1 ½ feet, only family members, close friends or selected persons are allowed. Either silence or at the most whispered words are used here for communication. Next to intimate space is personal space meant for conversations with peers, friends, colleagues etc. Here talking is permitted in spontaneous and unprogrammed way.



Social distance ranging from 4 to 12 feet is used for formal and official relationships. This distance is most suitable for business dealings. Here thinking rules over emotions. Public distances of 12 feet or more upto eyesight and hearing indicates detachment and impartiality. This is most suitable for public meetings.

The distance maintained by people during communication in office and elsewhere tells a lot about their relationships. Similarly authority, power and status can be indicated by the location of the office and its sitting arrangement.

### 8.9. Para language :



Paralanguage involves the study of voice quality, volume, speech rate and the manner of speaking beyond the said words. It concentrates on “how” of speaker’s voice rather than “what” of the words.

This study of vocalisations gives clue about speaker’s social standing and his personality. Deep - throaty voice indicates maturity of man. Whereas flat voice indicates person’s lack of interest in life. Shaky voice reveals nervousness of the speaker, broken voice, his lack of preparation and clear voice his confidence.

### **8.10. Physical context :**

The physical context like room design, furniture, decoration, colour etc. convey a lot of meanings to our sensory receptors. The importance of layout and design of the building and its decoration is evident from the writings of architects and industrial engineers.

Similarly colours demonstrate positive as well as negative feelings, particularly in the context of different cultures.

We should be aware of these physical contexts of communication, to make the communication more effective.

### **8.11. Advantages of Body Language :**

- Body language is the natural and effective means of communication between two or more individuals.
- Body language sometimes conveys the message more accurately than verbal communication.
- Body language is simple and easy because it does not require skills or technology to communicate message.
- It is an effective supporting device to verbal communication.
- It helps for effective communication process.
- It is the most reliable communication because it can not make false information into a fact.

### **8.12. Disadvantages :**

- The receiver can wrongly interpret body language if the signals of the body are wrongly received.
- Body language cannot convey total message but only a small part of it.
- Gestures and expressions vary from one region to another or differ from people of different cultures.

### **8.13. How to make body language effective :**

Three fourths of man’s communication is through body language, so communicators have to improve body language through efforts, particularly when they meet a new person or a new situations.

- Body language reflects the person’s inner personality, therefore every communicators must try to build a very pleasant personality, through change in behaviour, thought and approach.
- Regulate body language by observing and controlling expression gestures and body movements.
- While standing, sitting or walking one should be able to project the pleasant and the dignified

dimension of the personality.

- Pleasant smiles, graceful movements and positive attitude help a person to win others at work place.
- Totally avoid unnatural, rigid and uncomfortable postures and gestures.

#### **8.14. Summary :**

Our outward body movements reflect true inner conditions of meaning in unconscious way. Our facial expressions and eyes, gestures, postures and physical appearance convey a lot.

#### **8.15. Self Assessment Questions**

1. What is Kinesics ?
2. What is Proxemics ?
3. What is paralanguage ?
4. “Body language is the most important part of man’s communication process”. Discuss.
5. Why is it essential to use suitable body language during the process of communication?
6. Face is the index of mind. Discuss.

#### **8.16. Reference Books**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
3. V.B.M. Das & Others : Business correspondence and Report writing – Kalyani publishers, New Delhi – 2002.
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**- Dr. Ch. Suravinda**

**LESSON - 9****ORGANISATIONAL COMMUNICATION**

**9.0. Object :** After going through this lesson the student can know how the communication is organised in formal communication i.e. the work place

**Structure :**

- 9.1. Meaning.**
- 9.2. Definition and features of organisation.**
- 9.3. Importance.**
- 9.4. Formal communication network**
- 9.5. Advantages.**
- 9.6. Disadvantages**
- 9.7 Down ward communication**
- 9.8 Upward communication**
- 9.9 Lateral communication**
- 9.10 Summary.**
- 9.11 Model Questions**
- 9.12 Reference Books.**

**9.1. Meaning :**

In any type of organisation, the top level managers define institutional goal and accordingly formulate the work to be performed to reach the goal. The next level executives assume the responsibility of transforming the work into jobs. These jobs in turn are split into minute tasks which are convenient to be handled by the individuals. People are provided with tools, technology and authority to make tasks operative. These tasks, people tools and technology constitutes a frame- work called organisation. In each stage of these communications is essential. This type of communication is known as organisational communication.

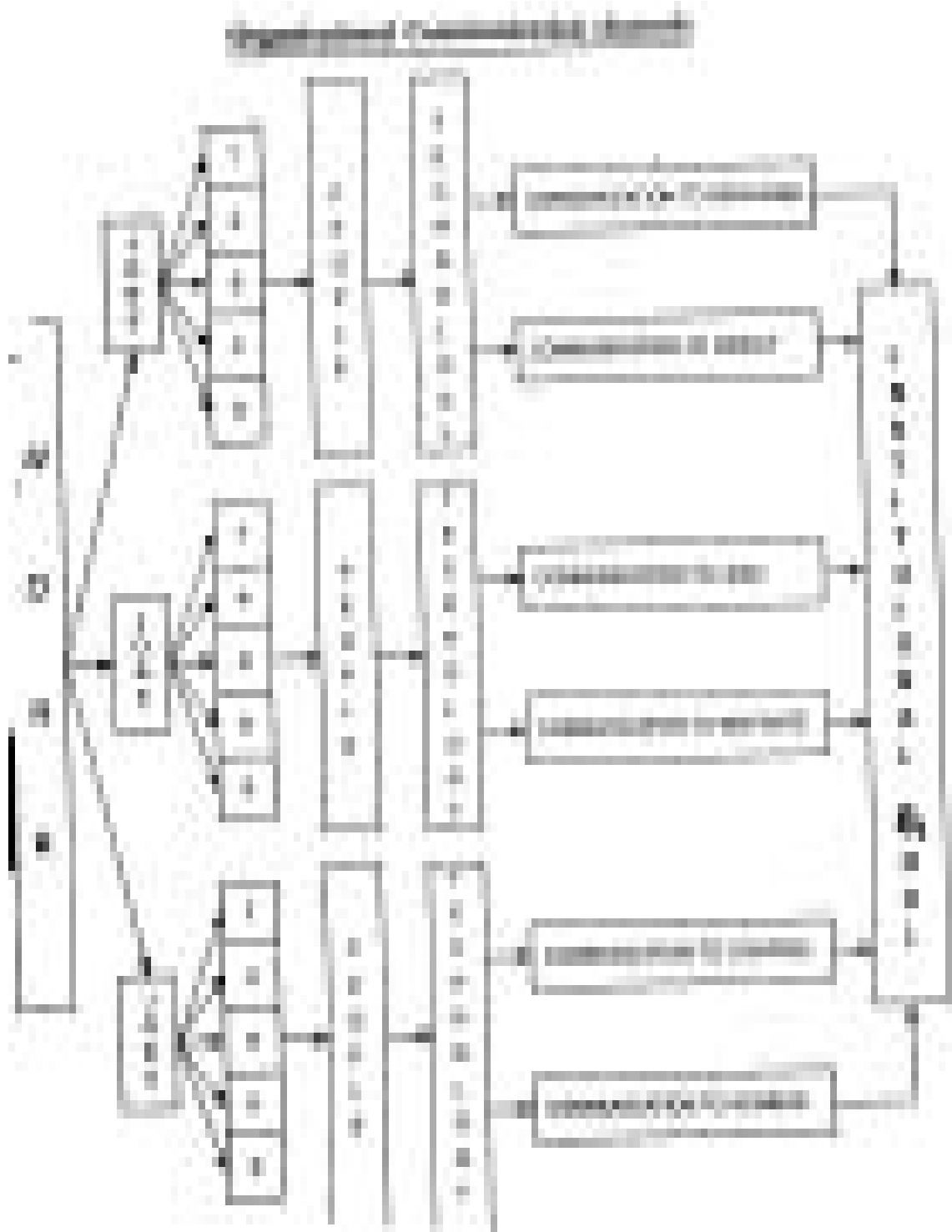
**9.2. Definition:**

The organisational communication has been defined by different authors in different ways. Such as :

Stoner, freeman Gilbert defines it as “specific pattern of relationships that managers create in the process of organising managerial functions. It is a frame work that managers devise for dividing and co-ordinating the activities of members of an organisation.

Howard.M.Carlisle defined it as “An organization is a deliberately established social unit composed of people who co-ordinate their activities to common objectives”.

A close look into the above definitions proves that an organisation structure is formalised relations among people. Relationships are possible only when communication exists. In the absence of communication, it is neither possible to frame relations nor operate activities. Communication is interwoven with organisational framework as shown in following chart.



Thus communication network is the regular pattern, system or structure, designed or build up along hierarchical or person to person relationship through which information flows in an organisation. Communication network has following features:

There is regularity in its pattern or structure.

It is either designed, in case of formal communication or is incidently build up out of friendship relations in case of informal communication.

It refers to the person to person relationship either hierarchical or anarchical along which information flows.

Communication network can be

1. Formal
2. Informal

### **9.3 Importance:**

The following are the areas which turned the organisational communication from important element to essential input. They are as follows:

1. An organisation structure is a framework of tasks within which the decision making process of the managers takes place. A manager can execute his plans only when he is able to communicate effectively with regard to the tasks to subordinates.
2. By selecting a suitable and efficient communication system only the management can expand the organisation physically or geographically or technologically.
3. Organisational communication transmits information from superiors to subordinates and from subordinates to superiors uninterruptedly.
4. An employee cannot do anything constructive in a work unit unless he knows what to do. So information and communication represent power in the organisation.
5. Communication is a means by which people are linked together in an organization to achieve a common purpose.
6. Communication is an essential element for a successful manager because all management functions, planning organising, coordinating human resource development, controlling etc. are executed through communication links.
7. Through the process of communication, working relations are formed, maintained and in some cases transformed into personal relationships.
8. Effective communication is one of the promising methods to motivate employees to achieve higher standards in work efficiency.
9. Suitable and timely communication reduce the waste of man hours, machine hours and blocks in activities.
10. Efficient communication system in an organisation promotes discoveries, inventions and creative ideas.

11. Communication improves interpersonal relations and reduces organisational conflicts.
12. Effective communication system in an organisation helps to discover suitable and timely answers to several contemporary problems generated in the process of organisation of business activities.

#### **9.4. Formal Communication Network:**

Formal communication networks are systems designed by management to channelise the flow of communication along formal organisational structure. This communication flow is deliberately created along officially recognised positions to ensure smooth, orderly accurate and timely flow of information.

The most common way of explaining formal communication network is with organisational chart.

#### **9.5. Advantages of Formal Communication:**

The following are the advantages of formal communication.

1. It passes through the line and authority and consequently ensures the maintenance of authority as well as accountability of the executives incharge.
2. It helps to develop intimate relations between immediate boss and his subordinates.
3. It ensures authenticity and genuineness of the matter communicated because of responsibility of the person involved.
4. It keeps uniformity in the dissemination of information.

#### **9.6. Disadvantages of formal Communication:**

The following are the disadvantages of Formal Communication:

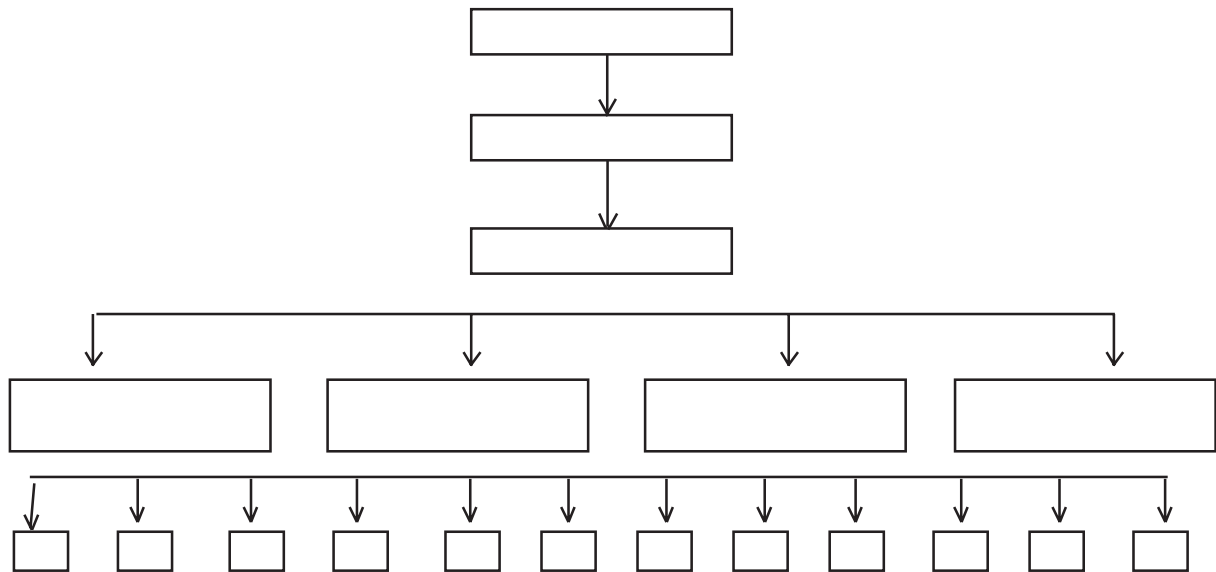
1. It increases the work load of various managers as all communications are to be transmitted through them.
2. It widens the communication gap between top executives and employees at the lower level. As a result it adversely affects their relationships.
3. It dilutes the accuracy of the message when filtering and colouring take place at the middle level.
4. It encourages the tendencies of red tapsim, delay tactics and suppression of information by boss for causing unnecessary harassment to the subordinate.

Formal Communication may be Downward, Upward or Horizontal Lateral.

#### **9.7. Downward communication:**

Downward communication flows down from top to bottom of the organizational hierarchy and carries message from higher authority to lower and down below. Downward communication is very much concentrated in authoritative organisations.

### Downward Communication



#### 7.1. Objectives of Downward communications :

There are several types of objectives achieved through downward communication:

1. To give directions about what to do and how to do.
2. To explain organisational policies, programmes and procedures.
3. To know, how effectively a person is performing his job.
4. To motivate employees to improve their performance.
5. To educate subordinates for performing a particular job.

#### 9.2. Medias for Downward Communication:

The downward communication can be oral or written. The oral communication is mostly through informal channels whereas written communication takes the form of official Memos, Bulletin boards, Meetings, Circulars etc.

#### 7.3. Advantages of Downward Communication:

Downward communication provides the following benefits to the organisation.

1. It helps to explain to the subordinates the organisational plans, policies, programmes and procedures, work methodology and other necessary information for performing the job.
2. It helps to convey to the subordinates the expectations of management from them.
3. It acts as a means to control the activities of the subordinates with active feedback.
4. It provides motivation to the workers to excel their performance.

#### 7.4. Limitations of Downward Communication:

The usual problems with downward communication are as follows:

**1. Distortion of message:**

Sometimes convey, message gets distorted or diluted because of filtering, colouring, twisting or condensing by the immediate bosses. As a result the spirit behind the message is lost.

**2. Delays:**

The delays occur in transmission of message because of long line of authorities involved. The excessive time consumed usually results in loss of its significance.

**3. Overloaded or underloaded message:**

The chances of overloading and underloading of the message are very high in downward communication. Overloading of message results in dilution of the real contents and underloading leads to misunderstandings.

**4. Bureaucratic Degeneration:**

Downward communication places the immediate boss in advantageous position to exercise authority over subordinates. Power and positions are misused against employees, who are not 'hand in glove' with authorities, by delaying or denying information to them. This leads to inculcation of shallow or superficial sense of responsibility or loyalty among employees, being judged on bureaucratic norms. As a result, the organisation suffers because of crushing and curtailing of employee's initiatives and innovativeness.

**7.5. How to make Downward Communication effective:**

For making downward communication effective the following steps should be taken :

**1. Well Informed:**

The top, middle and lower level managers should be well informed about the overall objectives and detailed activities of the organisation, so that they answer any query or clarify any doubts about the message communicated.

**2. Positive Communication Climate:**

The success of communication depends upon the communication climate. Before misunderstanding can stem out of the message communicated, management must ensure positive communication climate.

**3. Prevention of over – concentration:**

Over – concentration of authority for issuing orders and instructions should be avoided. There should be sufficient delegation of authority at middle and lower level management, so that delays in issue of necessary orders and instructions can be avoided. Additionally the line of communication should be shortened to avoid possibility of distortion and dilution.

**4. Proper channelisation:**

The information should pass through the hierarchical structures of the organisation. It should not by-pass, as it will create behavioural problems in the organisation.



### 5. Adequate and clear message:

The communicator should always convey clear and complete message in simple and straight forward language.

### 9.8. Upward Communication:

Upward communication is flowing of message from subordinates to superiors. It is just the reverse of the downward communication. Usually it is of two types.

a) Feedback of the Information asked by boss to subordinate.

b) Voluntary communication from subordinate conveying his suggestions, complaints, opinions and innovative ideas etc. As given in the following chart every piece of upward communication has to travel through different levels in the managerial hierarchy.

#### Upward Communication



### 8.1. Methods of Upward Communication

#### 1. a) Feedback communication:

This is an upward communication which is generated in response to the higher authority messages and information. It is a directive communication whose scope and nature are defined by the higher authorities. Who create a need for the worker to respond or communicate with them. Feedback communication originates in the following contexts.

#### 1. Reaction of employees:

When a new rule is introduced, changes are made, in the organisation the higher authorities naturally try to estimate the reaction of the employees, before the changes are actually introduced. Therefore they would like to know the reaction of employees in different ways.

##### i) Response to the Downward Communication:

The higher authorities, continuously communicate with subordinates. When this communication is for directing or instructing, feedback from the receiver is not expected but is to motivate or lead the subordinates superior expect response which is communicated through upward communication channel.

##### ii) To make use of benefits:

Employees are given several benefits by the institutions such as leave benefit, loans, permission for different needs, allowances etc. for which they have to apply as per norms of the organisation. All these are a type of upward communication.

##### iii) Reporting:

Subordinates have to report to the managers on various matters such as work-in-progress, performance, workers turnover etc. This reporting is an upward communication.

**iv) Explanation:**

Several times, subordinates are called to give explanation to certain facts, incidents, actions and mistakes. The subordinates answer to the enquiry either orally or in written form depending on the nature of the problem and the explanation.

**v) Surveys:**

In large size organisations, employers conduct different surveys to know the personal opinion of employees on work and working conditions.

**vi) Meetings and Conferences:**

Employers in middle order or top-level conduct meetings, managers conferences to communicate to draw explanation from the employees.

**vii) Exit Interviews:**

It is a common practice among some organisations to conduct interviews to those who are leaving the job and the organisation. The aim exit interviews is that, as the person is leaving the Institution he can give his opinions on different aspects more openly.

**viii) Counselling :**

Counselling is a process by which the counsellor facilitates the counsellee to express his feeling, emotions and problems in the same way the manager as a leader offers the same facility to his subordinates to ventilate his feelings and problems.

**ix) Open door policy:**

Some organisations follow open door policy where the doors of superiors are open for any employee in the organisation and employees can approach the manager at any time with any problem or message or information.

**x) Suggestion Box:**

Some organisations install suggestion box, inviting employees to communicate freely with higher authorities, which is frank and free from fear.

**8.1.b. Voluntary communication:**

It is non-directive in nature, originates at the operational level due to work needs and personal requirements of the employees. Voluntary upward communication includes the following :

**• Grievances:**

When more than two people with different backgrounds, attitudes and ego work together, conflicts arise creating misunderstandings. To settle such misunderstanding every organisation maintains a grievance cell, where the employees are allowed to express their grievances.

**• Complaints:**

Employees are expected to work with peer group superiors, subordinates etc. adjusting to working conditions within the frame work of policy, rules and regulations to accomplish given task. An employee who disagree with them give a complaint to the higher authorities.

- **Projection of ideas:**

An employee or a worker who works on the same task continuously for several years, becomes master of the work. If he is able to add a small fraction of his creative and innovative intelligence, which he may like to project to the higher authorities.

- **Express dissatisfaction:**

Every worker works on a task, if he is not satisfied with the working conditions, the workers express their dissatisfaction against any element if the upward communication channel is built strongly.

- **Offer suggestions:**

Subordinates can offer their suggestions to the top authorities, through upward communication channel

- **To ask for an advice:**

Employees at the operational level works under the guidance of technical experts, whenever there is a problem, they approach the superiors for correct guidance and advice.

- **Participation in decision making process:**

Under decentralised organisation structure managers encourage the employees to participate in the decision making.

### 9.8.2. Benefits:

The upward communication has the following advantages for the organisation.

#### 1. Creates insight into behavioural problems:

The upward communication provides management the advantage of greater insight and penetration into the behavioural problems of employees. The management can know the attitudes, opinions and feelings of the workers regarding organisational matters. Accordingly they can mould and motivate them better or introduce other plans and package depending upon the situation.

#### 2. Creates confidence and trust:

The upward communication creates mutual confidence and trust among executives and employees.

Employees can convey their feelings, complaints, grievances etc. to bosses and feel relieved of their negative emotions of attitudes. By carefully and compassionately listening to employees, executives can ensure their commitment to the welfare of employees.

#### 3. Enhances learning and excellence:

As employees come up and convey new innovative ideas to the management they feel themselves esteemed high and motivated if they are listened and rewarded properly. Thus healthy upward communication encourages and enhances their learning and excellence.

#### 4. T.Q.M. and zero-defect marketing:

Upward communication is imperative for T.Q. organisation and organisation's marketing

zero-defect products. These practices are possible, only if the upward communication is there as employees who have deal directly with customers can convey the attitude and expectations of customers.

### **9.8.3. Weak points in upward communication:**

Upward communication if implemented has several advantages. But due to some reasons it is not as strong as downward communication. Limitations of upward communication are:

#### **1. Concealments:**

It has been noticed that the immediate bosses actively conceal the problems of employees from the top management because they fear loss of their power and position.

#### **2. Delays and Distortions:**

Usually in upward communication delays and distortions take place, specially when the lines of communication are long.

