

Subject: Business Communication	
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COMMUNICATION AND ITS SIGNIFICANCE

STRUCTURE

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1.0 OBJECTIVES

After going through this lesson, you should be able to-

- Define communication and business communication.
- Understand the process of communication.
- Explain nature and significance of business communication.

1.1 INTRODUCTION

We are living in a world which is totally networked with communication. With the advent of fast technology, the world has become a global village. The information sharing among various groups in society at national and international levels has become very smooth, effective and efficient.

With the click of small button on computer, you can easily get any information according to your needs and choice. You cannot just think of a world or situation where there is no exchange of ideas, feelings, emotions, reactions, propositions, facts and figures. From time immemorial, communication has been the most important activities of the human lives. The integration of the world economy has been made possible with strong and efficient channel of communication. The nature of communication has gone a significant change during the last decades. Now the economic power lies in the hands of the countries having very sound information technology network. Communication is important from the point of view of understanding it in terms of a process, system, interactional base and structuring. There are various objectives of communication in business organisations.

1.2 MEANING OF COMMUNICATION

There are various definitions and meaning interpreted by different scholars. T.S. Matthews says that Communication is something so difficult that we can never put it in simple words. But we do need a definition to understand the concept. In his book *Communication in Business*, Peter Little defines communication as the process by which information is transmitted between individuals and/ or organizations so that an understandable response results. W.H. Newman and C.F. Summer Jr. defines communication as, “Communication is an exchange of facts, ideas, opinions, or emotions by two or more persons”.

Obviously, ‘information’ is the key word in the first definition. But this definition does not indicate the objects about which information is to be transmitted. This is precisely what is provided in the second definition. Communication transmits information not only about tangible facts and determinable ideas and opinions but also about emotions. When a communicator passes on or transmits some information, he may also, either intentionally or unconsciously, be communicating his attitude or the frame of his mind. And sometimes the latter may be more relevant to the reality that is being communicated.

The following definition offered by William Scott in his book ‘*Organisation Theory*’ should appear comprehensive and specially satisfying to the students of ‘business communication’ since it touches all aspects of the communication process:

“Administrative communication is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions which will accomplish organizational goals.”

This definition emphasizes four important points:

1. The process of communication involves the communication of ideas.
2. The ideas should be accurately replicated (reproduced) in the receiver’s mind, i.e., the receiver should get exactly the same ideas as were transmitted. If the process of communication is perfect, there will be no dilution, exaggeration or distortion of the ideas.
3. The transmitter is assured of the accurate replication of the ideas by feedback, i.e., by the receiver’s response which is communicated back to the transmitter. Here it is suggested that communication is a two-way process including transmission of feedback.
4. The purpose of all communication is to elicit action.

It is quite comprehensive definition and covers almost all aspects of communication. But two comments can be made on it:

1. The concept of ideas should be adequately enlarged to include emotions also.
2. Even in administrative communication the purpose may not always be to elicit action. Seeking information or persuading others to a certain point of view can be equally important objectives of communication.

1.3 THE COMMUNICATION SITUATION

The communication situation can exist in any of the following four components:

1. There is a person (sender or transmitter) desirous of passing on some information;
2. There is another person (receiver) to whom the information is to be passed on;
3. The receiver partly or wholly understands the message passed on to him; and
4. The receiver responds to the message, i.e., there is some kind of feedback.

Two gentlemen greeting each other with folded hands constitute a communication situation, for (a) there is a person desirous of sending a message (greeting); (b) there is another person to receive this message; (c) when the first person folds his hands, the second one understands that he is being greeted; and (d) the second person immediately responds back by folding his own hands.

But if an English speaking person addresses a Hindi-speaking person in English, the communication situation does not exist, for though there is a person desirous of sending a message, the message is not understood and consequently there is no feedback.