#### **3. By passing:**

Sometimes it happens that the workers by pass their immediate boss which results into resentment.

#### **4. Poor listening:**

Poor listening skill of the superiors discourages the subordinates to come up with innovative ideas. The superiors with poor listening cannot understand the problems of subordinates.

#### **5. Hesitation of Employees:**

Some employees hesitate to come to the boss and convey their problems because they fear they key will lose boss's favour.

### **9.8.4. Pre-requisite of effective upward communications:**

#### **1. Healthy atmosphere:**

First of all healthy and congenial atmosphere for communication should be created and maintained. If there are behavioural problems among executives and employees they will spoil the communication flow.

#### **2. Reward for constructive suggestions:**

Constructive suggestions by employees should always be rewarded so that they feel it is prudent to initiate and innovate new ideas and communicate them to the top management.

#### **3. Effective listening:**

The executives should always listen to the subordinates both emotionally and intellectually. With this, the subordinates will feel that management is genuinely concerned with their problems and grievances.

#### **4. Formal system for suggestions:**

There should be some formal system to handle the suggestions of the employees.

#### **5. Short lines of communication:**

The lines of communication should be kept as short as possible to avoid the delays and distortions in the message being communicated.

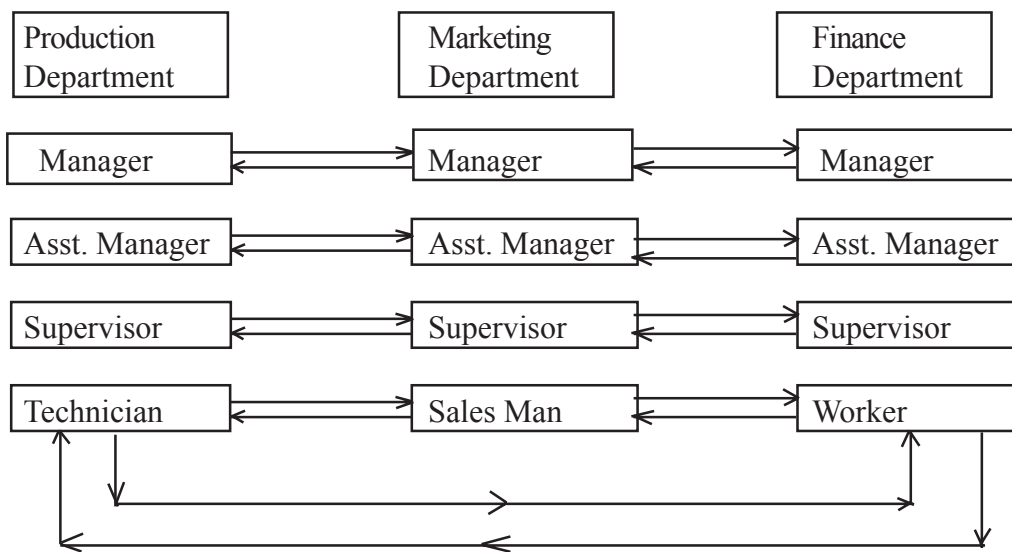
### **9.9. Lateral and Cross-wise communication:**

A business organisation is a congregation of people such as; employer, employees etc. It is impossible for a person with sound mind to live with out interacting with others. Communication satisfies the social

need of man. When more than two people work together in an organisation. There are two forms of communication channels that exist along with the vertical. They are lateral or horizontal and cross-wise or diagonal.

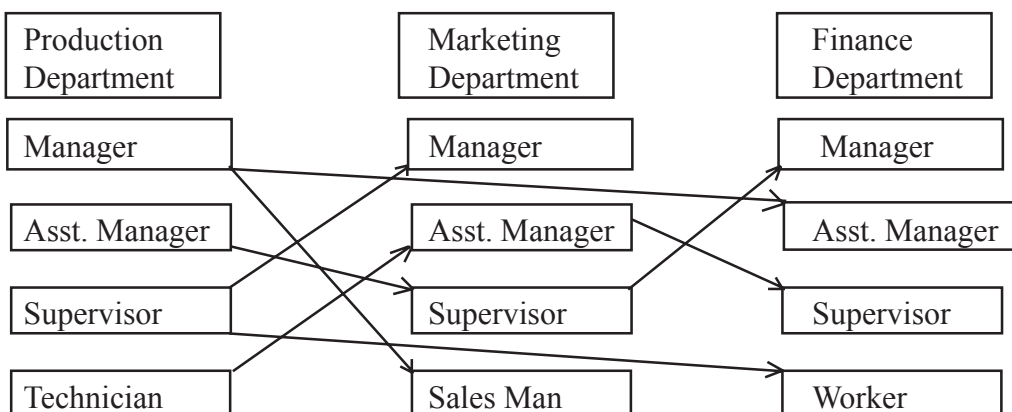
Lateral/Horizontal communication is a process of interaction between two or more individuals positioned at the same levels of the same department or different departments. Lateral communication refers to communication with persons of equal status working in other departments.

### LATERAL COMMUNICATION



Crosswise or Diagonal communication is another form of communication channel works beyond the formal communication channels. Under this process of communication, personnel of different departments communicate with people in different levels. Thus it is flow of communication between two levels in an organisational structure. Diagonal communication refers to contacts with persons of higher or lower status in other departments.

### Diagonal Communication



**9.9.1. Features of Lateral and Cross-wise communication channels:**

1. These channels are natural outcome of human relations in an organisational hierarchy.
2. They are non – directive and informal in nature, because they are not formed by the policy of top management or the channel of command and authority.
3. They are formed primarily to meet social needs and human requirement of belonging to a group, social security and more support.
4. They are formed to establish human relations but not work relations or authority relations. They are personal in nature and individual in approach.
5. They are formed among employees with in an organisation usually with the knowledge of the authorities.
6. In these groups some individuals who are active with leadership qualities lead the people to form groups and are actively involved in-group activities with regular relations.
7. Nature of communication in these channels is informal, routine with topics of individual interests.
8. It is not a pre-planned and deliberately created channel.
9. Relations among members in the channel are not clear with a precise definition and scope of operations as informal organisation because they are permanent.
10. The channels are irregular in nature and are created with out any concrete base or a reason asin case of vertical channel.

**9.9.2. Medias:**

Usually the following medias are used in this communication.

1. Telephones.
2. Face to Face conversation.
3. Meetings.
4. Written messages like letters etc.

**9.9.3. Advantages:**

1. They are easy to form and simple to windup, because they are not built on policy frame work of an organisation.
2. They are created to meet the basic needs of man, such as establishment of relations, social support etc.
3. It is very easy and simple to transmit any amount of message through this channel.
4. Its advantages lies its speed. Delay or blocks are not found in these channels.
5. This channel is free from the fear of communication filters because of absence of formal levels.

6. The channel is an efficient instrument to build strong human relations across the formal channels of command and authority.
7. Strong and active channel can reduce much of conflict in the organisation.
8. These channels offer the best opportunity to coordinate the organisational activities by the top authorities.

### 9.9.3. Problems:

These channels are inter-group communication links. Therefore chances of problems, particularly to the management are several such as:

1. When the links or relations are between two departments, it may lead to the problem of secrecy.
2. As they are informal, the regular and formal work may be disturbed.
3. Chances of interference into the department work by other groups cannot be eliminated.
4. They are formed quickly and closed quickly.
5. Due to the interference of outsiders, sometimes the peaceful atmosphere in the organisation may be affected.

### 9.9.4. Pre-requisites:

Horizontal communication helps to co-ordinate the activities of different departments and strengthens the relationship among the employees. It is essential that it should be made effective by co-ordinating the following points.

1. Meetings of different departmental heads and employees should be convened from time to time.
2. The various employees and heads of departments should be linked to intercom or telephones so that they can talk and discuss the business matters, when they feel necessary.
3. If possible, employees working at different locations should be linked with E-mail facilities as it is more cost effective.

### 9.10. Summary:

Organisation is a framework of relationships between different positions created to accomplish various tasks. Organisation structure facilitates managerial decision making. Organisational communication is a channel deliberately created to connect each position in an organisation structure to facilitate comfortable delegation of authority and coordinate activities of various levels, departments and individuals. Organisational communication flows in different directions, vertical communication is of parallel. Vertical are two types 1) Downward 2) Upward

### 9.11. Self Assessment Questions:

1. What is formal communication?
2. What are the benefits of upward communication?

3. What are the pre-requisites of effective downward communication?
4. What do you mean by formal communication ? Discuss its advantages and disadvantages.
5. What is downward communication ? Discuss the purpose, pre-requisites, potential benefits and problems of downward communication.
6. What is upward communication? Discuss its advantages and disadvantages. How can it be made effective?

### **9.12. Reference Books**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar.R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
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**LESSON - 10****COMMUNICATION NETWORKS**

**10.0. Objectives :** In the previous lesson you learned organizational communication. After going through this lesson the student can know about the communication networks and how they work.

**Structure :**

- 10.1. Introduction**
- 10.2. Types**
- 10.3. Impact**
- 10.4. Communication Channels.**
- 10.5. Informal Communication**
- 10.6. Grapevine Communication**
- 10.7. Rumour**
- 10.8. Summary**
- 10.9. Self Assessment Questions**
- 10.10. Reference Books.**

**10.1. Introduction**

An organization is a network of task related communication links created between positions to accomplish given jobs, which carries formal information between superiors and subordinates or between top authority to operational levels through middle order.

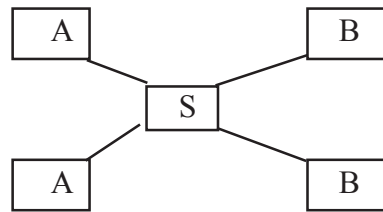
An organizational communication network is a structure formed by a group of people to exchange work related information and share topics of common interest. Networks are also formed for a particular purpose such as to take up a special responsibility or to discharge a particular duty etc. Example quality circles, counseling cell, investigation committee or commission etc.

**10.2. Types**

Depending upon the problems solving capacity in the organization networks has been classified as follows :

**10.2.1. Wheel network :**

In a wheel Network, a single person may be a the manager or a superior a or leader at the centre of the group who receives all the communication and transmits to the destination. It is a pattern in which communication flows from one subordinate to another through the manager who occupies central position. Subordinates on the ends of the wheel cannot have to transmit information through the person at the centre. There are typical work groups in the formal organization structure. It facilitates easy decision making for simple problems. It is also convenient to manage and coordinate the group. Wheel network promises efficiency and speed in communication. But the satisfaction levels of the members are extremely low because they cannot communicate directly with others. The person at the centre will be most satisfied member, because he receives total communication and transmits to all.



WHEEL

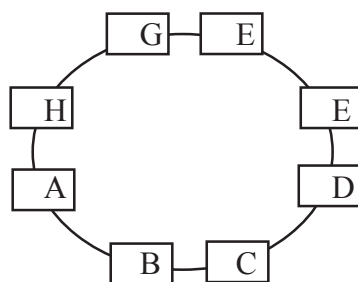
### 10.2.2. Chain network :

A chain network is a typical formal structure, which represents the formalities and work on the principle of bureaucracy of the enterprise. It follows the formal communication path. In this network a member can communicate with a person above him, the superior and below him, the subordinate as shown in the figure, but they cannot bypass any member in the network. A can communicate with D, through B and C : E can transmit a message to A through DCB. This type of network is suitable where the nature of work in the organization is simple and routine, and employees are technically not skilled. It can survive in a centralized organization structure where employees work exclusively as per directions of the superiors. Regularity, work discipline, efficient management are some of the advantages. But delay is a common problem if levels are more. Satisfactory levels of members on the network on the network are low.



### 10.2.3. Circle Network :

A circle network is a communication system without higher or lower levels i.e. absence of hierarchy. All members are of equal status and level on the network. They directly communicate with members on both sides without bypassing the member on both sides without bypassing the members in between. The management as in the case of committee or commissions may create such networks for a special purpose, or voluntary association of a group of employees to work on a specific task. Example : Task force, equality circles etc.

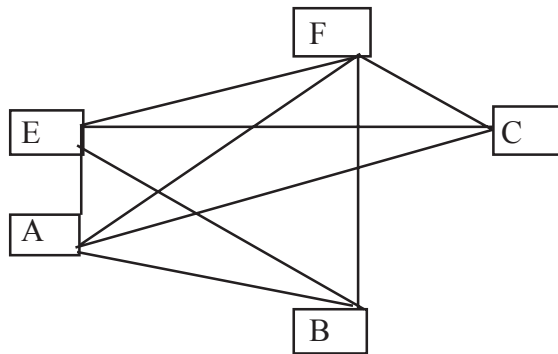


CIRCLE

### 10.2.4. Star or all channel networks :

It is a network, which does not pass any managerial levels or bureaucratic positions. Every member on the network, communicates with every person. It is non-directive and free from formalities, conditions and restrictions. It is built and works on the principles of informal communication. It provides higher level

of satisfaction to the communicators and builds strong human relations. But these will delay decision making and coordination is not easy.



STAR OR ALL CHANNEL

### 10.3. Impact of Network communication on organization structure :

Communication networks are deliberate creation by members, depending upon the working environment and the nature of work. They are not rigid and permanent structure like formal communication systems.

1. Networks by nature are small in size created to satisfy the local needs of an organizational structure in a simple and easy way, without much formalities and restrictions as informal communication.
2. Decision – making becomes simple and easy in networks. A network is a system of small group of communicators work together for decision making.
3. When the network is formed naturally and voluntarily for convenience of work, members participate actively with total involvement in – group work.
4. These networks offer higher levels of satisfaction compared to vertical channels, because of smaller size.
5. Information through these communication networks assures speed and accuracy with no levels and small size.
6. These networks are support to the organizational communication and the structure.

### 10.4. Communication Channels :

Channels are deliberately constructed paths to transfer messages from one communication point to another in an organization structure, depending on the nature of information, source and destination. Organisational communication may be formal or informal. We discussed about the formal channels in the previous lesson. In the present lesson we discuss the informal channels.

### 10.5. Informal Communication :

Informal communication flows in informal groups or structures in an organization. Informal groups are formed among a group of individuals without the direction or knowledge of officials. Out of natural

instinct of man to get associated with co-workers and the strongest urge to communicate with others. These groups are formed in the evolution of organization structure. These groups are formed to share the topics of common interest or personal issues and problems.

Usually formal and informal communication goes side by side in the organization. Certain organisations encourage informal communication along with formal communication so that effective communication may take place. David Krackhardt and Jeffery Hanson profoundly remark, “if the formal organization is the skeleton of a company the informal is the central nervous system.”.

### **10.5.1. Advantages of Information Network :**

Informal communication network provides the following advantages.

#### **1. Speedy and spontaneous :**

Compared with formal communication network information communication flows at faster speed in spontaneous way. Through this, certain formal messages can be confirmed, expanded and expedited.

#### **2. Multidirectional :**

Informal communication is multidirectional, as a result, it can flow to any direction and degree, with no constraint whereas hierarchical constraints are imposed on the formal network. Because of these advantages there is easy and economical access of communication to large number of employees in organization.

#### **3. Social Relations :**

Informal communication strengthens the social dimensions of the organization as it provides platform for employees social gatherings not only in organisation but outside the organization also.

#### **4. Catharsis :**

Informal communication is cathartic as it enables the employees to discharge their negative emotions and feel relieved through talking and meeting each other.

#### **5. Circumventing :**

Informal communication can sometimes help to bypass official channels which are unnecessarily cumbersome and time consuming.

#### **6. Supplementing :**

Informal communication supplements the formal communication. There are certain matters which are difficult to communicate through formal channels, link feelings of employees towards executives either general or particular with regard to certain decision.

### **Disadvantages of Informal communication :**

The informal communication has certain disadvantages and draw backs, discussed below.

#### **1. Misleading :**

It usually happens that informal communication carries half-truths, rumours, false and fabricated stories etc. Because of lack of their accuracy and authenticity they misinform employees or executives or even mislead them.

#### **2. Distortions :**

The chances of distortion of the message are very high as every person hearing the message tries to

add, subtract mould or colour the message according to his whims and wishes. As a result the original communication is lost.

### 3. Disastrous for organizations :

Rumours, distorted messages, gossips etc. create misunderstandings among employees and adversely affect their relations. Sometimes executives take decisions based on wrong feedback or sometimes employees react to certain management decisions because of their wrong presumptions and prejudices.

### 4. No responsibility :

In formal communication responsibility for misinformation or misleading facts can be pinpointed. This is not so in case of informal communication.

## 10.6. Grapevine Communication

Grapevine is the popular name for informal or unofficial communication, which is an important part of organizational communication that exists in every organization big or small.

The name originated from an action of intelligence during civil war of U.S.A. During the political disturbance, intelligence telegraph lines were hang to trees in the form of grapevine to transmit messages instantly. Often wrong messages and rumours were communicated. Thus any rumour spread through this system was called grapevine.

### 10.6.1. Types of grapevine :

Grapevine does not work on standard principles, therefore can take any pattern, form or shape in its flow. On the basis of involvement of communicators and spread of message it can be of different types : They are :

- a/. chain
- b/. gossip
- c/. probability
- d/. cluster
- a/. chain**

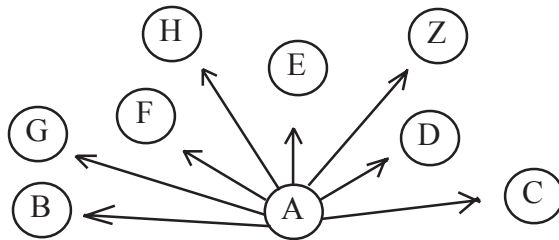


CHAIN

(Each tells one another)

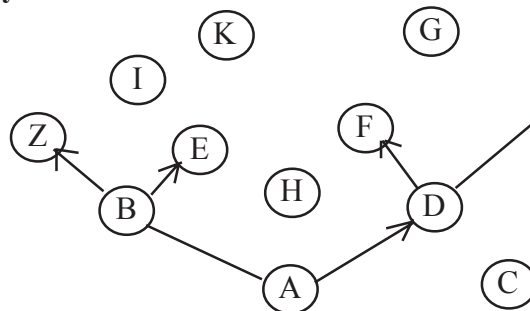
In this case, communication passes through a single line. For ex : A communicates a message to B and B transmits to C and C to D and continues till the message becomes outdated or faded. In this pattern, message cannot be received, retained and transmitted to other person exactly. By the time it reaches to the last person in the chain it might be largely edited or deviated from the original message.

### b/. Gossip



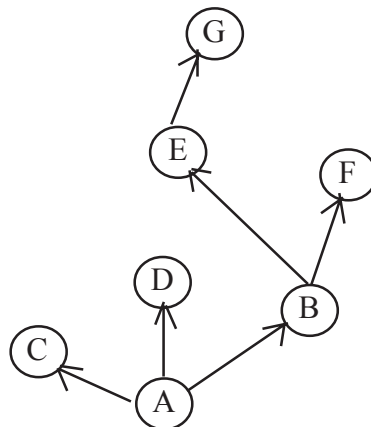
In Gossip grapevine, information is communicated, one individual tells all on non-selective basis. It does not contain essential information. In this pattern, communication reaches large group of persons, but when the size of the group expands, the information becomes diluted. It is a common mode of communication among the members of an organization.

### c/. probability



In probability, Information is communicated, one individual tells other individuals randomly according to the law of probability.

### d/. cluster



In cluster the informant shares the message with other selectively i.e. to persons whom he trusts. They again communicate with different groups. Grapevine is more popular in the form of cluster than other types.

#### **10.6.2. How to use the grapevine effectively :**

Informal communication or grapevine can both harm or help the organization. Since grapevine is spontaneous it is useless to curb its growth. The management has to try to control or channelise it properly.

1. The management should follow the open communication policy to prevent the spreading of rumours.
2. If there is false rumor, management should immediately contradict it through proper written notice or circular.
3. Workers should be encouraged to participate in decision making process. With this rumours can be effectively encountered.
4. To spread information staff meetings can be convened at regular intervals.
5. If conduction of staff meeting is not possible, departmental head's meetings should be conducted and it should be ensured that information spreads through them effectively.
6. To spread information among employees, management can contact active members of the various groups who should be informed accurately and adequately.
7. The informal communications can betterly be used to communicate the reaction and response of employees, therefore it should be used to feel the pulse of the employees in specific situations.

### **10.7. Rumours**

Rumours are the false and fabricated messages, structured on baseless and biased assumptions, which are orally spread among the members of the organization. These are modified and coloured according to the interests of members who transmit it. These rumours can carry sorry as well as gloomy picture, filled with sensational news and distorted faces. Rumours whether positive or negative – spoil the image of the institution and create panky among members of the organization. Therefore management should check it with open and free communication and transparent operations.

#### **Precautions to be taken by the management to prevent and check rumours :**

Management should have a watch on rumours and prevent their spread before they start flowing. Otherwise it causes great damage to the organization.

1. It is necessary to prevent entry of rumours into the grapevine and people are to be educated in this regard.
2. It is very important to detect the source of rumour and check it.
3. If the management is participating with transparency in its activities, rumours can be reduced to minimum level. When every thing is confidential, members try to assume it and pass rumours.

4. Management should observe the rumours and explain real facts. It should educate members about false message and a fact.
5. Usually those members who are not satisfied, spread rumours, If such gaps are identified and tackled in time, rumours can be reduced.
6. It is always advisable to provide basic and necessary information as adequately as possible to clear off all doubts in the minds of the employees. If necessary, the management should explain directly to the employees to prevent the spreading of rumours. Frequent meetings, good interpersonal relations, healthy work environment, democratic management etc., can check the spread of rumours in an organization.

### 10.8. Summary

Task related communication links are formed in an organization, called communication networks with in a department or intra-departmental. They are wheel network a typical formal communication, chain network communication, the vertical form, circle is like a task form or a committee and all channel network is informal communication. Networks have negative and positive impact on organization structure.

Communication channels are of two types, formal and informal. Formal channel connects the positions in the organizations and is created officially. Informal channel is among employees to satisfy their personal, social and emotional needs. Grapevine, an important mode of informal communication. If it is carefully handled, the management and personnel can enjoy certain benefits from it. It may be in the form of cluster, chain or gossip. Grapevine is to be separated from rumour because rumour is a dangerous form of communication in an organization which is baseless and on several occasions it is false information.

### 10.9. Self Assessment Questions

1. What is communication network ?
2. What is informal communication ?
3. What is grapevine ?
4. Differentiate between grapevine and rumour.
5. Discuss various types of grapevine, advantages and disadvantages, How can it be made effective ?
6. What are the various channels of communication ? Write detailed notes on the importance, advantages and limitations of any one of them.
7. How does the grapevine operate in an organization ? How can it's harmful effects be controlled?
8. What are the communication networks ? How can they influence the organization ?



**10.10. Reference Books.**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
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**- Dr. Ch. Suravinda**

## LESSON - 11

# INTRODUCTION OF BUSINESS LETTERS

### 11.0 OBJECTIVES :

After studying this lesson, you should be able to understand :

- ◆ the importance of written communication
- ◆ types of letters
- ◆ personal letters
- ◆ formal letters
- ◆ business letters
- ◆ features of business letter
- ◆ to have an idea of principles of business letter
- ◆ to know response from the seller and buyer

### STRUCTURE :

- 11.1 Introduction
- 11.2 Types of Letters
- 11.3 Features of Business Letter
- 11.4 Importance of Commercial Correspondence
- 11.5 Principles of Business Letter
- 11.6 Summary
- 11.7 Technical Terms
- 11.8 Self-Assessment Questions
- 11.9 Reference Books

### 11.1 INTRODUCTION :

Written communication is used for many purposes. Many types of documents are required for official work. Letters, circulars, memos, notices, reports and minutes are constantly prepared and exchanged in and between organisations. Each has a format and layout which is fixed by custom.

The letter is the oldest method of sending a message. Today, inspite of the telephone and other electronic media, the letter is still an important method of communication. It maintains the personal touch, serves as a record, and as a means of keeping other parties informed by sending copies. Letters are written for making and answering enquires, contacting potential customers, making and answering complaints, and maintaining relations with customers and members of the public.

For writing good letters you need knowledge of language and must cultivate a clear, concise style of writing. You must also have knowledge of the working, procedures, policies and aims of your organisation. As a person, you must be sincere, confident, self respecting and friendly; these qualities are reflected in the style of the letter. A letter is a short composition and you must make the most effective use of every sentence and every word. Careful planning can help you write a good letter.

### 11.2 TYPES OF LETTERS :

Letters are numerous, which may be broadly classified into five types.

1. Personal (to a friend or within the family)
2. Social (invitations, death notices etc.)
3. Official (From Government or its Corporations etc.)
4. Business (Trade enquires, orders, complaints, import export correspondence etc)
5. Miscellaneous (letter to the editors etc.)

**1. Personal Letters :** These being letters to friends and family, express emotions or give news in an informal manner. They are often handwritten and have little restriction of style and format. Sometimes one uses a card with a printed message or greeting and adds something of one's.

**2. Social Letter :** They are in the form of invitation (to a wedding, a dinner, etc.) and follow a certain format, sometimes with ample use of the imagination. Death notices are also sent in a standardised format.

**3. Official Letters :** The originate from Government Officers, Corporations etc., and move within the narrow restrictions of law. Hence, they sound very formal. A distinct and limited vocabulary is used in such letters.

**4. Business Letters :** These are letters from business houses to their customers or other business houses or to statutory bodies, they are also from individuals to business houses. The aim of these letters is to increase one's business prospects.

**5. Features of Business Letters :** A business letter is aesthetically as well as scientifically drafted piece of communication. As it is artistic in nature, artistic flair is essential for the designer and the writer of a business letter. It demands skills of language, vocabulary, technical terminology, grammar and related skills. These skills can be acquired through practice or training programme

1. Business letters are universal in their movement, due to the nature of international circulation, it has to be structured within the prescribed standard principles.
2. The business letter is to be printed without errors on a fine bond paper, neatly folded and pasted in a suitable envelop, to make it as a vigiting ambassador of different organisations.

**3. Clarity :** The message of the letter must be clear at the first reading. Today's information explosion takes up so much of everyone's time; people appreciate a letter that takes very little time to read and understand. Clearly written messages avoids misunderstanding and save time write to express, not to impress.

**4. Conciseness :** It means expressing 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 necessity mean being brief; it means making every word count.

**5. Consistency :** Be consistent in the use of numbers, units of measure, technical terms, abbreviations, hyphens, grammer, spelling, punctuation, and capitalisation.

**6. Courtesy :** It means consideration for other people's feelings. It is seen in an individuals behaviour with others. In a letter, the style, the manner and the choice of words reflect the courtesy of the writer.

#### **11.4 IMPORTANCE OF COMMERCIAL CORRESPONDENCE :**

The competition in today's business world is described as "unreal" too hard to believe. Those who have survived the competition and made it to the top are the ones who mastered, among other things, the art of writing good letters. The following are advantages of commercial correspondence:

1. The most powerful argument for letter is that it is a permanent record of transaction or communication between two.
2. A business letter has a legal status in the court of law. Its witness is valid, provided it contains certain formalities. Guarantee letter / card, bill, purchase order can define the buyer, where seller fails to fulfil his obligation as per the contract of a particular sale.
3. The forces of information and communication technology is sweeping across the globe facilitating entry of different modes of communication devices which are quicker, cheaper, convenient and suitable to all categories of the people.
4. In several cases, letter is a cheaper means of communication than other types such as telephone, fax, e-mail, etc.

### 11.5 PRINCIPLES OF BUSINESS LETTER :

Principles are essential for perfection, "Letter" the powerful communication device is to be drafted carefully, to make "a transfer of information" into a complete communication. Letter writing is an art, practised with scientific approach requires certain principles to be contemplated in designing a letter. Every business letter writer has to consider these principles to formulate an effective letter. They are :

- 1. Define the purpose :** Every letter has a definite purpose to achieve and every letter writer has an expectation from the letter. The basic principle to be followed is to identify the purpose of writing a letter in relation to his expectation from the receiver and define it precisely.
- 2. Language :** Language is life of letter. Language is double edged knife, to be handled with great care. One extra word or missing a single alphabet may create havoc to the writer.
- 3. Avoid long and complex sentences and two many words :** A letter with a verified words and complex sentences irritate the reader. In these busy days, business executives, who receive hundreds of letters, can not spare long time in reading lengthy sentences in a business letters. Important principles in this context is express more information in minimum words.
- 4. Clarity :** Clarity is another essential principle of business letter. Series of ideas generate in the mind of the writer, which is vague, if incorporated in a letter it leads to confusion. Clarity is achieved when suitable words are selected and are presented in logical sequence, editing unnecessary terms to convey message exactly.
- 5. Standards in Writing :** "Quality Standards" or standards is the word reading across the globe. Quality standards is another principle which can be recommended for effective communication through letters. Quality can be improved through, using quality paper, pen and printers avoid substandard language, using suitable and standard format.
- 6. Courtesy :** Business ties are bonded by an important social value, 'courtesy' which an ethic to be shown by every individual towards other person, particularly in business communication.
- 7. Your attitude :** The purpose of communication is to convey some information to the receiver. Therefore, a letter is for receiver but not for the writer. Thus a letter must be receiver oriented to transmit the message exactly to expect timely feed back.
- 8. Positive attitude :** Positive attitude induces enthusiasm in reading the letter but negative expressions nullify the enthusiasm.

**9. Informal & Friendly Attitude :** Latest trend in letter writing is the principle of adopting informal way of expressing views, preferably in the form of conversation. Old phases and usage's are not effective in today's correspondence. Friendly culture is today's principle of business or formal writings. It may be between subordinate and superior, seller and customer.

**10. Highlight the essential points :** A letter, formal or informal carries some important message which has to reach the receiver exactly. A letter, how small it may be has to bear certain basic formalities. If a message is an important one, those points which are essential must be underlined or printed in bold letters. It is also advisable to mention in brief the same message before closing remarks in the last paragraph.

**11. Tactful and sincere :** An organisation receives different types of letters, orders, complaints, appreciations enquires and letters without much content. It is not always easy and simple to write reply in convincing and effective way. To make a letter effective it has to be tactfully designed.

### 11.6 SUMMARY :

Business communication is an important branch of communication. Letter is the most popular and widely accepted means of communication. Letters are : personal letters are drafted between individuals on routine and personal issues. Formal letters are official letters usually used for administrative purposes such as Government orders, circular letters etc., they require certain formalities. Business letters are different types of letters used for internal and external communication of a business organisation such as memos, notices, letters to dealers, sales letters orders etc. Business letters are drafted on certain principles and importance is to be given to draft a good letter because business letters are good will ambassador of a business organisation. Letters are to be constructed with care and consider the factors such as, define the purpose, select suitable language clarity, quality standards in writing observes your attitude and positive tone. Letter should be free from errors. It should be drafted tactfully and carefully.

### 11.7 TECHNICAL TERMS :

Verbal Communication	:	Written Communication
Personal Letters	:	Individual Letters (to a friend, with in the family)
Formal Letters	:	Official Letters
Attitude	:	Feelings
Social Letters	:	There is in the form of invitation to a wedding, dinner etc.

### 11.8 SELF -ASSESSMENT QUESTIONS :

#### A. Short Answer Questions :

1. What is a personal letter ?
2. What are the uses of a business letter ?
3. "A good letter is free from mistakes" Explain ?
4. What is the importance of formal letter ?

#### B. Long Answer Questions :

1. Define a letter ? Explain different types of letters with the help of model letters of each type ?
2. Explain types of letters with suitable examples ?

3. "A good letter is free from mistakes" Explain ?
4. Give a detailed analysis of principles of a good business letter ?

### **11.9 REFERENCE BOOKS :**

1. Krishna Mohan & Meena Benarji, *Developing Communication Skills*, Mc. Millan India Ltd., Delhi, 1990.
2. V.K. Join & Omprakash Biyani, *Business Communication*, S. Chand & Company Ltd., New Delhi, 2007.
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**- Dr. D. NAGESWARA RAO**

## LESSON - 12

# LETTERS - PROFILE OF A BUSINESS LETTERS

### 12.0 OBJECTIVES :

On completion of this lesson, you should be able to understand the :

- ◆ importance of Written Communication
- ◆ types of letters
- ◆ formal letters
- ◆ business letters
- ◆ features of business letters
- ◆ structure of business letters
- ◆ elements of business letters

### STRUCTURE :

- 12.1 Introduction
- 12.2 Types of Written Communication
- 12.3 Types of Letters
- 12.4 Essentials of Good Business Letter Writing
- 12.5 Steps in Effective Writing
- 12.6 Structure of Business Letter
  - 12.6.1 Model Business Letter
- 12.7 Summary
- 12.8 Technical Terms
- 12.9 Self-Assessment Questions
- 12.10 Reference Books

### 12.1 INTRODUCTION :

In a broader way, communication is verbal and non-verbal. At micro sense verbal and non-verbal can be of different forms. Verbal communication is a process of exchange of ideas and feelings between two or more communicators by using language. It may be classified into two, oral and written communication. Therefore, written communication is a process of transmitting ideas or message in the form of written language. It might have developed at the later stage of language development. Written communication, requires a language in a systematic style of script, words, symbols, and instruments to write.

### 12.2 TYPES OF WRITTEN COMMUNICATION :

Whatever is written with an intention to convey to others is written communication. There are different types of written communication divided on the basis of purpose for which they are formulated. Broadly they are :

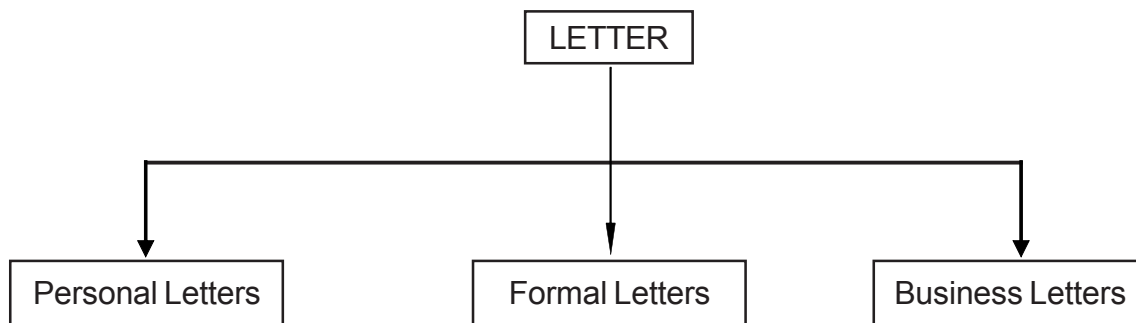
- a) **Letters** : Letter is a written communication through post or mail.
- b) **Reports** : Reports are analytical explanation to an investigation or experiment communicated to the largest group which gets benefited out of its results.

- c) **Memos** : Memos are message of a particular concern written to one or more than one by an authority with an intention of informing some thing related between them.
- d) **News Paper** : News paper is the most commonly used technique to communicate on various items regularly to the people who are interested in specific areas of information.

### 12.3 TYPES OF LETTERS :

'Letter' is defined as a written communication transmitted to the receiver by means of post office. Letter is a piece of conversation by post. Thus letter is a type of written communication addressed to a particular or institution, transmitted through a mechanism of post office network, connected regionally and globally.

**Types of Letters** : Letters are numerous, which may be broadly classified into personal letters, formal letters and business letters.



#### A. Personal Letters :

Personal letters are communicators between individuals and are routine and friendly in nature. They are designed to sustain relation between two individuals who are physically and geographically parted. These letters are confined to personal issues of regular enquires, intimation of news, invitations, apologies etc, personal letters are simple and do not require formalities or specific principles to follow. There is no definite structure of format for personal letters sometimes personal letters are informative and educative. If they planned in a way to educate the receiver, letters perform a job than a book because letters are very personal and structured at the understanding level of both the communicators. Personal letters perform another wonderful job of maintaining strong links between family members and the persons working studing or staying hundreds of miles away.

#### B. Formal Letters :

Formal letters are official letters drafted for administrative purposes. They are confined to office work and official matter. There is no room for personal feelings and individual issues. These letters are composed on certain formalities in a prescribed format, usually applicable in any country or region. In some cases, official letters become documents as in case of a confirmed order by the buyer posted to a seller as a reply to the sale proposal. When a notice of the government officially circulated through paper authorities, it becomes government order. Formal letters are transmitted between two or more officials, authorities. Only suitable with certain administrative rights, powers draft formal letter. For example Government orders, circulars by superior / apex authorities / institutions etc.



### C. Business Letters :

Business correspondence / Business letters / Commercial correspondence is communication by letters for different business activities. A business letter may be defined as a written communication transmitted by means of postal system or personal delivery to a person or a group of persons to achieve a definite purpose for the benefit of the business. Letter may be a reply to the dealers or a complaint to the supplier, it may be memo to the employees or an appointment order. Irrespective of the content matter a business letter is drafted to achieve the ultimate objective of a business enterprise. Business correspondence became an essential segment of business organisations and large size business enterprises are maintaining a separate department for business correspondence in the administrative office with professionally skilled personnel, equipment and stationary.

### 12.4 ESSENTIALS OF GOOD BUSINESS WRITING :

“Reading make a full man; conference a ready man; writing an exact man’ - Francis Bacon.

The purpose of every business writing letters, reports, resolutions, notices, agendas, etc is to make the reader understand in the same sense and spirit, that the writer wants to convey. As written communication occupies significant position in the organisation, the transmitter or sender should pay adequate attention to the written message. For this **Aristotle's** advice, “for writing well in any language one should speak as the common people do and think as wise men do” still holds good. Therefore the conveyable message should be produced out of well through and mature mind, but at the same time it should look natural and simple like ordinary message.

Business writing like other forms of communication should possess the seven C's of communication : *candid, clear, complete, concise, concrete, correct and courteous*. To make the written message effective, the sender has to pay adequate attention to certain principles like unity, emphasis, completeness, conciseness, clarity, sequencing, accuracy, readability, etc.

1. **Unity** : Writing message should contain unified sentences and unified paragraphs. Each single sentence should contain a single idea - clearly and directly expressed. Not only each sentence, but also each paragraph should be unified. It should stress only on one central idea.
2. **Emphasis** : The idea, facts and figures pertaining to the message should be emphasised in the order of their importance or priority. Thoughts of higher value of greater importance should be placed in the most prominent position. Graphs, charts, audio - visual, statistics, etc., should be used at proper place to attract the reader towards the main idea of the message.
3. **Completeness** : Incomplete message breeds misunderstanding and misinterpretations, lead to further queries which results in wastage of time and resource, and irritate the reader. Therefore, the written message should be complete in all aspects. It should contain all relevant details with comprehensive coverage of the subject matter.
4. **Clarity** : Clarity of the written message is the first and foremost requirement. It means conveying the message free from ambiguities and confusion. For this the writer should think clearly and in logical sequence. After establishing the logical sequence of thought with marshalled arguments, he should try to express it in concrete and commonly used words.
5. **Conciseness** : The written message should be concise. It should convey the message in fewest possible words without sacrificing the completeness and clarity of the message. It is prerequisite to retain the attention of the reader as well as to save his time in reading.

6. **Accuracy** : The subject matter of the written contents should not only be clear and complete, it should also be expressed with accurate facts and in correct language. Reporting of inaccurate facts and figures can mislead the reader and consequently can result in wrong decisions. Wrong spelling, faulty grammar, poor sentence construction, etc., distract the attention of reader and sometimes confuse him.

## 12.5 STEPS IN EFFECTIVE WRITING :

Any writing whether business or personal can be divided into three stages :

STEP : 1 : PRE-WRITING

STEP : 2 : FREE-WRITING

STEP : 3 : RE-WRITING

However these steps are not independent, but are inter-dependent and interconnected.

**Step 1 : Pre-Writing** : Pre-writing stage involves planning the material to be written and facts to be collected or literature to be searched.

*Planning* : Before writing any report, letter, memo etc., decide about the following.

- a. The purpose of written message
- b. The person to whom it is written
- c. The scope of the subject the message to be conveyed
- d. The desired response expected from the reader

The purpose of writing may be enquiring about information, supplying information about product (or idea) or situation, requesting for certain things, etc.

The knowledge of reader's level of under-standing and his motivation is a must for effectiveness of the message. For this, the writer should put himself as much as he can in the place and perspective of the reader. Only then he can better tailor the message to fit the level, interest and needs of the reader.

The scope of the subject refers to the message the writer wants to convey. Clear definition and demarcation of the conveyable materials are imperative for avoiding overloaded and misleading message.

Business letters, reports or other written communication are not written just for the sake of writing. They have certain objectives. They are aimed at expected results, measurable in terms of reader's response. For example, sales letters are meant to arouse the reader's interest in product or idea, enquiry letters are written for information to be supplied, reports, guide the management to take decisions and initiate actions etc.

**Collection of information** : After planning and deciding about the written communication, next step involves the gathering of information for supporting and substantiating the written statement. This information is mostly through one's own experience education and expertise. Public libraries, industrial directories, interviews with experts, etc., can contribute to the funds of knowledge required for written message.

**Step : 2 : Free -writing** : The next stage of business writing is free writing. Writing the first draft, that starts after deciding the purpose, identifying the reader, delimiting the scope in the light of desired results or response of reader and collection of relevant data. Never expect the first

draft be the final draft. Before production of final draft, a lot of review and revision of the first draft has to be done.

Writing first-draft requires organising and outlining the matter in logical sequences and steps. These outlines act as 'blue prints' facilitating construction of the building.

Once outlines are complete, write in the way you feel easy and convenient in conveying the inner thoughts on the paper. Here creativity should not be sacrificed for an elegant expression, fine turning of words and perfection of grammatical rules. But before writing :

- a) Feel at ease, free from inner trouble and turmoil
- b) Gather your mental strength
- c) Concentrate and contemplate on the matter for the purpose of bringing thoughts from the crust to the surface of the mind.

**Stage : 3 : Re-Writing :** The last but not the least important stage of writing is re-writing that involves review and revision of the first draft. While writing, you were writing for bringing your thoughts on the paper, that time you were with yourself. Now you have to ensure that this written material is written from the reader's point of view, not from writer's point of view.

Therefore, review and revise the material you have written. To quote Sheila Davis, the craft for lyric writing, "Good writers are generally good editors. Any serious writer will tell you that plays, novels and poems are not just written - they are rewritten". Consider the following points for re-writing :

- a) Be sure that you have used the words the reader will understand. If not, replace them with appropriate words.
- b) Correct your grammar, spelling and punctuation errors.
- c) Ensure that your message is logical and well-knit.
- d) Replace the long sentences and words with short and simple sentences.
- e) Favour active verbs over passive. It does not imply that passive verbs cannot be used; but avoid their over use.
- f) Check the tone, the emotional content of your message. You can keep up formal, humorous positive or negative tone, depend ending upon the relationship you intend to establish with the reader.

## 12.6 STRUCTURE OF A BUSINESS LETTER :

Different components are joined together to make a perfect structure of a business letter. Absence of any of these components makes a letter incomplete and weakens the ability to communicate message to the receiver. Important parts / components of a business letter are :

1. Heading
2. Reference (our)
3. Date
4. Inside address
5. Attention line
6. Salutation
7. Subject

8. Reference (your)
9. Body of the letter
10. Complementary close
11. Signature
12. Enclosures
13. Post Script
14. Copies
15. Identification Marks

### Importance of different Elements :

Elements other than subject are support to the message / information given in the letter

A business letter is a formal letter and in several cases, it acts as a legal document. Absence of elements makes it only a note or textual matter.

Different components make it convenient to deliver the letters to the right persons and departments.

### Components of business letters :

#### 1. Heading or letter head :

#### Structure and parts of a Business Letter

Heading (1) \_\_\_\_\_  
 \_\_\_\_\_

Reference (our) (2) \_\_\_\_\_ Date : (3) \_\_\_\_\_

Inside Address (4)

\_\_\_\_\_  
 \_\_\_\_\_

Attention line (5) \_\_\_\_\_

Salutation (6) \_\_\_\_\_

Subject (7) \_\_\_\_\_

Reference (your) (8)

Body of the letter (9) \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Complementary close (10) \_\_\_\_\_

Signature (11) \_\_\_\_\_

Enclosure (12) \_\_\_\_\_

Post Script (13) \_\_\_\_\_

Copies (14) \_\_\_\_\_

Slogan \_\_\_\_\_

received, eyes of the receiver curiously explore for information to know. Who is the writer his name and address on the top of the letter or left hand side just below, 'From line'. Thus every business organisation uses papers with letter heads for writing all business letters. A model letterhead given below is a popular style and is commonly used.