1.4 THE COMMUNICATION PROCESS

How do we describe communication process? “The transmission of the sender’s ideas to the receiver and the receiver’s feedback or reaction to the sender constitute the communication process”. The main steps of this cycle are as follows:

1. Input : the information or ideas the sender wants to give the receiver.
2. Channel : letter, fax, phone call, electronic mail, etc.
3. Message : the actual message that is sent.
4. Output : the information the receiver gets
5. Feedback : the receiver’s response (or non-response) to the message
6. Brain drain : the possibility of misunderstanding at any step (or Breakdown)

We can illustrate this process with the help of the following illustrations:

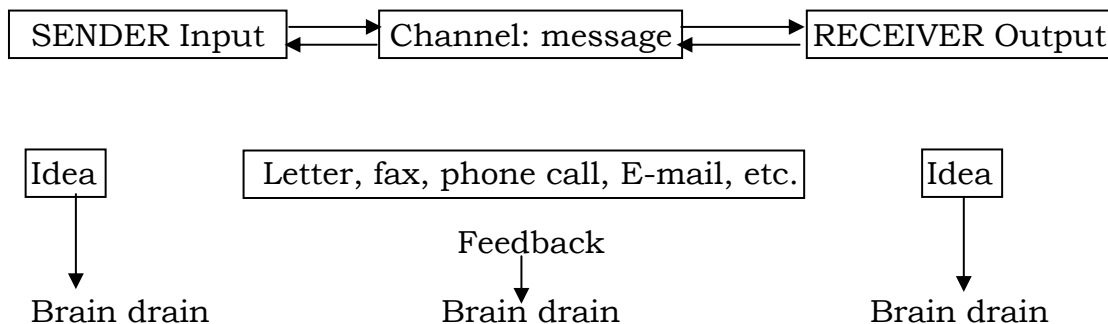


FIG. 1.1: COMMUNICATION PROCESS

There are several barriers to the understanding of a message, and, as the figure suggests, misunderstanding can occur at any stage.

Let us take the following illustration 1.1:

Input: I want to know the balance in my current account at the end of October.

Message: Kindly send me a statement of my transactions in current account No. during October.

Output: He needs a statement of his transactions in current account No. during October.

Feedback: A statement of the transactions is issued.

If the action desired in the message is satisfactorily performed or the information is faithfully received (ensured by the feedback), we say the *communication loop* has been closed. But breakdowns in the communication cycle are quite frequent. The breakdown may be due to one or more of the following:

- Improper formulation of the message in the mind of the sender;
- Improper statement of the information in the message; and
- Improper statement of the message by the receiver.

1.5 OBJECTIVES OF COMMUNICATION

The main objective of all communications in an organization is the general welfare of the organization. Effective communication is needed at all stages in order to ensure this welfare. At the planning stage, information is needed on the various aspects of the enterprise, the feasibility of the project being undertaken, finances involved, manpower required, marketing conditions, publicity campaigns, etc. At the execution stage, orders are issued to the employees to start work, the workers associated with the project are constantly motivated and kept involved, a sense of discipline is cultivated among them and their morale is kept high. All this requires constant two-way communication between the managers and the employees. Then at the assessment stage, the manager is again required to communicate with various sources, both internal and external, to assess the success of the project, and if a need is felt, to envisage modifications in the future plans.

In view of this elaborate and complex commercial structure, communication can be used for any or more of the following objectives:

- Information
- Education
- Advice
- Warning
- Order
- Raising morale
- Suggestion
- Motivation
- Persuasion

1.5.1 Information

Passing or receiving information about a particular fact or circumstance is one of the most important objectives of communication. It can be done either through spoken or written language or by using any other system of signs or signals. Managers need complete, accurate and precise information to plan and organize; employees need it to translate planning into reality.

Information on the following aspects is very essential for the existence and welfare of any organization:

- Consumer response to its products in comparison with competing products with reference to quality as well as price.
- Whether they are being produced in conformity with the latest trends?
- The nature of the various financial institutions and the terms and conditions on which credit is offered by them.
- How better quality raw materials can be procured on easier terms, or if there are any cheaper substitutes available?
- What kind of effect, the rules and regulations of the government and the changing political scene can have on the product policy of the organization?
- Information about the efficiency, suitability, relative merits and the expenses involved on the advertising media.

- Information about the latest developments in the fields of science and technology.
- Information about the precise nature of every employee's job, its scope, and the procedures governing it should be readily available with every employee as well as in the files of the organization.