Messrs. AMIT AND SONS LTD.,  
 (Stockists and Distributors of Rubbers Chemicals)  
 Regd. Office : H4, Amit Enclave, Jalandhar.

Tel : \_\_\_\_\_ Grams : \_\_\_\_\_ E-mail : \_\_\_\_\_

**2. Date :** Two or three lines below the letter head, the date when the letter was typed should be mentioned. This serves as an important reference for the future. The date of the letter can be written in any of the following ways :

(1) November 30, 2006;

(3) 20 July, 2006

(2) 1st April, 2006,

(4) 10th December, 2006

But never write the date as the following manner.

30-7-2006

20-7-2005

Sept. 6, 2005

August 15th, 2006

**3. References :** References are indication for the writer and the receiver to file the letter in a suitable file and dispatch to the right persons to take action in time on a particular letter. References are two types : our reference and your reference. Some letterheads make provision for reference in the letter head, below the address, by printing Ref. Another practice is that both the references will be after salutation and subject. Some organisations totally avoid our reference, writes only your reference by writing just Ref : below subject.

Dear Sir,

Sub : Order for A & B rubbers Chemicals  
 Our Ref : Kranthi / A-B / S.D. / 101 Dt. 11-1-2006  
 Your Ref : AB / SD / 2002. Dt. 30-12-2005.

**4. Inside Address :** Inside address is the address of the person to whom the letter is addressed. The inside address is typed flush with the left margin, below date, if there is reference, two spaces below reference.

Mr. S.N. Narayana Rao, Accountant  
 Finance & Accounting Department  
 Rama Financers  
 12, Malla Road,  
 Agra.

**5. Attention Line :** When a wirtter, writes a letter to an organisation and wish to bring to the notice of an individual, attention line is typed below the inside address. If the recover is a complex organisation and big business organisation, consisting of large number of departments and sections, there will be a reasonable delay for the letter to reach the target person / section, from the dispatch section, unless the person's name is mentioned.

- Ex. (1) Attention line : Sales Manager  
 Or  
 (2) Attention line : Mrs. Rama Kalyani, AGM  
 Or  
 (3) Attention line : Sales Managers  
 Or  
 (4) Attention line : Mr. D. Chaitanya, Sales Dept.

**6. Salutation :** Below the inside address the complimentary greeting, which is called salutation is made on the right or left side. This salutation depends upon the writer's relationship with the correspondent.

Usually in business correspondence, Dear Sir (Or Dear Madam for both single & married woman) is applied for addressing the correspondent. In addition to this, there are other forms of salutations.

Sir or Madam : Used in case of more formal relations, for example : writing superior officers, editor of news papers etc.

**7. Subject :** Every formal letter and a business letter comprise a special line, called the subject, any typed two space below salutation centered to the letter. Subject specifies the purpose of writing that particular letter, so that the receiver, without reading the total content of the letter can understand for what the letter is and to whom it should be handed over for feed back or action over the letter immediately.

**Illustration :**

1. Dear Madam / Sir,

Attention : Public Relations Officer subject complaint about a hoarding near RTC Cross Roads.

**9. Body of the Letter :** Body is the main part of the letter with preceding or succeeding parts as its ancillaries. These ancillaries are formalities, yet convey certain message.

The body of the letter starts two lines down the salutation either in block style with no paragraphs, indentations or semiblock style with indented paragraphs. There is no hard and fast rule regarding adoption of the style; and style can be applied.

When the matter is large, it is usually divided into paragraphs. The first paragraph intends to catch the readers attention by referring to his need or interest. The second paragraph mentions the services, products or other information you can offer that suits the reader. And the last paragraph ends the matter with the action that the writer likes the reader to take.

**Illustration :**

The first paragraph : Ex (A company has receive complaint from a customer -

It starts from the margin of the letter :

1. Thank you very much for your timely help in identifying the fault and informing us with all details, so that we can rectify it very quickly.

The second paragraph : it is the actual content of the letter, where the writer explains or describes the subject of the information.

Closing paragraph : It gives the final touches to the feelings of the reader.

**10. Complimentary Close :** After the body of the letter, complimentary close is typed whether on left or right side of the letter. This is conventional and polite way of ending the letter.

Most of the business letters use the following complementary closures :

Sincerely

Yours Sincerely

Truely

Yours Truly

Faithfully

Yours faithfully

**11. Signature :** While typing the letter, two or three lines, below the complimentary closures, are left blank for the signatures of the writer in ink. Just below, his name and designation is typed.

When a person has authority to write letter can sign his name. When a person is authorised by a firm or company he has to sign as.

Ex : Yours Sincerely  
Signature \_\_\_\_\_  
For Priya Textiles Ltd.

Yours Faithfully  
Signature \_\_\_\_\_  
For Aditya Traders & Co.,

**12. Enclosures :** This is the certain material enclosed with the letter for its indication. Enclosures are put at the end of the letter.

*Example :* Encl. 1. Demand Draft for Rs. 5000/-  
2. Two self - addressed envelops  
3. Photostat copy of Degree Certificates

**13. Post Script (P.S.) :** Post script is adding a sentence or a few words after completing the letter. It is not a good practice to write the points which the maker of letter forgot and insert under post script to rectify faults. It is not a very necessary part of a business letter.

Ex : P.S. : Last date for bill payment is 6th, because 7th, January is a holiday.  
P.S. : Our boys come to the station to receive you

Model Business Letter

## **PRIYANKA ENTERPRISES**

Manufacturers and Distributors of Solar Lamp  
Reg. Office, 10-101, Syamala Nagar, Guntur - 6  
Br. Office : Hyderabad, Visakhapatnam.

Ph : 0863 - 2392 768, Grams : Priya, E-mail : priyanka@hotmail.com.

Ref : DP / 05 / LS / 2006

2, April, 2006

To

The Branch Manager,  
ICICI Bank,  
Lakshmipuram,  
Guntur.

Dear Sir,

Your Ref : SSI / LPS / 2006, dt. 6-3-2000.

Sub : Loan for extension of production unit.

We are very glad to know that our loan application is processed. Thank you very much for your timely help to us, which is a great support for the extension of our production unit. We thank your personnel for the timely response.

We are grateful for your co-operation and support, which we expect in future also.

We are looking ahead for arrival of your team to our campus.

Thanking You,  
SR / SVS

Yours Faithfully,  
**D.N. RAO**  
General Manager

Encl : 1. Demand Draft of Rs. 5000/- towards fee  
2. Copy of production unit layout  
C.C. : Managing Director, Priyanka Enterprises  
P.S. : Please considers it as urgent and process it as early as possible.

### 12.7 SUMMARY :

Business Communication is an important branch of communication. Letter is the most popular and widely accepted means of communication. Letters are official letters and personal letters. Business letters are drafted on certain principles and importance is to be given to draft a good letter because a business letter is a good will ambassador of a business organisation.

A business letter is constructed on the basis of a popular and widely accepted structure consisting of different elements. A typical business (formal) letter possess all these elements. But all letters need not certain every element. They are : 1. Heading, 2. Reference, 3. Date, 4. Onside address, 5. Attention line, 6. Salutation, 7. Subject, 8. Body of the letter, 9. Complementary close, 10. Signature, 11. Enclosures and post script.

### 12.8 TECHNICAL TERMS :

Formal Letter	=	Official letter
Attitude	=	Feeling, position
Salutation	=	To great with words or sign
Prefix	=	Put as introduction

### 12.9 SELF - ASSESSMENT QUESTIONS :

1. Define a letter ? Explain different types of letters with the help of model letters of each type.
2. What is the importance of a formal letter ?
3. Draft an empty structure of a business letter and label its parts.
4. Draft a model business letter with all important elements in it.
5. Explain the structure of a business letter with the help of a model business letter.

### 12.10 REFERENCE BOOKS :

1. Balasubrahmanyam. M., *Business Communication*, Kalyani Publishers, New Delhi, 1996.
2. Prof. Balamohandas. V. & C. Satyavathi, *Business Correspondence and Report Writing*, Kalyani Publishers, New Delhi, 2005.
2. Varinder Kumar & Bodh Raj : *Business Correspondence and Report Writing*, Kalyani Publishers, New Delhi, 2001.

- Dr. D. NAGESWARA RAO



## LESSON - 13

# LAYOUT AND STYLES OF BUSINESS LETTERS

### 13.0 OBJECTIVES :

On completion of this lesson, you should be able to understand.

- ◆ Forms of Layout
- ◆ Types, and styles of letters
- ◆ Planning a letter
- ◆ How to make business letter effective
- ◆ Sales letter

### STRUCTURE :

- 13.1. Introduction
- 13.2 Forms of Layout
- 13.3 Styles of Presentation
- 13.4 Body Language of the Letter
  - 13.4.1 Components of body language of a letter
- 13.5 Planning a Letter
  - 13.5.1 Five steps to planning a letter
- 13.6 Sales Letter - specimen
  - 13.6.1 Specimen of a Sales Letter
- 13.7 Summary
- 13.8 Technical Terms
- 13.9 Self-Assessment Questions
- 13.10 Reference Books

### 13.1 INTRODUCTION :

Layout of a letter is its appearance on the paper or letter or letter head. A business letter consists of different parts or components. Positioning them on a letter head gives total view of the letter, called layout. The writer of the letter must remember that his/her letter is in the early stages of a transaction perhaps the only means of enabling his / her correspondence to form an opinion of him, and he will generally bear in mind the old dictum "Appearance count".

Layout is designed in different styles locating each component in a logical sequence, starting from date, till the last parts, signature and enclosures. The word style as applied to business letter writing encompasses the format of the letter, the punctuation capitalisation, and other mechanical aspects of the writing.

### 13.2 FORMS OF LAYOUT :

**1) Stationary :** For making a favourable initial impression is necessary to choose good quality paper. The extra expense on this account is more than compensated by the impression it creates on the reader. White paper should be preferred as the letters stand out clearly on it and make easy reading.

**2) Typing :** Most business letters are typed. There are two reasons for it. Typing saves time and gives a tidy appearance to the letter.

**3) Margins :** Margins in a letter add to its attractiveness. Generally, a one inch margin is left on the sides and one and half inches left on the top and the bottom in a standard size letter.

**4) Punctuation :** The modern tendency is to omit unnecessary commas and full stops and to use what is called open punctuation. In this style, no commas and fullstops are used in any part of the letter except in the body in which the usual punctuation marks are used.

**5) Envelopes :** Envelopes should be chosen to suit the size of the paper on which the letter is type. If a window envelop is used, the letter should be folded such that the inside address lies just beneath the window. The number of folds should be as few as possible.

### 13.3 STYLES OF PRESENTATION :

There are several styles which are used for writing business letters. Choosing a particular style is a matter of individual taste and preference. If your firm has already chosen a style use that. But in case you get an opportunity to select the style of your choice, choose one that suits you best. The styles used by business organisation include the following.

- i. The Indent Style
- ii. The Block Style
- iii. The Complete - block Style
- iv. The Semi-block Style
- v. The Hanging - indented Style

**(i) Indented style :** This is perhaps the oldest form of a business letter. In it each new element is indented two to four spaces. Generally closed punctuation is used in this style. It requires more time to type but those who advocate this style say that the pleasing form it presents more than compensates for the extra time and energy spent. A specimen of this style is given in following. Exhibit 8.1

#### **BHANDARI TRADING Co. Ltd.,**

48A, Mathura Road, NEW DELHI - 110 001.

4, April, 2006

The United Commercial Bank Limited,  
1133, Mahatma Gandhi Road,  
New Delhi - 110 014.

Dear Sir,

Please refer to your letter No. C-BC/49 of 30<sup>th</sup> March, 2006.

We are grateful that you have agreed to advance a sum of Rs. 50,000/- (Rupees Fifty Thousand only). Terms and conditions you mention are acceptable to us. We shall send our Accounts Officer to sign in the agreement at 10 A.M. on 16, April, 2006 as you suggest.

Your Faithfully,  
**A.S. Murthy**  
Secretary

- ASB / IG

**ii) Block Style :** In this style the date line, the complementary close and the signature are aligned with the right margin, all other parts except the letter head are set flush left. Divisions between the parts and between the paragraphs of the body of the letter are indicated by double spacing where as there is single spacing within each part and paragraph.

This style saves stenographic time in as much as most of the parts and all the paragraphs are aligned with the left margin and so not much time is lost in indentation. It is, generally the mixed punctuation style is used in Exhibit - 8.2

## BHARAT ALUMINIUM CORPORATION

303, Jabangir Road, Ahmedabad - 380 003

10 April, 2006

Your Reference : Letter No. 43 - AP of 4th April  
Our Reference : POC - 30 Z

The General Manager  
Shabi Cements Co. Ltd.,  
Sarangputa,  
GHAZIABAD - 201 001.

Dear Sir,

I regret to inform you that out of 500 bags of cement you supplied, 25 have arrived in damaged condition. They cannot be used at all in construction work. It appears the damage was caused due to inadequate protection against rains. Our store keeper pointed this out to the truck driver immediately after unloading and he has given a signed note, accepting this position. I am enclosing this note for your information.

I shall be grateful if you will kindly make necessary adjustments in the bill. If, however, you are making supplies to someone else in this city in the near future. You may send us the replacement.

Yours Faithfully,  
**A.N. Ramana**  
Purchase Officer

ANK / I.G.

Encl : .....

**(iii) Complete - block style** : All parts of the letter, except the printed letter head, are aligned with the left margin. A letter in this form saves more time because indentation is not required for any part. Generally, open punctuation is followed in this form as shown as :

### Exhibit 8.3

## KALRA ENGINEERING WORKS

6/55 Bharat Sign Marg, LUDIANA - 141 001.

14, September, 2005

The Financial Manager,  
National Development Corporation,  
22, National Gandhi Road, Bombay.

Dear Sir,

Thank you for your letter No. TR - 43/3009 of 5 Sept.2005. Your Cheque No.P 4238 of 4 Sept, 2005 is for Rs. 25,000/- whereas our Bill No. WKL 10587 of August, 2005 was for Rs. 25095. It appears to be a copying mistake.

I am Sorry to bother you for a small amount but you will appreciate that we have to account for the goods supplied. I, therefore, hope you will not mind sending another cheque for the correct amount. I am returning your cheque No. P4238.

Yours Faithfully

**B.C. Tandon**

Material Manager

BCT/IG,

Encl - 1

**(iv) Semi-block Style :** This is like the block style except that the paragraphs of the letter are indented. Those who use it say that it is easier to read paragraphs which begin with an indented line because one is used to seeing this style in print. In this style, mixed punctuation is used.

**Exhibit (8.4)**

**A.P. Johnson and Company**

Lushai Hills, SILCHAR - 788 000

3, January, 2005

The Personnel Manager

Fit Milk Food Manufactures Limited,

Bhasker Road, New Delhi - 110 003.

Dear Sir,

Please refer to you letter No. P-483/7 of 25 Dec, 2004. Sri T.N. Seshan was in our employment as an Assistant Accountant from 1, July, 2004 to 31 Aug, 2004. He resigned the post as the climate of this town did not suit him.

He was sincere, hardworking and efficient and we found him loyal in all circumstances. In fact, we were considering to promote him when he left. We, therefore, think him suitable for the post of an Accountant for which you are considering him.

Yours Faithfully

A.P. Johnson and Co.,

P.K. Tuli,

Managing Director

PKT : IG

**(v) Hanging - Indented Style :** This style is like the block style except that the first line of each paragraph is aligned with the left margin whereas, all other lines in each paragraph are indented four or five spaces. Its appearance is unusual and may perhaps catch attention quickly but this fact could be a disadvantage as well. It may distract the reader by focussing his attention on the form rather than the message of the letter. Since this form involves many indentations, the typing consumes a lot more time.

Therefore this style never got popular in the world of business. In it the mixed punctuation is used.

Exhibit (8.5).

## ARUNA INDUSTRIES LIMITED

Bombay Road, GURDASPUR - 143 521

The Purchase Officer  
20A, Feroze Shah Marg  
New Delhi - 110 030

12 September 2005

Dear Sir,

We hope by now you have gone through the catalogue of toys we sent you on 28, August, 2005.

As you will have scan, there are a number of new toys in this year's catalogue. These are meant not only to delight but also to instruct children by demanding the use of a high degree of intelligence even while they play.

We specially draw your attention to the asterisked items on pages 14 and 17. These are likely to become popular in the countries to which you have been exporting.

Kindly let us know your requirements so that we may set a side toys of your Choice. On receipt of your order we shall send them to you on last year's terms and conditions. A copy of the statement showing this is enclosed for your ready reference.

Yours Faithfully  
Karan Singh  
Manager (Marketing)

KS : G

Encl : \_\_\_\_\_

### 13.4 BODY LANGUAGE OF THE LETTER :

Letter as a means of conversation between the writer and the receiver, communicates through the written language and also its physical appearance, which is the body language of the letter. It can be compared with a conversation between two individually who exchange information through verbal (spoken) and non-verbal communication, where body language plays vital role to make the process of communication complete and effective. On the same lines a letter conveys message through verbal (written) and non-verbal (physical appearance of its body language) communication to make the process complete and effective.

**13.4.1 Components of Body Language of a Letter :** The physical appearance of a letter is framed through some elements or components such as,

1. Quality of Paper
2. Page Settings
3. Printing / Writing
4. Folding
5. Envelop
6. Posting Mechanism

**1) Quality of Paper :** Business letter is written on typed on a letterhead, which is designed and printed exclusively for business purpose. If the letter exceeds one page, it will be continued in plain paper but not on another letterhead. Important point to be considered by the makers of the

letter is to select high quality paper for business letter or a personal letter. Quality of paper adds beauty to the letter and comfortable to the typist to type neatly. It gives a smooth feeling to the reader who reads it. Thus a good quality bond paper with a smooth surface is to be used for business letters.

**2) Page Setting :** Page setting is another important area to be mastered by a business letter writer. Page setting includes arrangement of lines and paragraphs, spacing lines such as double, single or one and half and maintaining margins. In computer, different combination or margins for four sides given.

**3) Printing / Writing :** Business letters of formal letters are not to be hand written. They are to be typed or printed. There are several problems if the letters are with hand writing. Whatever care may be taken by the writer, human errors roll in to the letter which is difficult to correct because it sacrifices neatness and can not be erased neatly and quickly.

**4) Folding :** After completing the letter all enclosures are to be pinned to the letter and carefully neatly folded to insert in the envelop comfortably. Avoid making several folds, which gives unpleasant appearance to the reader, because it creates too many fold marks on the paper. If the size of paper permits, it is advisable to make only two folds, one horizontal and one vertical. Final fold should fit in the cover in such a way that it leaves at least one centimeter empty space on both the sides to keep it inside the cover and to open it. It is a usual practice that one side of the cover will be cut with scissors.

**5) Envelop :** It is a good correspondence virtue to keep the letter in a suitable envelope. Because, before opening the letter; receiver looks at the cover and estimates what the writer is. Factors to be considered with regard to envelope are quality, color, size and pasting the envelope.

**6) Posting Mechanism :** Once upon a time Postal Department of the Central Government monopolized postal service. With the introduction of courier services, now private postal service came to the doorsteps of the business organisation and individuals. How and through which channel we have pasted the letter also counts to determine its efficiency in the estimates of the receiver. Therefore suitable method is to be selected to post a letter.

### 13.5 PLANNING A LETTER :

It is common experience that we plan ahead for all important matters we do not leave things to chance. A party which has not been carefully planned annoys the guests and inconveniences them. A trip which is not well - organised irritates and fatigues. An ill-planned letter is no exception and is sure to arouse similar feelings in the reader. Planning is essential for letter writing too.

**13.6.1 Five steps to planning a letter :** The following steps should help you plan your letters.

- i) **Set aside specific time for handling your correspondence :** The very first thing most executives do in the morning is to look at the day's mail. They sort out letters which need immediate attention. If there are any which cannot be answered without collecting information from other sources, they are put aside till the relevant information is collected.
- ii) **Ask Yourself, what is the main purpose of this letter :** Put in your letter as early as possible the material which will achieve it. For example, if your letter is in reply to an enquiry. Write in the very beginning what your correspondent is most easier to know :

Thank you for your letter of 6 April, 2006. We are glad you are interested in our 'Newsletter'. We are putting you on our mailing list and you will receive all its issues regularly.

- iii) **Gather relevant information** : At times all the relevant information may not be available in one file and you may have to look through several files and documents. It may be necessary in some cases to refer to other sections or departments in the organisation. You may do so by telephones or by writing an internal office memorandum. Tap all the relevant sources and collect the necessary information.
- iv) **Arrange the material in logical order** : If necessary, draw on outline. If your letter is in reply to another, jot down the points in the margin in the order in which you are going to deal with them. If the matter is complex, you may even prepare a quick rough draft.
- v) **Select the right tone** : Ensure that the letter possesses the qualities discussed in the previous lesson. Consider not only the reader's positive interest but also visualize possible objections and try to meet them before they are raised. For example, if you have made a mistake, accept it and be sincere in expressing regret. If the other party has suffered a financial loss because of your mistake, offer to compensate them. Be tactful in saying no to a request, and be specially courteous to an angry correspondent.

### 13.6 SALES LETTERS :

Globalization transformed the sellers market into buyers market where every product has a large number of substitutes, completing products and services to satisfy customers needs and wants. Sales letter is the written communication from the seller informing about the products and service and offering the same for sale to the potential or existing customers, usually in the form of a personal letter.

A good sales letter is essentially like a successful advertisement, it catches the attention of the reader, excites his interest and curiosity and induces him to buy the goods or services offered. If you analyse the structure of some of the effective advertisements you will find that the following steps are taken to construct them :

- Catching the readers attention
- Arousing his desire to buy
- Convincing him that your product or service is the best in the market and that he needs it immediately
- Motivating him to act quickly.

The purpose of every sales letter, as of every advertisement, is to convert the reader into a customer. A sales letter should, therefore, be constructed on the basis of the four-step formula discussed above. A letter so written will overcome the readers resistance and persuade him to buy what you are selling.

#### 13.6.1 Specimen of Sales Letter :

## NATRAJ ELECTRONICS AND HOME APPLIANCES

4, Zaveri Market, AGRA CANTT

April, 6, 2006

Dear Sir,

With summer approaching, you may be thinking of how to keep your office cool so that executives and employees can work with more efficiency and effectiveness. To meet your needs,

Videocon - India's Largest Consumer Electronic and home appliance company offers the widest choice in Rotary and Reciprocates, compressor, window - Air conditioner, Fuzzy and Neuro Fuzzy, Logic split Air - conditioners. The detailed specifications are given in enclosed pamphlet.

We the authorized dealer of videocon in the region, guarantee for three years against all manufacturing defects and repairs, or replace any part that may cause trouble at our cost.

With the pamphlet, you will find a card. Please fill it in and mail it. We shall send our technician at your office to assess your requirement and to advice you about the location of air conditioner.

There is offer of special discount of 10 percent if the order is placed before April 30, 2006. All transaction charges will be borne by us.

Hurry up ! Avail this special offer.

Yours Cordially  
Chaitanya  
Sales Manager

### 13.7 SUMMARY :

Layout of a letter is location of different parts of a letter on the paper in a particular style. Those are, indented style, semi block style, fully blocked style and Hanging style.

Body language of the letter conveys more than the message in the letter it includes quality of the paper page setting, typing / printing / writing style, folding of the paper envelop and posting mechanism.

Sales letters are sales promotion technique of a business organisation at the individual level. Sales letters thus contains some of the features of advertisement. Therefore, it is designed colorfully to touch the personal feelings of the receiver. Sales letters are used for limited group of customers who are educated and widely dispersed. Usually book publishers follow this method.

### 13.8 TECHNICAL TERMS :

Body Language	=	Physical movements
Candid	=	Frank, open, impartial
Formal letters	=	According to rules of a letter
Quantum	=	Size

### 13.9 SELF -ASSESSMENT QUESTIONS (ESSAY TYPE) :

1. Give a critical analysis of different styles of a business letter with suitable examples.
2. Write an essay the importance of the body language of a letter.
3. Define letter layout and importance in business correspondence, Explain the forms of layout.
4. Explain the steps in planning a letter.
5. Draft a sales letter to a consumer and another letter to a Business organisation, introducing new product.
6. Write a sales letter to promote a new two wheeler.



### **13.10 REFERENCE BOOKS :**

1. R.C. Sarma and Krishna Mohan, *Business Correspondence and Report Writing*, TATA Mc Graw - Hill Publishing Company Ltd., New Delhi, 1999.
2. Vainder Kumar and Bodh Raj : *Business Correspondence and Report Writing*, Kalyani Publishers, New Delhi, 2001.
3. Prof. V. Balamohandas, *Business Correspondence and Report Writing*, Kalyani Publishers, New Delhi, 2005.

**- Dr. D. NAGESWARA RAO**

## LESSON - 14

# TRADE LETTERS

### 14.0 OBJECTIVES :

After studying this lesson, you should be able to understand :

- ◆ business enquiry and reply letters
- ◆ quotations
- ◆ tenders - orders
- ◆ complaints and adjustment letters

### STRUCTURE :

- 14.1. Introduction of Trade Letters
- 14.2 Letter of Enquiry
- 14.3 Guide lines for drafting a letter of enquiry
- 14.4 Drafting Enquiry Letter
- 14.5 Reply to Enquires
- 14.6 Quotations
- 14.7 Specimen of Quotations
- 14.8 Reply to request for quotations
- 14.9 Tender Notices
- 14.10 Specimen of Tender Notice
- 14.11 Orders
- 14.12 Specimen of Orders
- 14.13 Complaints
- 14.14 Adjustment Letters
- 14.15 Summary
- 14.16 Technical Terms
- 14.17 Self-Assessment Questions
- 14.18 Reference Books

### 14.1 INTRODUCTION OF TRADE LETTERS :

The most common letters in trade are buyer's enquires about goods and services and seller's replies giving information and quotations. Today most such messages about goods and prices are conveyed by telephone or E-mail or Fax.

In a trade letter, the direct approach is used to save time. The letter is short, formalities are not required, and you can get straight to the business.

### 14.2 LETTER OF ENQUIRES AND REPLIES :

To ask for information, you can begin with a question like - could you give us the following information ? or a sentence like;

- ★ Please send us the following information. Or
- ★ I would appreciate receiving the following information from you.

Indicate the purpose for which you need the product; in some fields, the information is very vast and only some of it is needed by different users.

**Letters of enquiry are of the following types :**

1. **Unsolicited enquiries :** These are made at the buyer's initiation.
2. **Solicited enquiries :** These are made when the seller solicits (i.e., asks for) enquiries through an advertisement of at
3. Requests for special terms of concession.
4. Routine enquiries by existing customers in continuation of the business process.

**14.3 GUIDELINES FOR DRAFTING A LETTER OF ENQUIRY :**

1. State clearly and briefly what you wish to buy and whether you want general information, a price list, a catalogue or a quotation.
2. If there is a limit up to which you can pay the price, do not mention that in the letter, otherwise the seller may be inclined to hike the price to that limit.
3. Most suppliers state their terms of payments and delivery, so this need not be asked for unless you want a special mode.

**14.4 DRAFTING ENQUIRY LETTER :**

If the known person to the addressee is writing the enquiry letter it can be stated cordially referring their relation and also previous correspondence between them. If it is to a concern letter should be opened with a pleasant introductory note about the enquiring person or institution.

Specimen Enquiries :

**1. Enquiry about water heaters advertised in the papers :**

Dear Sir / Madam

I am interested in buying your solar water heater advertised in the papers. Could you please send me your price list and any descriptive leaflet that you may have ?

Yours faithfully

**2. Enquiry about readymade garments.**

Dear Sir / Madam

We are a large department store in Hyderabad and would like to know more about the readymade garments that you manufacture. Could you tell us the brand names that you deal in, the range of clothes that your market, and something about their quality ? Please send us your price list as well.

Yours faithfully,

**D.N. Rao**

Manager

**14.5 REPLIES TO ENQUIRIES :**

Always give prompt attention to an enquiry and make every effort to work it up to an order :

Your letter must do a sales job. You need persuasive skill and good judgement in giving information. Present the facts so as to show the customer the benefits of buying the product / service.

When you send a brochure, catalogue, price-list, or samples send a letter with it, giving the relevant page numbers or models which will be suitable to the customer, and offer to send a sales person to discuss it. It is not enough to say, "we hope that the samples will meet with your approval" you must show the advantages of the product.

### 1. Reply to enquiry about readymade garments.

Dear Sir / Madam

Thanks for your enquiry dated 10th March about our readymade garments. We manufacture Jeans and Te-shirts under the brand name of Tuffiles.

We would like to draw your attention to the trade and quantity discounts you can enjoy, printed on the task of the enclosed price list. Our terms of sale are also stated there in.

We shall be happy to do business with you.

Yours faithfully,

### 14.6 QUOTATIONS :

Quotation is a form of offer conveyed by the seller in response to an invitation by the buyer. Quotations are formal and a systematic way of quoting price for product offered for sale along with conditions sale and terms of payment.

Quotations are common among large business houses, trade enterprises, export organisations, institutions, government departments. Trusts, temples where the purchases are made in bulk.

### 14.7 SPECIMEN OF QUOTATION :

Sirs / Messers

The dining room and the conference room of our hotel are to be redecorated. We invite you to submit designs and estimates to carrying out the work.

The building is on Lakshmipuram, Guntur, and is about 30 years old. The area of the rooms is 30 x 40 x 10 meters and 40 x 30 x 10 meters. Air conditioning is to be installed in both rooms.

Please send your representative to inspect the rooms and discuss the matter personally. Please call us to fix an appointment to your representatives visit.

Yours Faithfully

### 14.8 REPLY TO REQUEST FOR QUOTATION :

When market conditions are normal, the usual quotation is given. If the customer seems likely to place a large order, an exceptional quotation may be given. A tabuled quotation may be enclosed with a letter point out the advantages of the quotation and the benefit of buying the goods. Points :

1. Thanks for the enquiry
2. Statement of prices and terms
3. Attempt to win the customer

Sir,

We welcome the opportunity you have given us to introduce some of our products to you, we have sent you samples of our food colors and flavour concentrates.

The enclosed price-list will show you that our prices are competitive. We give percent discount on order of Rs. 5,00,000/- and more, and 3 percent cash discount for payment in cash within 7 days of the date of the bill.

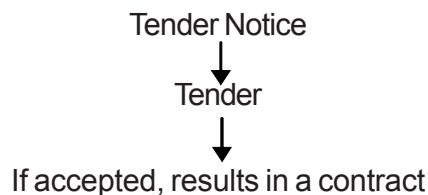
An order form is enclosed for your convenience. We are looking forward to the beginning of a pleasant business relationship with you.

Yours Faithfully,

### 14.9 TENDER NOTICES :

**Introduction :** A tender notice is a published advertisement, generally issued by companies or government departments, inviting the vendors or service providers to make their offer for supply of goods or services.

A tender is an offer for the supply of specified goods or the performance of a specified work at prices and under conditions set out in the tender notice. A response to a tender notice is expression of interest (EOI) and becomes legally binding only when the tender is accepted.



Generally, the inviter of tenders gives prescribed forms in which the tenders are to be made. This form takes care of the details in which the advertiser is interested. Nowadays, it is customary to give a website address for details of terms and conditions as this cuts down the advertising cost.

#### **Guidelines for Drafting a Tender Notice :**

1. The advertiser should give his name and address at the top.
2. The authority inviting tenders must be stated. One of the ways for this is : The Purchase Manager, ABC Ltd., invites sealed tenders from experienced dealers who met the eligibility criteria for supply of the items.
3. It is usually stated in the tender notice that the authority issuing the tender notice reserves the rights to reject or accept any tender without assigning any reason.
4. If the tender details are available on website, this fact is stated.
5. Signature of the authority inviting the tender.

**14.10 SPECIMEN TENDER NOTICE :****S V P ENTERPRISES Ltd.**

Brodipeta - GUNTUR

**Notice Inviting Tenders**

No. 7/EC/2008

1 March 2008

The Purchase Manager, SVP Enterprises Ltd., Brodipeta, Guntur, invites sealed tenders from Indian Vendors for supply of the goods stated below :

Further details are available in the tender documents available on our website [www.svporgn](http://www.svporgn) from where they may be downloaded.

- |                          |   |  |
|--------------------------|---|--|
| 1. Tender Reference No.  | : | NIT / 121 / 2008                                   |
| 2. Items                 | : | Handicams, Digital Cameras<br>worth Rs. 10.00 Lacs |
| 3. Tender Fee            | : | Rs. 5,000  |
| 4. Earnest money deposit | : | Rs. 50,000   |

**Note :**

- |                                   |   |                         |
|-----------------------------------|---|-------------------------|
| Date of issue of tender documents | : | 5-3-2008 to 25-3-2008   |
| Last date for receipt of tenders  | : | 30-3-2008 (upto 3 p.m.) |
| Date of opening of tenders        | : | 31-3-2008 at 11.00 a.m. |

The company reserves the right to reject any or all tenders without assigning any reason.

Sd/-  
Purchase Manager

**14.11 ORDERS :**

In the trade cycle, once a price or quotation is found acceptable, the next logical step for the buyer is to place an order, and for the seller to fulfil the order. Here we shall study the correspondence that accompanies these transactions : A letter of order is a legally binding contract, hence it is to be written with proper caution. If an order is sent over the telephone, it is desirable to confirm it in writing.

**14.12 SPECIMEN ORDER :****Order for TV sets**

Dear Sir / Madam

We hereby confirm the order placed over the phone today and request you to supply.

100 nos. Luxem T.V. sets E-35 @ Rs. 24,500 each

50 nos. Luxem T.V. sets E - 36 @ Rs. 19,500 each

Please bill with your 20 percent trade discount. The T.V. sets are required for the forthcoming Dasara - Diwali season, and we look forward to their early delivery as agreed.

Yours faithfully

### Response to order for TVs

Dear Sir

Thank you for your order of 150 TV sets. We shall deliver your order within 15 days i.e., 30-3-2008, as desired by you. The documents will be sent through your bankers. You will be entitled to a 3 percent cash discount in case you pay within three days of receipt of the documents.

These T V sets, we are glad to report, are based on this year's technological innovations which make a major improvement over the previous one. We trust your TVs using them will find a good acceptance with your dealers and end-users.

Yours Faithfully

### 14.13 COMPLAINTS :

An order specifies quality and quantity of the goods required, date and place of delivery, and the price agreed upon. You expect to get the goods as you ordered them. However, there may be an accident or a mistake or negligence on the part of the supplier, and any one or more of the details of the order may not be fulfilled.

Your reaction to the problem and your expectation of the seller's response will depend on whether you are a commercial buyer or a consumer. As a commercial buyer you make adjustments, so that the inconvenience and the hindrance to business is minimized; there is more inconvenience than personal loss. You also have greater power to get adjustments and compensation because, as a regular buyer; you have a hold on the seller. As a consumer, you may suffer personal loss on account of the seller's fault or negligence. You will expect correction and compensation, but a small individual buyer has less power in the market to get grievances redressed.

A buyer may have one or more of the following grievances :

1. The goods arrive in a damaged condition.
2. The goods are not what you had ordered.
3. Quality of goods is different from what you had ordered.
4. Goods are delivered at the wrong place.
5. Delivery of goods or completion of work is delayed.
6. Work undertaken is done unsatisfactorily.
7. A product does not function properly.
8. Discourtesy from staff of shop or office.
9. Mistakes in a bill, or reminders for payment of after you have paid the bill.

### Letter of Complaint :

The letter should include the following points :

1. Reference to the order, its date, number
2. Clear description of the mistake or deficiency
3. Clear statement of the inconvenience or loss caused, and the action the supplier should take to lessen the inconvenience
4. Request for adjustment and / or investigation

The letters below illustrate how these points are included.

### Exhibit - 1

Dear Mr. Parikh,

We had placed an order with you on 8 October for 60 pocket calculators to be delivered by the 20th of this month. Unfortunately, we have not yet received them. As we do not have any information from you about the delay, perhaps something has gone wrong somewhere.

Will you please find out the cause of the delay and let us know when we may expect delivery?

Yours sincerely,

### Exhibit - 2

Dear Sirs,

We had ordered 4 filing cabinets, 3 shelves, 10 office chairs and 5 tables to be delivered to us here, on 23 September, in time for the opening of our new branch office.

The shipment has just arrived here and we find that 1 kitchen cupboard, 2 ward robes and 3 garden tables have been delivered to us. It is probable that there was a confusion between two shipments and the wrong one was delivered to us.

Our branch office is to be opened on the 25th and we would like our furniture to reach us in time; the customer whose goods you have delivered to us must be equally unhappy with the office furniture delivered to her.

We expect that you will act immediately.

Yours truly,

## 14.14 ADJUSTMENT LETTERS :

An adjustment is granted when there is a fault in the execution of the order or the goods are defective or damaged.

Briefly explain the cause of the unsatisfactory delivery. The attention given to the complaint must be conveyed to the customer. This wins the customer's respect and goodwill.

### Points :

1. Express regret and sympathy for the customer's inconvenience.
2. State the adjustment being made and what is being done to reduce the inconvenience.
3. Briefly explain the error and the steps taken to control it.
4. Show appreciation of customer's co-operation in maintaining standards.

Dear Madam,

We dispatched, today, 20 sets of Bone China Glassware to replace the damaged ones which you received on 31 January. We are sorry for the inconvenience caused to you.



Temporary employees had been entrusted with the packing of the earlier consignment owing to a rush of orders and high pressure of work in the packing department. This time the packing has been done by the usual, experienced persons. Besides, more supervisors have been appointed to oversee the packing work.

Please accept our apologies for this trouble and delay in getting your goods.

Yours truly

#### 14.15 SUMMARY :

Letters of enquiry are letters from customers who wanted to get some information about a product or service. Enquiry letters may be in response to an advertisement or offer by the seller. Enquiry may also to know about the possibility of supply of new products. Reply to enquiry letters are to be drafted tactfully because the authors of letters of enquiry are prospective customers.

**Quotations** : Quotation is a form of offer by the seller in response to an invitation by the buyer. It consists of, description of products and services, price, payment, terms & conditions, obligations etc. It is necessary to check legal formalities.

**Tender** : Tenders are like quotations invited by the buyer to purchase goods and services in bulk.

**Orders** : The buyer drafts orders, if they are satisfied with sellers conditions. In orders the buyer should specify all the particulars and his conditions.

**Complaints letter** : An order specifies quality and quantity of the goods required, date and place of delivery and the price agreed upon

**Adjustment Letter** : An adjustment letter is granted when there is a fault in the execution of the order or the goods are defective or damaged.

#### 14.16 KEY WORDS :

Quotation : An offer to sell goods  
 Tender : Proposal  
 Order : Legally binding contract  
 Tender Notice : Published advertisement

#### 14.17 SELF - ASSESSMENT QUESTIONS :

1. Explain the features of letters of enquiry and its importance. Draft a model enquiry letter.
2. What are quotations and tenders ? Are these two same ? Explain with suitable illustrations.
3. How do you draft an order ? Draft a model order ?
4. Explain complaint and adjustment letters ? Draft models ?

#### 14.18 REFERENCE BOOKS :

1. Prof. V. Balamohan Das & C. Satyavathi, *Business Correspondence and Report Writing*; Kalyani Publishers, New Delhi, 2005.
2. V.K. Join & Omprakash Biyani, *Business Communication*, S. Chand & Company Ltd., New Delhi, 2007.
3. Urmila Rai & S.M. Rai, *Business Correspondence and Report Writing*, Himalaya Publishing House, New Delhi, 2002.

- Dr. D. NAGESWARA RAO

## LESSON - 15

# EMPLOYMENT LETTERS

### 15.0 OBJECTIVES :

On completion of this lesson, you should be able to understand :

- ◆ Job application letter - and its features
- ◆ Preparation of resume and layout
- ◆ Employment letters
- ◆ Interview Letters - Specimen
- ◆ Appointment Letters - Specimen
- ◆ Confirmation, promotion, termination and show - cause notice & Charge sheet

### STRUCTURE :

- 15.1. Introduction
- 15.2 Job Application Letters
- 15.3 An Effective Job Application Letter
- 15.4 Specimen of Job Application Letter
- 15.5 Preparation of Resume
  - 15.5.1 Physical appearance of a Resume
- 15.6 Layout of the Resume
- 15.7 Specimen of a Resume
- 15.8 Employment Letters
  - 15.8.1 Specimen of an Interview Letter
  - 15.8.2 Specimen of an Appointment Letter
- 15.9 Confirmations, Promotion and Termination Letters
  - 15.9.1 Specimen of Confirmation Letter
- 15.10 Specimen of Promotion Letter
- 15.11 Specimen of Termination Letter
- 15.12 Summary
- 15.13 Technical Terms
- 15.14 Self-Assessment Questions
- 15.15 Reference Books

### 15.1 INTRODUCTION :

An application for a job may be the first important employment letter. You will write when you graduate from a college or university. There is always stiff competition for any job and a prospective employer will form his first impression about you from your application. If he finds marks of tomato sauce on the envelope or the name of his company misspelt, he will not hesitate to reject you outright. But your application is neatly typed, well framed, and mailed in a clean envelope of paper size, the chances are that he will go through your application.

When you write an application you must keep the employer's point of view in mind. What sort of person does he need ? What kind of experience and qualifications are required for the job ? In presenting your achievements you should highlight the traits he is looking for. Remember that no amount of skill in presentation and display will secure you a job if you do not possess the requisite

qualifications and experience. It is essential to be honest and sincere about yourself and to say only what is true and can be supported by documents. Do not make exaggerated claims, modesty serves better than conceit.

Recruitment and retention of quality personnel is vital function of any business enterprises. It has assumed added importance in the present globalised and liberalized economic environment. As far as personal correspondence is concerned, a business house has to (a) receive applications and resumes, (b) write letters for employment purposes - interview letters and appointment letters, (c) order confirmation, transfer and promotion, (d) issue show cause notice or charge sheets, etc.

## 15.2 JOB APPLICATION LETTERS :

**Significance and Functions :** An application for a job is the first business letter, an application has to write when he seeks a position in a company. Usually big business firms have printed application forms and the applicants are directed to apply on a plain paper. There is stiff competition for any job and it is from the application that the first impression is formed. If the job application letter is written on a dirty, spoiled piece of paper in an illegible hand, it may be rejected outrightly. On the other hand, if the application is neatly typed, well framed and mailed in clean envelope, it will create good impression.

Job application letters are of two types. In the first type only one letter is used to give detailed information about education, experience and other personal details. In the second type, the application is divided in two parts. The first part contains a reference to the advertisement in response to which one is applying. The second part contains a resume, which contains in detail, the qualifications and references to the names and addresses of some V.I.P.S. who can vouch for the applicants achievements.

## 15.3 DRAFTING AN EFFECTIVE JOB APPLICATION LETTER :

Before drafting advertisement for a post, the recruiting department or person in - charge is expected to do some preparation. He has to collect information from various departments to forecast the future vacancies. Each job is to be critically analysed with the help of details of job description to formulate the required skills and a brief report of what the new recruit is expected to contribute. To assume the responsibilities what qualifications the candidate should possess and the demands of work experience, achievements, mental abilities any special skills etc., are to be carefully listed.

In a readymade garment manufacturing industry marketing manager post will be vacant after one month. The existing manager is elevated to higher post on promotion.

**Job Description :** He is the head of the department, responsible for sole and other marketing activities. He is directly accountable to the Assistant General Manager. He is assisted by two Assistant Managers, either supervisors, sixteen marketing executives and forty field staff.

**Responsibilities :** The department is responsible to market six types of dresses in five sizes (6x5) at a different range of prices. He is responsible to formulate plans and execute it as per the institutional goals.

### Academic qualifications and experience :

- He should be a Post Graduate in Sales or Marketing Management.
- As he has to take up very crucial responsibility he should be an experienced person in the area of marketing and administration, preferably in textile sector.

- It is very suggestive to give preference to additional qualifications such as engineering degree or degree in fashion designing or degree in publicity, sales promotion or advertisement.
- Some background in textiles is useful.

**Other Qualifications :** He should be young not a senior most in age and experience active, dynamic, sociable, with a strong willpower to encounter any unexpected problem. He should be able to take timely decisions in short time. He should be very fluent in English, Hindi and any other local language. He should be a participative leader with optimistic attitude.

Depending on the above information the recruitment cell or Human Resource Department frames the calling letter inviting eligible candidates who possesses all or majority of these qualifications. As per the requirements, the calling letter demands certain conditions to the applicants. The letter should be framed incorporating maximum demands of the job.

**Example :**

## **PRIYANKA DEVI READYMADE GARMENTS (Manufacturers and Distributors)**

121/10, Industrial Park, Warangal, E-mail : priyanka@hotmail.com.

Requires Sales Manager :

Applications are invited from the experienced and dynamic candidates for the post of Sales Manager to take the responsibility of the biggest department. Candidates with a post graduation in marketing, experience of five years in same position, with a background of textiles are eligible to apply. Skills in communication and fluency in English, Hindi and one or two regional languages are essential. Candidates 30 to 40 year's age group can apply for the post. Apply with necessary certificates on or before .....

Personal Manager  
P.D. Garments

### **15.4 SPECIMEN OF JOB APPLICATION LETTER :**

4804, Sector 19  
Vijayawada.

To  
The Managing Director  
Maruti Udyog Limited,  
Gurgaon.

Sir,

I am glad to state that I possess the requisite qualification and experience for the post of production manager you advertised in the Hindustan time of March 25, 2006.

I did my Mechanical Engineering from Indian Institute of Technology, Delhi in 2003. When I was pursuing the engineering course, I got passionately interested in the production process and the method of improving and streamlining them. Therefore, I joined the MBA course at Birla Institute of Technology and Science, Pilani and Specialized in production management. After completing the course, I joined Escorts Limited at Faridabad in July 2005 as Production Manager. During my studies, summer trainings and service, I have learned new methods and techniques of enhancing production and productivity.

Presently, I am drawing gross salary of Rs. 49,000/- p.m. and anything above Rs. 60,000/- p.m. will be acceptable to me.

Please give me a chance to be interviewed so that I can tell you further about my work that would help you to assess my suitability for the job.

Yours Sincerely,  
Chaitanya. D.

Encl : Resume

## 15.5 PREPARATION OF RESUME ( BIO-DATA) :

A resume is a written summary of one's educational qualifications and experience. It usually includes one's career objective, employment record, a summary of his formal education, references and other information such as awards, publications on any other item which will highlight his abilities.

While writing the resume, it must be remembered that it is a sales piece and must be written as carefully as a sales letters. It should represent the person in the best possible light to the prospective employer. A resume can be tailored to the needs of various employers, thus, one may have two or three resumes onhand, each one emphasising a different aspects of his abilities. For example, one may have a resume on hand which may highlight his skill as a journalist or writer, he may have another which may summarise his management abilities and experience of having served in a managerial capacity. One should research the companies he is interested in, and prepare the resume accordingly to serve the purpose. The more exactly one fits into the job requirements, the more likelihood there of his getting the job.

### 15.5.1 A word about the physical appearance of a resume :

Since it is a sales piece it must attract the eye of a busy employer. A hand written resume does not produce so good an impression as typed one. One should have the resume typed and if possible type - set by a professional printer. Preferably all the information should be kept on the page. However, if the experience gathered and educational qualifications to be mentioned in the resume can't be given in one page, one may use the second page. The first page should contain a summary of the educational qualifications and work history and the second page should be devoted to other achievements, publications, research work, awards, scholarships and the like.

The resume should be printed on photo copied on a good bond paper. If one is applying for a job in a bank, insurance office or some other government institution or college, one should use off white bond paper. But if one is applying in some creative organisation such as a graphic art company or an advertising agency, he may use tinted paper and a more experimental format.

## 15.6 LAYOUT OF THE RESUME :

Since the purpose of the resume is to present the information one wants to give, there can be no fixed rules a resume format. The educational qualifications, the work history, the experience, achievements, and the position sought should be clearly highlighted in the resume format. The names, address, and the telephone number should be mentioned on the top of the page. Such things as the state of health, difference diet, vegetarian or non-vegetarian, political learning, or religious inclinations should not be mentioned in the resume.

**1) Career Objective or the position sought :** The most important thing to mention in a resume is the position sought. The employer should be able to see at a glance the position the applicant would like and the job opportunities he is looking for in a company. The title of job, the applicant is applying for, should be clearly mentioned.

**2) Work Experience :** This section should be very carefully written. It should not be a summary list of the places where the applicant has already worked. It should indicate the positions of responsibility the applicant has had and the skills that he has gained through his work-experience.

**3) Extra Curricular Activities :** In the bio-data extra curricular activities are to be included under separate heading. They may be cultural activities, communication skills, social service, leadership training programmes for youth, NCC, NSS, Computer Knowledge, Sports, Games etc. It also considers the candidate's role in the college as leader, union president participation in youth festival, adult education programmes or hobby clubs etc. Any activity in the classroom apart from the course could be listed under this heading.

**4) Educational Qualifications :** For those persons who have recently graduated and do not have work experience, the education section of the resume is more important. Here the applicant should give specific details about his educational qualifications highlighting the training that qualifies him for the job. He must include in this section, the honours, awards, etc.

**5) References :** The resume must contain references to two or three very important persons whom the prospective employer may contact if he wants detailed information about the applicant. The applicant must obtain permission from references before listing them in the resume. These references should be able to attest to the applicant's experience, record education and character. It is very essential that the references should be tailored to the job the applicant is applying for. If the applicant is applying for an assistant editor's job a reference from the field of journalism and press will be more appropriate than a reference from a minister. Moreover, the applicant must inform the references, the position he is seeking, so that they may emphasize his specific capabilities, if the employer happens to call on them.

## 15.7 SPECIMEN OF A RESUME :

### Personal Details :

Name : Aditya Chaitanya. D  
 Father's Name : D. Satya Murthy, M.A. (Litt)  
 Age & Date of Birth : 26th March, 1983, 23 Years  
 Nationality : Indian  
 Sex : Male  
 Marital Status : Unmarried  
 Address : 2-14-109, 4th Line, Syamala Nagar,  
 Guntur - 522 006.  
 Phone : 2532769 (Res.)

### Education Qualifications :

Course	Institution	Class Obtained	% Marks	Year of Pass
SSC	S.V.B. Kuteer, Guntur	1st Class	87	1998
Intermediate (MPC)	Hindu College, Guntur	1st Class	89	2000
B. Tech (Mech.)	RVR & JC College of Engineering, Guntur	1st Class Distinction	83	2004
M.Tech, Gold Medal	IIT, Chennai	1st Class with Distinction	85	2006

**Additional Qualifications :**

- 1) Computer Programming : C++, Oracle Finance, Java
- 2) Area of Specifications : Cad, Cam
- 3) P.G. Diploma in Computer Hardware from Technical Institute, Hyderabad.

**Work Experience :**

- 1) Part time Faculty Member in R.V.R. & J.C. College, Guntur
- 2) During Project in M.Tech., worked with the Mechanical Department of BHEL, Hyderabad for 3 months.

**Job Profile :** Working from 4 months as Director to a team of 8 members, two technical consultants, two functional staff and others administrative staff for a project with a 6 months duration for branch automation of ten branches.

**Passport Details :**

Passport No. : K856291  
Valid upto : 15-04-2014  
Issued at : Hyderabad

**Hobbies and Interest :**

Cricket  
Writing Short Stories  
Yoga and Meditation

**References :**

1. Dr. D. Nageswara Rao, M.Com., B.L., M.Phil., Ph.D.,  
Reader in Commerce, Hindu College,  
Guntur, Andhra Pradesh.  
Ph : (R) 0863 - 2357276, Off. Ph : 0863 - 2220134.
2. Prof. K. Priyanka Devi, MBA, Ph.D.  
HOD, Commerce and Management Studies,  
Andhra University, Visakhapatnam,  
Ph : (R) 2223712, Office : 2231277

Signature

(Aditya Chaitanya. D)

**15.8 EMPLOYMENT LETTERS :**

Employment letters including inviting candidates for written tests and interviews, informing them about the selection, offering appointment. It usually happens that large number of applications reach the company. Out of them, candidates not fulfilling qualification are shunted out and letters for written tests and interviews are issued to them.

The interview letter should mention the details of time, date and place of the interview and the name of authority before whom the candidate is supposed to appear. It should also clearly state that candidate is requested to produce his certificates and testimonials in original at the time of interview.

The appointment letters should mention (a) the nature of job in brief (b) nature of appointment probation, permanent or temporary (c) grade of salary and other perquisites (d) date and time of joining and the name of the person to report to etc.

**15.8.1 Specimen of an Interview Letter :****BHARAT STEEL TUBES CORPORATION**  
**23, Patanjali Road, Bangalore - 560 012.**

Date : 2-5-2006

Dear Mr. D. Neeraj application No. / Hall Ticket No. 11120. We are glad to inform you that you have passed the written test conducted on 15-04-2006 for the post of officer and obtained 9<sup>th</sup> rank. You are selected for a personal interview scheduled on date 15-05-2006 at 10 a.m. in the conference hall of head office, patanjali road, Bangalore. Please bring all original certificates, service certificate and no objection letter from your employer. Be prepared to give a computer demonstration. No TA, DA will be paid. Accommodation and other arrangements are your responsibility.

Yours Sincerely  
T.R. Wankhede  
Chief Engineer

**15.9.2 Specimen of an Appointment Letter :****BHARAT STEEL TUBES CORPORATION**  
**23, Patanjali Road, Bangalore - 560 012**

Date : 1-6-2006

To  
Mr. D. Neeraj  
7/90 Tilak Nagar,  
New Delhi.

Dear Mr. Neeraj,

Subject : Appointment as Assistant Manager Production

We are pleased to inform you that you have been selected for the post of Assistant Manager, production. The company offer's you this post in monthly pay scale of 21,000 - 520 - 32000. You will also be entitled and draw dearness allowance, house rent allowance, and conveyance allowances as per company's rules applicable from time to time. The present rates for these allowance are DA : 68% of basic HRA 20% of basic and conveyance is 500/- p.m.

Please inform your acceptance immediately and report for duty to Mr. S.S. Grewal, Production Manager on or before June 15, 2006 at 10 a.m.

We look forward to a happy association with you.

Yours faithfully,  
xxxxxxxxxxxxxxxx  
Managing Director

**15.9 CONFIRMATION, PROMOTION AND TERMINATION LETTERS :**

After appointment, the employee's progress is reviewed in the probation period which may range from 6 months to one or two years. After completion of the stipulated period, if the employee's work and conduct are proved satisfactory, he is confirmed. If the management feel that it warrants extra time to bring improvement in conduct and efficiency of employee, the probation period of employee is extended. If the appointee does not come up to his employer's satisfaction his services are terminated with usually one months notice or salary of that period.

Letters are written under these situations regarding confirmation, promotion and termination of the employer. Correspondence in each of these situations should be clear, concise and formal.



**15.9.1 Specimen of Confirmation Letter :****CHANDER SHEKHAR CHEMICAL WORKS**  
Mall Road, Bangalore

May, 10, 2006

To  
Mr. B.M. Prasanna,  
150, Nagarjuna Road,  
Bangalore.

Dear Mr. B.M. Prasanna,

I am glad to inform you that your services as sales executive have been confirmed by the Board of Directors. Efficiency excellence and commitment will always be rewarded by the company.

Hope you will continue to work with the same dedication and devotion with which you impressed the management during the probationary period.

Wish you a prosperous future in the company.

Yours Sincerely  
D.N. Viswam  
Managing Director

**15.10 SPECIMEN OF PROMOTION LETTER :**

Mr. Rajiv Kumar  
42, Lower Mall Road,  
Bangalore.

Mr. Rajiv Kumar,

I am pleased to convey you that you have been promoted as Marketing Manager, Andhra Region. You are required to take over the charge on or before June 10, 2006. In the new pay scale you will be entitled to draw basic pay of Rs. 22,000/- p.m. other allowances and perquisites are payable according to the company rules.

In taking the decision of your promotion, the Board of Directors have considered your efficiency hand work and loyalty to the company. Hope you will perform the best in future also. Wishing you good future in the company.

Sincerely  
S. Ramalingam  
Managing Director

**15.11 SPECIMEN OF TERMINATION LETTER :****THOMSON ENTERPRISES**  
Ring Road, Guntur - A.P.

April 28, 2006

To  
Mr. M. Narendra  
2/14, Brodipeta,  
Guntur, A.P.

Dear Mr. M. Narendra,

I regret to inform you that after considering your progress, the Board of Directors have decided to terminate your services w.e.f. May 7, 2006. Since the issue of memo to you March, 28, 2006, your performance have been regularly reviewed by the Board. They could not find any sense of improvements on your part and were left with no other choice except to dispense with your services as Branch Manager.

I am instructed to give you one month notice of termination as per the terms of your appointment on personal note, I wish you to find a position where your abilities suit the job.

Sincerely Yours  
A.B. Chaitanya  
Managing Director

### 15.12 SUMMARY :

Employment letters are job related letters, which includes advertising for candidates drafting application, resume, calling for an interview and drafting appointment order, promotion letter and termination letter.

### 15.13 TECHNICAL TERMS :

Description	:	Detail account, making out
Encoding	:	Put into code
Enrichment	:	Make more rewarding
E & O E	:	Errors and Omissions exempted
Resume	:	Bio-Data, Curriculum Vitae

### 15.14 SELF - ASSESSMENT QUESTIONS :

1. What are employment letters? Explain in brief important employment letter you are aware of.
2. Write a resume of an engineer ?
3. How do you apply for a job ? Explain with an example.
4. Prepare a calling letter for interview and appointment order for the same person ? Explain what care is to be taken to draft calling letter and appointment letter.
5. Write a confirmation letter and termination letter with specimen letter.

### 15.15 REFERENCE BOOKS :

1. R.C. Sharma & Krishna Mohan : *Business Correspondence and Report Writing*, TATA Mc Graw Hill, Publishing Company Ltd., New Delhi, 2001.
2. Varinder Kumar and Bodh Raj, *Business Correspondence and Report Writing*, Kalyani Publishers, New Delhi, 2001.
3. V.B.M. Das and C. Satyavathi, *Business Correspondence and Report Writing*, Kalyani Publishers, New Delhi, 2005.

- Dr. D. NAGESWARA RAO

## LESSON - 16

# ADMINISTRATIVE OR INTERNAL CORRESPONDENCE

### 16.0 OBJECTIVES :

On completion of this lesson, you should be able to understand.

- ◆ Organisation internal correspondence
- ◆ importance of Memorandum
- ◆ importance of Office circulars
- ◆ importance of Office Notice

### STRUCTURE :

- 16.1. Introduction
- 16.2 Memo or Memorandum
- 16.3 Format of Memorandum
- 16.4 Advantages of Memos
  - 16.4.1 Disadvantages of Memos
- 16.5 How to make Effective Memo
- 16.6 Specimen of Memos
- 16.7 Office Circulars
  - 16.7.1 Specimen Circulars
- 16.8 Office Notice
  - 16.8.1 How to draft a Notice
  - 16.8.2 Specimen of Notice
- 16.9 Summary
- 16.10 Technical Terms
- 16.11 Self-Assessment Questions
- 16.12 Reference Books

### 16.1 INTRODUCTION :

Organisation is a network of different task and responsibilities, various levels of departments and sections, and association of men and machines. All must be inter connected mutually dependent and bind by single code of policies directed towards a single goal. The string that connects every individual and department together towards common goal is communication channels. The work of numerous tasks and activities by a large group of men is coordinated through an instrument, called internal or organisational or office or administrative communication that facilitates smooth running of the organisation directly and indirectly. Different types of communication systems of written and oral, support the organisational communication. Tele communication is significant due to its specific merits. There are different administrative correspondence in various forms, Memos, Notice, Agenda, Minutes etc., Let each one be discussed in detail to have a clear knowledge of their purposes, functions and techniques to draft them in regular internal business communication.

## 16.2 MEMORANDUM OR MEMO :

Memorandum, in its short form popular among administrators and personnel as “Memo” is as internal administration office communication device designed to transfer small messages, note or data between superior and a subordinate or a group of subordinates, between sections or between different levels in a formal organisation. It carries a simple and formal message. It transmits information about meetings, simple decisions, small departmental reports, and personnel matters among colleagues or between heads of departments and subordinates. When memos are more than one, it is termed as “memoranda” or simply ‘memos’. Memos inform, confirm, make decisions, a matter or record, transmit briefly and precisely information which otherwise might be confused or forgotten.

Usually memos are used in the following situations :

- (a) usually memos are using for conveying routine messages.
- (b) for submitting periodical reports.
- (c) for communicating changes in organisations
- (d) for issuing instructions to the staff
- (e) for confirming a decision made at phone
- (f) for calling explanation on some matter of conduct
- (g) for asking certain special information
- (h) for granting / with drawing certain permission to do something

## 16.3 MEMO FORMAT :

Memos are often written on printed form, containing the following headings.

1. The name of the company is usually contained in the letter head.

### DNR ENTERPRISES

Inter - Office Memo

No. : \_\_\_\_\_

To : \_\_\_\_\_

Date \_\_\_\_\_

From : \_\_\_\_\_

Sub : \_\_\_\_\_

(1) \_\_\_\_\_

(2) \_\_\_\_\_

Copies to : \_\_\_\_\_

Signature \_\_\_\_\_

2. The words “No” and “date” followed by colons indicating the Reference No. and date of writing memo. This used for further references.
3. The word ‘to’ followed by a column indicating the sender.
4. The word “subject” followed columns, introducing the topic of the memo. Below it details of the subject are written.

## 16.4 ADVANTAGES OF THE MEMO :

The memo has the following advantages

1. **Inexpensive** : Because of its hand to hand circulation within the organisation, it is inexpensive means of communication.
2. **Convenient** : It is convenient to write and read memo, as all headings like date, person, etc. are usually printed in standardized format. Therefore, memos take comparatively less time for writing transmission and reading than letters.
3. **Future reference** : Memos are usually stored in office files or in computer discs. As a result of their preserving they can be used for future references.
4. **Quick** : Memos ensure quick and smooth flow of information in all directions. With exchange of memo, the busy executives and employees can interact with each other without disturbing their routine.
5. **Establishes accountability** : As memos are records of facts and decisions, they establish the accountability. Therefore some organisations prefer to use memos even for small events and requests than telephone or verbal conversations.

### 16.4.1 Disadvantages of Memos :

Though writing memo provides the advantages of, convenience accountability and saving; yet it is not free from certain disadvantages stemming at emotional level. It is very common that people feel hurt when they are issued memo for something bad. Therefore, **Ronna Lichtenbeg**, suggests, if you don't have anything nice to say don't write it down in a memo. But there are certain extreme situations, where the question of fixing responsibility arises, memos have to be issued.

To bring a change in the organisation, issuing memos will not serve the purpose. Before issuing memos executives and employees of different levels should be involved. Remember the chain of understanding should always proceed the chain-of-command. This pollutes the organisational environment and creates cynicism which is harmful for the organisational growth and creativity.

## 16.5 HOW TO MAKE EFFECTIVE MEMOS :

A memo is written in easy language and direct style. Like reports, plain facts are narrated in direct and objective way. No attempt is made to create psychological impact or an emotional appeal to the reader. Writing memos is discussed in the following stages which a writer comes across in designing and drafting any written message.

**1. Pre-writing Stage** : In the pre-writing stage, the writer should :

- a) Identify the purpose of writing memos
- b) Determine the audience, the persons, for whom the memo is written
- c) Establish the scope of the subject
- d) Gather all references and data before hand

**2. Writing Stage : While writing memo :**

- a) Keep the purpose and reader's needs in mind
- b) Organise the facts in logical sequence

While writing memo the writer should follow the following guiding, points :

- 1) Gather all references and data before hand
- 2) Organise the facts in logical sequences
- 3) Get quickly to the point
- 4) Be accurate about the facts
- 5) Specify clearly the action to be taken
- 6) Use active verbs and positive tone
- 7) Avoid language which is too technical

**3. Rewriting Stage :** The last stage of memo writing involves review and revision of the first draft. This is done to make the memo brief, clear and vivid. While rewriting the first draft.

- a) Ensure the incorporate the most pertinent and essential information and eliminate the irrelevant part.
- b) Pay particular attention to the accuracy of facts, dates, name, figures, and other quantitative data.
- c) Correct the grammar, spelling and punctuation errors.
- d) Proof read the memo carefully and consider its fine get up.
- e) Check the distribution list to make sure that anybody who needs to see a copy, is not left out.

### 16.6 SPECIMEN MEMO :

Specimen memo by Managing Director to Sales Officer for customers complaint.

## **DHEERAJ AUTO'S Ltd., MUMBAI**

Date : 19-4-2006

To : Mr. Imtiyaz Ahmed, Sales Officer.

From : Mr. Mahavir Singh, M.D.

Sub : Mr. Sasnjay Chandhan's complaint

Mr. Sanjay came to my office yesterday and told me that he was not attended properly and had to wait for more than half and hour for his turn.

Perhaps the growing pressure in festival sessions was the main cause for not paying him proper attention and speedy service. During such days when the customer's rush increases it requires it requires higher efficiency greater concentration, more helping attitude and always smiling face to attend all customers within shortest possible time without affecting their satisfaction.

Hope persons like you, with enterprising and dynamic outlook, will appreciate the values of serving customers with zero complaint level.

Mahavir Singh  
(Managing Director)

**2) Specimen of inter office memo****CITY BANK Ltd., HYDERABAD**

Inter Office, Memorandum

Ref : MLB / HO /

Date : 21, June, 2006

From : General Manager

To : All Branch Managers

Sub : Introduction of Baby Bank Saving Scheme

As we have decided in last month in the managers meeting, we have introduced new savings scheme for children of 1 day to 13 years of age. After introduction, we have received several doubts on the scheme from different branches. I would like to clarify them again so that scheme can be implemented immediately.

1. It is only for children of below 1 year to 13 years.
2. Mother or father can open the account
3. Each account holder is given a doll of Duck. Coins if placed in its mouth, it takes them into stomach. Each doll is given a secret number which is confidential. When number is set in the keyboard in the stomach, door will be opened to collect coins.
4. Never reveal number to parents.
5. For regular depositors a gift will be given after the end of the first year.

Signature

(Ram Singh)

**16.7 OFFICE CIRCULARS :**

Circulars are the most common form of inter departmental communication, used to intimate and inform the group of employees. They are in fact letters or notices usually presented, cyclostyled and addressed to a number of persons in the organisation.

Office Circulars are issued to convey the same information to large number of employees of the organisation. They are either put on the notice board, or circulated among the staff and the signatures of the staff members are obtained on the staff list. The usual occasions requiring issue of circulars rechange in office working hours, revision of pay scales, change of rules, etc.

**16.7.1 Specimen, Circular informing the employees about revision of pay scales :****A C Enterprises**

Circular No. PFT / 19 / 45

Date : 21, June, 2005

Subject : Revision of pay scales

The management of the company is pleased to announce that at board meeting held on June 10, 2005, it was decided to revise the pay scales of all employees, keeping in view the overall inflation.

The basic pay will be follows :

	Previous Scale	Proposed Scale
a)	8,000 - 120 - 10,000	10,000 - 220 - 14,000
b)	12,000 - 420 - 18,300	18,000 - 600 - 24,000
c)	24,000 - 800 - 32,000	32,000 - 1000 - 40,000

The Dearness Allowances will be on the previous rates and house rent allowance will be at 15 percent of the basic and D.A.

These grades will be applicable with effect from Jan, 1, 2006. Arrears of Six months from Jan 1 to June 30, 2006 will be paid along with the salary of June, 2006 in the month of July, 2006.

The Company has also decided to grant all employees have travel concession facility on the basis of the Central Government L.T.C. Scheme without any deviation, with this, all employees can visit any place in India once in a block of four years in A.C. Chair Car or Deluxe Bus at company's expenses.

S.G. Ranadheer

(Managing Director)

**Specimen : 2**

## **HINDUSTAN LEVER LIMITED**

Hindustan Lever House, 165/166, Back bay Reclamation  
**MUMBAI**

1<sup>st</sup> May, 2006

Dear Shareholder,

Ref : Acceptance of Fresh Fixed Deposits : Regd.

We have great pleasure in informing you that your company has again started accepting fresh fixed deposits for the periods of 1 years and 3 years maturity. However, in view of the small limit now available for fresh deposits, it has been decided to accept deposits only at Mumbai mainly to provide an opportunity to those of you who could not participate in our earlier scheme. The deposits are now accepted only from resident individual shareholders, in multiple of Rs. 5,000/- with a minimum of Rs. 7,000/- per deposit.

An application form containing the terms and conditions and other statutory details is enclosed. In case you are interested in the above fixed deposit scheme, kindly send your application from duly completed along with the cheque / bank draft payable at Mumbai, urgently as the scheme will close on 10<sup>th</sup> June, 2006 or earlier as soon as the required amount is received by the company under this scheme.

Thanking you,

### **16.8 NOTICE :**

Notice is another important internal office communication device drafted to inform a message or information among employees in an organisation about work or office administrative information either by circulating it by a messenger or by fixing on a notice board. Thus notice is primarily official/ formal news carries to the members of the institution.



When the organisation is large in size with dispersed departments or sections it is not possible to circulate news among each member through a messenger. In bigger organisation with several employees there will be some information to be transmitted to every body or large section of the personnel. To satisfy these conditions, management exhibits notice in the notice board which is located in these areas where all the workers happen to pass by and able to watch it without fail, i.e., usually near entrance or in the office room.

Information to exhibit in notice board may be from higher authorities such as General Manager, Managing Director etc., to intimate policy matters and decisions relating to employees such as working hours, salaries, work load, holidays, benefits etc. But every information in the notice board should be from concerned authorities officially. Individuals or informal groups cannot use notice boards for their personal use.

The primary aim of notice is to communicate information quickly to a large number of employees. It is confined to the internal issues of the organisation / institution.

#### **16.9.1 How to draft a Notice :**

1. Notice board should be located in a prominent place.
2. It should be simple and direct in a common language in which all the employees can understand the news.
3. When it is from higher authorities it can be written on company letterhead or personal letterheads with company name and address.
4. Board should be fixed in such a way the information on the board is not destroyed by rain, fog or by people.
5. Every notice should bear date and signature of the person who is communicating the information.

When an very important notice is exhibited, it should be accompanied by information to informal groups or leaders of union by the makers of the notice. For example change in timetable or working time can be informed to college union leaders so that no student misses the notice.

#### **Notice : Ex : 1**

### **LOYOLA COLLEGE (Autonomous) VIJAYAWADA**

Dt. 1, March, 2006

#### **Notice for Students**

It is to inform all degree final year students that, it is decided by the council members in the meeting to conduct VI semester examinations from April 2, 2006. Time table will be announced two weeks before the date of examination. The examination cell will inform you about examination fees particulars, dates and time for the payment of fees.

Signature  
xxxxxxx  
Principal

Notice : Ex : 2

## CRANE BETEL NUT POWDER WORKS

Sampath Nagar, GUNTUR - 522 004, A.P., India

2, May 2006

### Notice

It is to inform that all members those who availed loan facility under P.F. Loan scheme and education loans to children during 2005-2006 (end of May 2006) are requested to collect receipts from the loan section of finance department on or before 10<sup>th</sup> May 2006. Those who have to pay last month dues are reminded to pay it immediately it was not deducted from your salaries.

Signature  
Finance Manager

### 16.9 SUMMARY :

Inter - Office Correspondence is communication links between different sections and among personnel of an organisation. It may be in the form of oral communication or written. Important modes of written communication are :

**Memos or Memorandum :** A memorandum is plural form of memo. It carries a simple and formal message within an organization about simple messages routine information, reports explanations etc., Memos are simple, convenient, quick and cheap compared to other modes. For regular circulation, printed memos are used. Memos offer an advantage of permanent recording of the transactions.

**Office Circulars :** These are the most common form inter departmental communication, used to intimate and inform the group of employees.

**Notice :** Notice is another communication devise prominently used to communication information to large section of the employees / group of people either by circulating it or by exhibiting it in the notice board.

### 16.10 TECHNICAL TERMS :

Memorandum	:	Note to help the memory, informal letter
Allowance	:	Grant, Emolument
Deed	:	Contract, Title, Transaction
Quotation	:	A reply stating the price and terms of sale
Dividend	:	The part of the profits which is divided among the shareholders of a company

### 16.11 SELF -ASSESSMENT QUESTIONS :

1. What is memorandum ? Explain its features and importance with the help of a model memo.
2. For what purpose memos are used ? Draft a specimen memo asking for explanation to sales officer for customers complaint ?

3. Write an office circular stating opening of a new branch with launching of a new product.
4. Draft an imaginary notice agenda and minutes for a meeting of finance committee of a business organisation.
5. Write an easy on inter office communication modes.

#### **16.12 REFERENCE BOOKS :**

1. Balasubrahmanyam. M., *Business Communications*, Kalyani Publishers, New Delhi, 1996.
2. V.B.M. Das, *Business Correspondence and Report Writing*, Kalyani Publishers, New Delhi, 2005.
3. Varinder Kumar, *Business Correspondence*, Kalyani Publishers, New Delhi, 2001.

**- Dr. D. NAGESWARA RAO**

## LESSON - 17

# INTRODUCTION OF BUSINESS REPORTS

### 17.0 OBJECTIVES :

This lesson enables you to gain familiarity with

- ◆ Reports concept, meaning and features
- ◆ Objectives and importance of reports
- ◆ Functions of reports
- ◆ Types of reports

### STRUCTURE :

- 17.1. Introduction
- 17.2 Concept and meaning of a report
- 17.3 Features of a report
- 17.4 Objectives of a report
- 17.5 Essentials of a good report
- 17.6 Importance of reports
- 17.7 Functions of reports
- 17.8 Types of reports
- 17.9 Summary
- 17.10 Technical Terms
- 17.11 Self-Assessment Questions
- 17.12 Reference Books

### 17.1 INTRODUCTION :

Information plays pivotal role in running any kind of business activity. Managers at all levels require information to take decisions and help others to take decisions as well. For example a Chief Executive Officer of an organization require information from almost all departments if he wants to consider the expansion of the existing capacity of the unit. Similarly he may require information to motivate employees, schedule working hours, or solve customer complaints. Such information needs to be sent in the form of reports. In this lesson, we study in detail about the reports, their features, importance, functions and types.

### 17.2 CONCEPT AND MEANING OF A REPORT :

Report is a form of written or oral communication. It consists of elaborate details. It presents information in support of a specific purpose. Though some reports are given orally, many are presented in written form. An individual and a team of members can develop report.

The term report is derived from a Latin word "Reportare" which mean 'to carry back'. Thus a report brings back the issues existing or happened, to the notice of managers in the form of description and analysis of related facts.

According to C.A. Brown, "A report is a communication from some one who has information, to some one who wants to use that information".

Thus a report is a form of communication, prepared to present specific information in a systematic and analytical way using facts and information to draw conclusions and recommend suggestions to satisfy pre-determined objectives to an authorized person.

Like any type of communication medium, report is only as effective as the person designing and writing it. Since managers have many opportunities to write and submit reports in their career, they have to develop skills to write good reports.

### 17.3 FEATURES OF A REPORT :

The following are the important features of a report.

1. A report is primarily a formal *written or oral communication* prepared to convey specific information to a group of persons or an individual who is authorized to receive it.
2. It is *an analytical and descriptive* in nature. It consists of systematically processed data along with pictures, illustrations, tables, graphs etc. to make the receiver understand easily.
3. A report is generally *prepared based on certain writing principles*.
4. Irrespective of the size, all reports are homogenous in framework and objectives.
5. Report is *supply of systematically arranged and analyzed information* to the desired person or persons. It is not an exchange of information and feedback plays no significant role.
6. Generally, *reports are prepared in exhaustive manner*. A reporter collects data, consults different experts, refers books and records, processes the data and then writes a report.
7. Reports are also *descriptive in nature*. Feelings and emotions of the writer are not included in a written report.

### 17.4 OBJECTIVES OF A REPORT :

Generally, reports are prepared with the following objectives :

1. The main objective of a report is *to communicate the facts* in an elaborated way to those who are authorized to receive it.
2. A reports is also aims at *presenting more reliable and factual information* without giving scope for personal bias or emotions.
3. Another objective of a report is its effectiveness. An effective report bases on analytical approach.
4. Based on the processed data, *drawing conclusions and making suggestions* are also among the objectives of a report.
5. Logical appearance of information is another objective of a report.

### 17.5 ESSENTIALS OF A GOOD REPORT :

A good report should have the following qualifications or qualities.

1. **Facts** : A report with facts is said to be a good one. It should be developed on the basis of facts which the writer may agree or not and the ideas with which his opinion coincides or not.
2. **Clarity** : A good report should be free from doubts, confusion and misunderstanding. Thus, clarity is the basic requirement of the report.

3. **Accuracy** : The information in the report should be correct and exact. A report based on inaccurate data and information is useless and sometimes may prove dangerous. Accuracy in report analysis can be tested with some statistical tools.
4. **Simple and direct** : A good report is always simple and direct in its style. Unnecessary jargons and irrelevant matters should not be part of the report. Language should be simple and free from complex sentences, phrases and long statements.
5. **Coherence** : A report consists of different elements like data, facts, information, ideas, objectives, analysis, findings, conclusions, suggestions or recommendations etc. All the items are to be presented in systematic and logical fashion to prepare a meaningful and good report. Every element is to be linked to each other with logical connections. In the absence of coherence, the report becomes meaningless and useless.
6. **Relevance** : Unnecessary and bulky matter with good writing skills is of no use. The matter in the report should be relevant and minimum in size. Irrelevant information makes the report ineffective as it causes confusion and leads to misleading conclusions.
7. **Attractive** : A good report should attract the person or persons whom it aims at. The reader should be attracted to read the report completely and interestingly. It means that the report should be at par with the understanding level and absorption capacity of the reader.
8. **Practical recommendations** : A good report should consist of practical recommendations. Vague or impractical recommendations make the report useless. Recommendations in the report should be practicable, suitable and easy to implement or achieve.
9. **Absence of personal opinion** : Writer's personal opinion should not be a part in the report. In case when facts are not available on certain issues, then the writer may rely on expert opinion or consolidated group opinion.

## 17.6 IMPORTANCE OF REPORTS :

Reports in business organizations are inevitable. We cannot dare to think any business organization running without reports. These are most widely used communication techniques of modern business. They serve various purposes to the users. They are given as follows :

1. **Helps in decision-making** : A suitable and informative report may help a manager to make effective and timely decision. A report consists of information relating to pros and cons of each and every alternative and thus facilitates the manager to select the best one.
2. **Help in policymaking** : Reports help policy makers to frame policies on certain important aspects. Reports guide them to draft good policies.
3. **Work as best input** : It is felt that for running business or industry efficiently the skill of report writing is as necessary as good equipment and quality raw material. Many entrepreneurs believe that for smooth running a business reports are essential as basic inputs.
4. **Helps in executing managerial functions** : Report works as a strategic element to execute managerial functions such as planning, organizing, staffing, leading, and controlling. Without relevant reports, we cannot think of execution of any managerial function at any stage.
5. **Help in understanding the market** : Reports relating to consumers' opinions, competitors' strengths etc. help the organization to understand the exact market position. Decisions relating to many marketing related aspects can be taken based on the relevant reports.

6. **Helps in handling critical situations** : In case of critical situations, the organization may appoint an expert committee to study the situation and submit a report with its recommendations and observations. These reports and their recommendations help the management to move in a right direction and come across critical situations.
7. **Help in evaluation** : Reports help in evaluating many activities, performance etc. in different situations.
8. **Work as valuable source** : Good reports help the organization in many ways. They help in identifying gaps in thinking and gaps in functioning.

### 17.7 FUNCTIONS OF REPORTS :

Reports perform the following functions :

1. **Control** : To manage and control the organization, managers may ask for reports. For example, many automobile manufacturers use inspection and test reports to manager and control the quality and efficiency of automobile production. Through this type of progress reporting a manufacturer is immediately made aware of problems, and can stop production until corrections are made and quality is ensured.
2. **Inform** : Many reports are used strictly to report raw data or information without any accompanying analysis or interpretation. Such reports are called informative reports. When authorities are most interested in data, and less interested on the opinions and results these types of reports are required.
3. **Analyze** : Reports with analysis are called analytical reports. They help unformed or inexperienced readers understand technical data.
4. **Persuade** : Reports can also change attitudes or to motivate the reader or receiver to action. A report writer ability to influence upper management depends on his colleagues, his superiors, and his level of access to those people. Persuasive reports offer an excellent opportunity for demonstrating the report writer's ideas and plans to superiors.

### 17.8 TYPES OF REPORTS :

There are many types of reports based on their nature, context, mode of preparation, need, the writer and the receiver, duration etc. They may be different in their style, tone, form and size. A report may be small running one or two pages or big running in hundreds of pages. Thus the scope of reports is very wide and any written or oral communication with the features of report can be listed under the category of reports. Here, we discuss about only business reports as part of our lesson objective.

The following are various types of business reports.

1. **Memos** : One of the primary forms of communicating internally in an organization is the memo. A memo is a type of report that can be used for many purposes, but is commonly used for informal and short messages. A personalized message on a notice board is also a memo. In other words, memos are used for general, public information within the organization or department. For example, through a memo the organization may ask the employees to provide information on an upcoming organization sports meet. Similarly, a memo can also be used to congratulate an individual employee for his better performance in attaining the target fixed.

- 2. Progress reports :** A progress report provides up-to-date information about a major project. It is also known as status report. For example, marketing companies use progress reports to report on supply and demand issues, and sales managers use progress reports to report on increases or decreases in sales. The progress report usually includes information about what has been accomplished since the last report, any problems that have developed, budget information, to learn the progress of a project quickly.

The *exception report* is a special type of progress report. It informs a supervisor about deviation from normal operations. When something happens in contrary to expected production or policies, an exception report conveys information about the change, and gives suggestions for handling the change, or requests for instruction.

- 3. Justification reports :** A justification report proposes a change in procedure, policy or company plan. This report is used to justify reasons for the proposed change. This report starts with justification or reasoning for change and closes with a request for action.

A *feasibility* report is a specific justification report. In this report, the reasoning is not simply mentioned, but is researched and analysed. This report analyses a project that is under consideration and makes recommendations about the possible success or failure of that project.

- 4. Compliance reports :** Business organizations doing business with government agencies need to send compliance reports mentioning that the organization is complying with government regulations. The compliance reports require little data analysis and report simply the necessary data to the government agency. The agency generally provides the guidelines for preparation of the report.

- 5. Policies and procedures :** Policies are general statements or understandings, which guide in decision-making. These are guidelines and built into the organizational hierarchy.

Procedures are plans that establish a required method of handling future activities. They deal with the exact manner in which certain activities must be accomplished.

- 6. Minutes :** Minutes are official records of a meeting. These can be helpful for legal purposes. Minutes are a point-by-point account of the business meeting and are helpful for those unable to attend a meeting. They are also useful for reminding those who were at the meeting of specific issues that were covered.

- 7. Annual reports :** Companies issue annual reports to shareholders, security analysts, employees, customers, suppliers, and often the general public. The main purpose of an annual report is to provide up-to-date information and create favourable impression among the key audiences. Indian Companies Act provides guidelines for preparing annual reports. Companies release these reports every year after duly audited by chartered accountants.

## 17.9 SUMMARY :

Reports play an important role in any business organization. A report brings back the issues existing, to the notice of managers in the form of description and analysis of related facts. Reports have certain general features like - written or oral communication, analytical and descriptive in nature, systematically arranged information. Reports are prepared to communicate facts elaborately, to present more reliable and factual information, to draw meaningful conclusions and to give useful suggestions. A good report should have facts, clarity, accuracy, relevance, and coherence etc., qualities.



Reports help in decision-making, policymaking, executing managerial functions and many more activities. Further, reports perform various functions viz., control, inform, analyze and persuade. Thus, the importance of reports in business organizations is very high.

Reports are various types viz., memos, progress reports, justification reports, compliance reports, policies and procedures, minutes and annual reports. According to the situation each type of report is useful to the organization.

House journals are the periodicals or magazines of an organization meant for internal distribution. They consist of many matters relating to the company and its employees.

### 17.10 TECHNICAL TERMS :

Report	:	A form of communication, prepared to present specific information in a systematic and analytical way using facts and information
Memo	:	A type of report commonly used for informal and short messages.
Exception Report	:	It informs a supervisor about deviations from normal operations
Feasibility Report	:	It makes recommendations about the possible success or failure of a project

### 17.11 SELF -ASSESSMENT QUESTIONS :

#### Very Short Questions :

1. What is a report ?
2. What are the objectives of a report ?

#### Short Questions :

1. What do you mean by a report ? Explain its features.
2. What functions reports perform ?

#### Essay Questions :

1. Bring out the essentials of a good report.
2. How reports are important to a business organization ?
3. Explain various types of business reports ?

### 17.12 REFERENCE BOOKS :

1. V. Balamohandas and C. Satyavathi, "*Business Correspondence and Report Writing*", Kalyani Publishers, Ludhiana, 2005.
2. O'Hair and others, "*Business Communication - A framework for success*", South Western College Publishing, 2001.
3. Rai and Rai, "*Business Communication*", Himalaya Publishing House, Mumbai.

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## LESSON - 18

# STRUCTURE OF BUSINESS REPORT

### 18.0 OBJECTIVES :

After studying this lesson, you should be able to understand :

- ◆ Importance of business reports
- ◆ formate of report
- ◆ body of the report
- ◆ important elements

### STRUCTURE :

- 18.1. Introduction
- 18.2 Front or Entry Section
- 18.3 Body of the Report
- 18.4 Last Part of the Report
- 18.5 Summary
- 18.6 Technical Terms
- 18.7 Self-Assessment Questions
- 18.8 Reference Books

### 18.1 INTRODUCTION :

Business reports like business letters are formalised written communication devises, due to wide usage and popularity, they became universally accepted means of communication. During its evolution, due to wider acceptability, the report writers developed a broader frame work to structure a report to make it adaptable and acceptable universally.

### 18.2 FRONT OR ENTRY SECTION :

If a report is small and informal, it is not necessary to adopt the format, but some elements of the structure are to be included. All the parts and elements are arranged in a logical sequence, which is adopted exactly by the authors of the reports. They are :

#### I. First or front section or entry part

1. Cover
2. Title Page
3. Forwarding
4. Preface
5. Acknowledgements
6. Table of Contents
7. List of Graphs, Tables etc
8. Summary

#### II. Body of the Report or Middle Section :

1. Introduction
2. Hypothesis
3. Assumptions

4. Limitations
5. Analysis & Description
6. Conclusions
7. Recommendations

### III. Last Section :

1. Appendices
2. References
3. Bibliography
4. Glossary
5. Index

### I. Entry Part of the First Section :

As the name indicates it is an entry part for the reader to understand what the report is and about what ? This part consists of certain formally required elements and a view about the report.

#### 1. Cover :

The outer wrapping is the first layer of communication. A report is usually a store house of valuable information, composed after a hard work of one or for several days, sometimes months. Report number if necessary. If it is a practice of writing periodical reports, for easy identification number is mentioned on the top right hand corner or top middle. Title of the report is to be given in short and full on the top centre of the page balancing the space equally. It may be one or two lines. A lengthy title confuses the reader. Title should specify what the report is and about which topic it is written.

#### 2. Forwarding Letter / Transmittal :

In a formal report, the opportunity to sound human, even personal, occurs chiefly in one spot. That spot is the transmittal letter or memo. It is the quick communication, while says the work is done and the results are read in finished form. A forwarding letter is a covering letter, which gives an introduction of the report to the person, or the institution, which receives the Report. It is printed immediately next to title page.

#### 3. Preface :

The preface is an introduction to the report giving a brief account of the reasons to take up the study and troubles encountered to complete it. It is important to mention some of the prominent points given in the introductory letter and related facts. Preface is to be restricted to one or one and half page.

#### 4. Foreword :

Some reports contain foreword, which follows the preface. It is different from preface. The author, who says about the nature, structure and importance of the report, writes preface. Foreword is written by the third party (not the receiver) who is expert in this area.

#### 5. Acknowledgements :

A report is an output of a person or teams hard work supported by number of people, institutions and teams. It is a beautiful ethics to acknowledge publicly and openly, the names of the persons and institutions for their help, support and cooperation. Usually, author wishes to express his gratitude to the authorities who assigned the task, the guide, the heads of institutions, names of specific persons who rendered help, colleagues, team numbers, authors and publishers of books, journals etc.

## 6. Table of contents :

Table of contents is a list of topics covered in the report given along with page numbers. It acts as a route map for the readers to pass through and reach the exact point, which they desire particularly when they are new to the topic and when report is complex.

## 7. List of tables, charts and diagrams :

If the statistical tables, graphs and diagrams are used in the report, a separate list is to be prepared for them and printed in the following pages of contents. It facilitates easy reference to the readers.

## 8. Summary :

If the report is long and complex with chapters, graphs, tables illustrations etc, it takes very long time for the reader to understand the report. If the receiver of the report is a top official, he cannot spare required time to complete the reading of the reports. Thus the author writes a summary of it which is printed next to the table of contents.

## 18.3 BODY OF THE REPORT :

Body of the report is the main part which contains total study, background and base for drafting conclusions and recommendations. Compared to entry part and exist section, it is more elaborate with detailed descriptions. Depending on the nature and scope of the study, it may run through hundreds of pages. Body of the report, if it is large and complex, is divided into different chapters with separate titles. For the convenience of discussion it can be divided into four major parts. Introduction, Analysis, Description, Conclusions and Recommendations.

**1. Introduction :** Introduction is the first chapter in a report. It introduces the subject matter to the reader to make the report familiar.

**2. Hypothesis & Objectives :** The writer states the hypothesis of his study in the form of statements. It gives detailed list of objectives with which he conducted the study and drafted the report.

**3. Assumptions :** Report is a result of intensive work done by the report writer. He works on certain assumptions which facilitates him to develop his study. Assumptions may not be exact facts but are near to facts.

**4. Analysis and Description :** This is the core part of the study. Here the report writer analysis the data through use of certain statistical techniques tables of data, groups and illustrations to discuss the topics and explain the subject matter with support studies.

**5. Conclusions :** After completing the analysis of data and with its support discussions on concepts, a writer finds some outcomes in the form of his findings of the study. On the basis of his study, its objectives, he draws conclusions. Conclusions are drawn strictly on the basis of the study, his observations, experiences and discussions.

**6. Recommendations :** It is not compulsory or obligatory for the writer to add recommendation. Some reports as periodic, routine or informative reports, do not bear recommendations. Therefore it is not a compulsory part of report. If recommendations are necessary in a report, they are to be framed in simple, direct and easy language.

## 18.4 LAST PART OF THE REPORT :

**1. Appendix :** All the supportive materials, documents, subject related illustrations etc., are filed under the list of appendix which is not a part of report.

**2. References :** A report writer might have referred books, journals and reports, which he quotes in his report. In reference, name of the author, page number, name of the book and publishers are to be mentioned.

**3. Bibliography :** It is the list of books, journals, papers, reports etc., referred before and during the drafting of the final report. It helps the reader for further references or to undertake further studies.

*Example :* Agarwala, K.N.K., *Communication Skills*, Satya Publishers, 1.41, L.B. Shastri Road, New Delhi - 11, 2008.

### 18.5 SUMMARY :

Business report, if it is a large complex and important report, is to be drafted in a structure which is adopted universally. The structure consists of three major parts.

1. Entry part or front section consisting of important elements such as cover, title page, forward, letter, preface, acknowledgements, table of contents, list of graphs, tables and summary.
2. Body of the report contains introduction, hypothesis, objectives, assumptions, description, analysis, conclusions and recommendations.
3. Last section is composed of appendices, references, bibliography, glossary and index.

The structure gives professional appearance to the report and the writer may not forget to include important part if he follows the structure carefully.

### 18.6 TECHNICAL TERMS :

Forwarding	:	Covering letter, which gives an introduction of the letter
Contents	:	Main headings of the report
Analysis	:	Analytical explanation
Bibliography	:	List of authors
Glossary	:	Meanings of difficult words
Acknowledgement	:	Thanks, or gratitude of helping persons

### 18.7 SELF - ASSESSMENT QUESTIONS :

#### A. Short Answer Questions :

1. Write a short notes on the first part of a formal letter ?
2. What is the importance of Summary in a report ?
3. Define the references, bibliography and glossary ?
4. What are the main elements that constitute body of the business letter ?

#### B. Long Answer Questions :

1. What is the importance of using a standard structure for a formal report ? Explain different parts of structure of report with example ?
2. Explain the structure of a formal business report and draw the outlines of a model structure for a report ?
3. Discuss different elements that constitute structure of a business report.

### 18.7 REFERENCE BOOKS :

1. R.C. Sharma & Krishna Mohan : *Business Correspondence and Report Writing*, TATA Mc Graw Hill, Publishing Company Ltd., New Delhi, 2001.
2. Prof. V.B.M. Das & Others : Kalyani Publishers, New Delhi, 2003.
3. V.K. Jain & Om Prakash Biyani, *Business Communication*, S.Chand & Co. Ltd., New Delhi, 2007.

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## LESSON - 19

# DRAFTING A REPORT

### 19.0 OBJECTIVES :

After studying this lesson, you should be able to understand :

- ◆ importance of drafting of a report
- ◆ planning of a report
- ◆ collection of primary and secondary data
- ◆ principles to be considered, while preparing a report

### STRUCTURE :

- 19.1 Introduction - Importance of Drafting of a Report
- 19.2 Pre-drafting stage of a report
- 19.3 Planning of a report
- 19.4 Collection of data and information
  - 19.4.1 Primary Data
  - 19.4.2 Secondary Data
  - 19.4.3 Analysis of Data
  - 19.4.4 Organisation of information
  - 19.4.5 Make a rough draft
- 19.5 Principles to be considered
  - 19.5.1 Style
  - 19.5.2 Language
  - 19.5.3 Choosing right words
  - 19.5.4 Framing sentences
  - 19.5.5 Use of Statistical techniques
- 19.6 Summary
- 19.7 Technical Terms
- 19.8 Self - Assessment Questions
- 19.9 Reference Books

### 19.1 INTRODUCTION - IMPORTANCE OF DRAFTING OF A REPORT :

Business documents must be carefully prepared with care and use effective sentences to attract to the readers. The researcher has to collect the facts and decide on the style of preparation, take into account of the recipients need and purpose of the report. Preparation of report takes time and hard work.

### 19.2 PRE-DRAFTING STAGE OF A REPORT :

It is the preparatory stage to write a report. A writer may be intelligent and highly skilled in communication and language but he cannot produce a report from the air or his imaginative and creative skills without a base. He requires information, data and evidence, on which he can develop a report. The following is the preparatory process to write a report.

- A. Planning Stage
- B. Action Stage

- C. Preparing rough draft
- D. Making of final draft

### 19.3 PLANNING STAGE :

Once the writer is equipped with terms of references and other details from authorities and office files etc., he should decide the following concepts for his clarifications.

- ✱ Define the objectives
- ✱ Define the scope
- ✱ Define the need
- ✱ Identify and define the readers of the report
- ✱ Identify the source of information

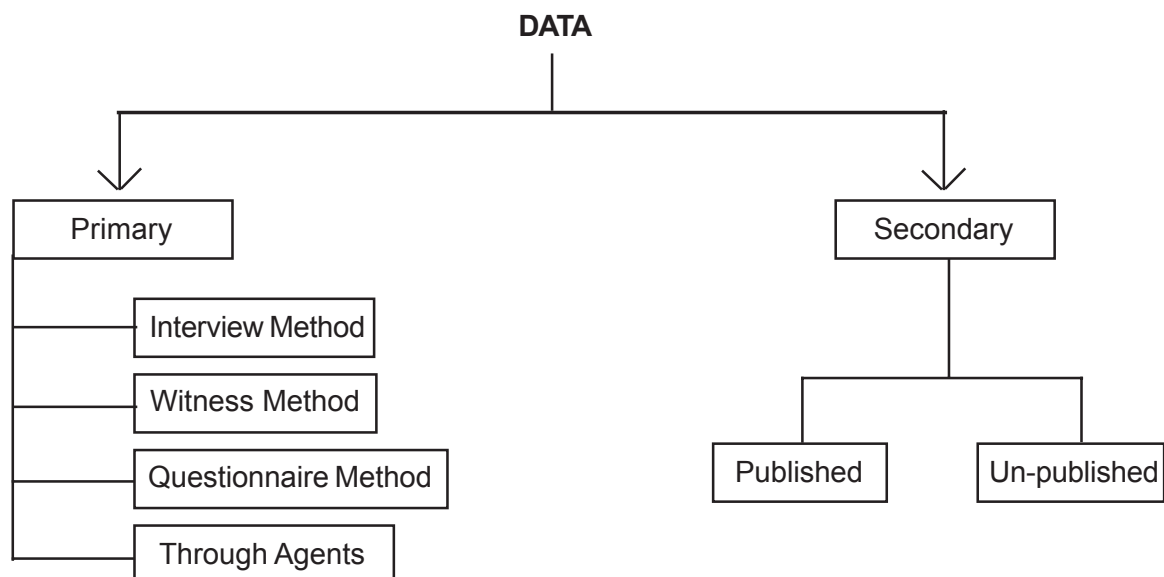
### 19.4 COLLECTION OF DATA AND INFORMATION :

The collection of data refers to a purposive gathering of information relevant to the subject matter of the study from the units under investigation. The author or report collects the data from the identified sources (sample or units under investigation) may be from primary or second sources. The data collected from the published source is secondary data. The data collected directly from actual source during the course of study is primary data.

#### 19.4.1 Primary Data :

Primary data is collected through different sources.

- ✱ Investigator collects information through observing the situation.
- ✱ Interview method : Face to face conversation gets the required information.
- ✱ Appointing agents in another method to collect the information.
- ✱ Using questionnaires and gets information.
- ✱ Witness method : Enquiring from who are not directly involved.



### 19.4.2 Secondary Data :

Sources of secondary data is from published and unpublished works from universities, research institutions, national organisations such as RBI, IIFT, IMF, UNO, World Bank, International Chambers of Commerce etc. It is a reliable source for reference.

### 19.4.3 Analysis of Data :

After collection of data from different sources, it is to be classified according to similarities and tabulate them in systematic tables. He should take into consideration only necessary data and other information should be edited. After editing the data, he can make use of statistical techniques such as, average, ratio, correlation, regression etc. He should select simple and suitable techniques for analysis of data.

### 19.4.4 Organisation of the information :

Now the investigator is equipped with the necessary information. It is to be organised in a logical way to make use of it in his report as a supportive study. The information guides him to identify key points, essential items and to draw conclusions. Depending on the important findings of the analysis and conclusions he writes recommendations and guidance for future studies.

### 19.4.5 Make a rough Draft :

Preparation of a report requires skill and knowledge of communication, language and the area of investigation. It is a formal report, it becomes a document once it is completed. A report some times influences the working of an organisation very drastically therefore outline of the information and a rough draft is to be prepared before drafting the final report for submission.

## 19.5 PRINCIPLES TO BE CONSIDERED :

1. The report should be strictly designed with in the prescribed or selected formal, because the receiver may be familiar with a particular format / structure.
2. Follow exactly the objectives specified.
3. Material collected to prepare the final report and the supportive studies are to be arranged to logical sequence according to the objectives of the study.
4. Material for report consists of mass data and complex topics, which are to be coordinated very tactfully to give them a logical and meaningful appearance.

*Example :* Title : A Study of importance, problems and economic value of Retailing; with special reference to Guntur District, Andhra Pradesh.

### Objectives :

1. to ascertain the problems of retail traders.
2. to examine the magnitude of each problem.
3. to identify the reasons for each problem and thereby.
4. to suggest appropriate measures to resolve the problems faced by retailers.

### 19.5.1 Style :

Style is a particular design or manner in which things are exhibited or people are dressed up or communicator writes and speaks. The term style is not precise to define in the context of writing due to variety of its application. 'Style is dress of thoughts' and is unique in itself as a man the creator of report is unique.



### 19.5.2 Language :

Majority of business reports drafted in English because only large scale enterprises and corporate entities require reports, which operate at the national and international level. Research reports of universities should also be drafted in English. English being a foreign tongue, the writer need to master the language to draft a clear, simple and direct report.

### 19.5.3 Choosing right words :

If the reporter is sensitive to the slight variation in the meanings of words meanings of the words depend on how the reader responds to it. Each word is developed and introduced to provide suitable meaning to a context. Therefore, they are close to the meaning but not exactly same.

### 19.5.4 Framing Sentences :

Sentence is a congregation of meaningful words arranged in a logical and meaningful way, to convey information in full. But a sentence requires additional skills, i.e., grammar to make a sense in it. To construct an effective sentence, the writer should take care of its structure, length, tone, words, grammar, punctuation and suitability. Sentence being a unit of paragraphs, the effectiveness of a report depends on how well a sentence is constructed.

### 19.5.5 Use of Statistical Techniques :

While preparing a report, the author supports his information with suitable data, which is collected from different sources. The data is processed by certain techniques and presented in the form of condensed figures. To make it more simple and attractive, he can make use of different statistical aids such as, graphs, graphical diagrams, charts, pictures, and maps etc.

## 19.6 SUMMARY :

A report is an outcome of intensive investigative works of the author. A report to be perfect should be constructed on certain principles and scientific process. It includes planning of the study, where the writer has to define the objectives, scope, need and audience of proposed report for successful completion according to the pre-determined targets.

Primary data may be collected from various sources such as, interview method, through witness, through agents and by using questionnaires. While using secondary data, the writer should be careful before selecting it. The data should be relevant and suitable. The collected mass data is to be analysed and organised for preparing report. While preparing the report different supportive techniques, graphs, diagrams, etc, can be used. After making necessary corrections the final report is prepared.

## 19.7 TECHNICAL TERMS :

Primary Data	=	The investigator collects the data from the identical sources (sample units), empirical study
Secondary Data	=	Data collected from Books, Journals, Periodicals, Govt. Publications
Drafting	=	Preparatory State of report.

## 19.8 SELF - ASSESSMENT QUESTIONS :

1. Give a detailed account of a planning of a report ? Support your answer with suitable examples.
2. How do you draft an effective report ? Give examples ?

3. What is a report ? Explain the process of drafting a formal report.
4. What are the methods of collecting primary data ?
5. Conduct an opinion study of students of T.V. programmes and draft a report.

### **19.9 REFERENCE BOOKS :**

1. Prof. V. Balamohandas & L. Satyavathi, *Business Correspondence and Report Writing*, Kalyani Publishers, New Delhi, 2005.
2. R.C. Sharma & Krishna Mohan : *Business Correspondence and Report Writing* : Tata Mc Graw Hill - Publishing Company Ltd., New Delhi, 2001.

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## LESSON - 20

# COMMON ERRORS IN REPORT WRITING

### 20.0 OBJECTIVES :

After studying this lesson, you should be able to understand :

- ◆ know the meaning, errors, and importance
- ◆ planning Stage
- ◆ contributor to errors
- ◆ calculations of data
- ◆ check errors in report writing

### STRUCTURE :

- 20.1 Introduction
- 20.2 What is an error
- 20.3 Planning stage - Probability of errors
- 20.4 Collection of Data
- 20.5 Editing of Data
- 20.6 Analysis and Calculation of Data
- 20.7 Errors in interpretation information
- 20.8 Need to check
- 20.9 Summary
- 20.10 Technical Terms
- 20.11 Self - Assessment Questions
- 20.12 Reference Books

### 20.1 INTRODUCTION :

Errors are unintentional mistakes creep into the routine activities of man. It is believed that one of the important sources of human errors is 'negligence', Error if not detected in time may cause monetary loss and damage the goodwill of the reporter and reporting firm. Sometimes a simple errors may be primary cause for disaster. Errors are viewed by experts as proof of inefficiency and symbol of low quality standards. Therefore, people who aim at perfection, work for error free activities.

### 20.2 WHAT IS AN ERROR :

Error is an innocent mistake committed due to negligence or any other reason. Dictionary defines error as something inaccurate or incorrect and is the discrepancy between actual value and estimated value. According to L.R. Connor, "Error is the negative deviation from expected or estimated performance or value or outcome of a task.

### 20.3 PLANNING STAGE : PROBABILITY OF ERRORS :

I. Wrong Definitions : If objects, problems, units of measurement, scope of report, techniques to be used are not defined accurately and if the reporter neglects to understand them exactly, it creates space for errors in the report.

### 20.4 COLLECTION OF DATA :

This is the major contributor to errors in report, if the report writer is not sensitive to slight deviations, possibility of errors at this stage are due to :

**Human bias :** A report writer continuously contact different informants and experts to obtain data, information, opinion or advice to frame final report. It is human instinct to explain a fact along with his bias and assumptions.

**Prejudice of Reporter :** Either to make the report an attractive piece of writing or to convince the readers of the report. The reporter colors the facts with unnecessary information, which may be misleading. The prejudice and desires of the investigator become too often unconsciously woven into the fabric of his conclusions.

**Inaccurate Questionnaire :** To obtain information or data, the report writer uses a series of questions. If they are not suitable and accurate, it leads to wrong information. Selection of questions is to be made as perfectly as possible to avoid errors at this stage.

**Negligence :** Laziness to obtain total information creates information gaps. These gaps are to be filled with false data. Half information is a great source of mistakes and errors.

**Secondary Data :** Errors may arise in secondary data if it is not suitable, out dated, below standard and insufficient. To avoid problem of errors reporter should study the information in the light of objectives set for report writing.

## 20.5 EDITING OF DATA :

Editing is a process of deleting unnecessary information according to the objectives and scope of report. Errors creep into this stage if editing is not planned properly and processed with great care. Simple negligence at this stage may overload the report with unnecessary information or create vacuum in the report by losing essential information. To avoid errors at this stage, the reporter should master the subject matter with a clear vision of his target.

## 20.6 ANALYSIS AND CALCULATION OF DATA :

Errors at this stage may arise in calculation or due to wrong feeding into computers, particularly when data is complex and large. Errors at this stage may be traced by observation and counter checking. But some errors may not be detected even after completing the report. Errors may arise while observing the report.

## 20.7 ERRORS IN INTERPRETATION OF DATA / INFORMATION :

**Generalisations :** Certain concepts may be developed on generalisations. Which are not true when applied to the context of reports. Such generalisation lead to wrong conclusions. e.g. Girls do not prefer to ride vehicles.

**Misunderstanding key concepts :** If the key concept of the report is not clear to the writer, the report cannot fulfill its objectives. Writer by mistake may assume the meaning and purpose of the concept or a term in different way.

**Selection of Wrong Parameters :** To make a study or to assess the situation, the report writer should select suitable parameters. Failure to select a suitable one, leads to errors in reporting the information.

**Wrong usage of terminology :** Due to lack of language skills or negligence, if writer uses a wrong word, it leads to misunderstanding.

**Printing and Typing mistakes :** Such as leaving gap between letters of words, writing / fort etc are some of the errors in writing report.

**20.8 NEED TO CHECK :**

Error free reports are to be the objective of the writer. Therefore, the report writer should reduce the errors while he preparing the final report. In every step of preparation of report he should take care of errors free reports. The authorities who entrust the task of drafting report should take care from the beginning of the report writing.

**20.9 SUMMARY :**

Hundred percent error free may not be a possibility but error less report is possible if due care is taken by the writer and the authorities. An erroneous report degrades the efficiency of result. Therefore, every report should aim at a perfect report.

**20.10 TECHNICAL TERMS :**

Error	:	Error is a innocent mistake committed due to negligence
Human bias	:	Writer own point of view and add his assumptions, expectations and feelings

**20.11 SELF - ASSESSMENT QUESTIONS :**

1. Explain the need to reduce errors in a report. Define your arguments with suitable examples.
2. What is an error ? Explain the sources of error and need to check them in drafting a report.
3. How to reduce the intensity of errors in report writing ?

**20.12 REFERENCE BOOKS :**

1. Balamohandas & L. Satyavathi, *Business Correspondence and Report Writing*, Kalyani Publishers, New Delhi, 2005.
2. R.C. Sharma & Krishna Mohan : *Business Correspondence and Report Writing* : Tata Mc Graw Hill - Publishing Company Ltd., New Delhi, 2001.

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**Model Question paper**

**M.Com. (Banking)  
Semester -IV**

**Paper 5 - Business Correspondence and Report Writing**

**Time : Three hours**

**Maximum : 70 marks**

**SECTION A — (4 × 5 = 20 marks)  
Answer any FOUR of the following.**

1. (a) Communication definition.
- (b) Types of media
- (c) Limitations of signal, symbol and poster communication.
- (d) Components of Body Language
- (e) What is the importance of formal letter ?
- (f) Types of Letters
- (g) Sales Letter
- (h) Collection of Data

**SECTION B — (5 × 10 = 50 marks)  
Answer the following questions.**

2. (a) Explain the Functions of communication to Business and Trade?  
Or  
(b) Explain the Forms of Communication.
3. (a) What are the advantages and disadvantages of written communication.  
Or  
(b) What do you mean by formal communication? Discuss its advantages and disadvantages.
4. (a) Discuss various types of grapevines, advantages and disadvantages. How can it be made effective?  
Or  
(b) Write an essay on inter office communication modes.
5. (a) Explain various types of business reports?  
Or  
(b) Discuss different elements that constitute structure of a business report.
6. (a) How do you draft an effective report? Give examples?  
Or  
(b) What are the principles of business letter?