Managers whose primary job is planning need detailed information of the following kinds:

- Information about the political, social and economic conditions.
- Information about the cultural milieu; geographical and climatic information.
- Information about the production and sale capacity of the organization; detailed information about the members of the staff, their academic and professional qualifications, their efficiency and reliability, their limitations, etc.
- Information about the rival companies and their products, their strong and weak points, their past and present performance.

1.5.2 Sources of information

1. A great deal of internal information is readily available in the old files of the organization. Past performance of the organization as well as its employees can be easily known from the old files.
2. Valuable information about the efficiency and reliability of the employees can be gained from personal observation.
3. Mass media of communication like the radio, television, cinema, newspapers, journals are all the time throwing information. It is very important to expose ourselves to these media. Apart from magazines meant for general reading, there are journals exclusively devoted to specialized fields. These journals constitute a very important source of information.
4. A good library is a storehouse of information. It is only in a library that we can gain access to reference books, research publications, files of old journals, pamphlets, government publications of various kinds, statistical reports, etc. Now there are libraries of tapes, records and films also.

5. The membership of chambers of commerce is supposed to be very useful these days. They keep their members abreast of all developments that have any bearing on their activities.
6. Large business houses often sponsor national and international seminars and conferences. Participation in such seminars and conferences proves to be a very educative experience.
7. Information can also be gathered through personal interviews with prominent people in the political field, experts in professional fields and the members of general public.
8. Information about the popularity of a company's products and their general perception in the market is often collected by circulating carefully prepared questionnaires among the consumers and the retailers.
9. Trade fairs and exhibitions have become a regular feature of the twentieth-century life. They are organized with one particular theme at the center. They may highlight agricultural development, book production, electronic industry, or any other such theme. All information related to that theme is collected at one place. In this way they become an important source of information.
10. Current electronic communication media, in particular, internet computer network now offers access to latest information on all subjects under the sun almost at the flick of your finger.

1.5.3 Advice

Giving advice is another important objective of communication. Information is always factual and objective. But advice, since it involves personal opinions, is likely to be subjective. Information is neutral in itself. When it is offered to a person, he may use it as he likes. But advice is given to him either to influence his opinion or his behaviour. It may prove helpful, but it may also lead to disaster.

Commercial activities in the modern world have become extremely complex. Each individual activity needs specialized handling, which cannot be expected from people working single-handed.

However competent a businessman may be, he cannot have specialized knowledge of all branches like finance, taxation, publicity, engineering, public relations, etc. If he wants to run his business successfully, he will have to seek expert advice quite frequently.

Within the organization, the supervisory staff is required to advise the junior employees. Supervisors being in close contact with their superiors (usually the board of directors) are well familiar with the policies and functioning of the organizations. They are, therefore, in an excellent position to guide, counsel or advise their subordinate staff.

Advice, by its very nature, flows horizontally or downwards. Expert advice from outside flows horizontally. The board of directors advising one another on some policy matter are also engaged in a kind of horizontal communication. But advice soon starts flowing down to the management personnel, the supervisory staff and the subordinate staff or the operatives.

While offering advice, the adviser should keep the following points in mind:

1. Advice should be both man-oriented and work-oriented, i.e., it should be related to a specific piece of work, and should be given in such away that it suits the individual needs of the recipient. It means that while explaining the complexities of a job, the adviser ought to keep in mind the understanding power of the person he is advising.
2. Advice should not be given to a person to make him feel conscious of his inferior knowledge or skill. If the adviser assumes a patronizing tone, the other person is bound to resent it. So the adviser ought to be very friendly in his attitude.
3. The only justified motive of giving advice is the betterment of the worker. The adviser should genuinely feel this motive. And he should give this very feeling to the worker. He should so mould his tone and phrase his language that he makes the other person feel absolutely at ease.
4. If the subordinate staffs are given freedom to react, advice can become a two-way channel of communication. It may perhaps bring about some excellent suggestions for the improvement of the organisation's functioning.

1.5.4 Counselling

Counselling is very similar to giving advice. Only, counsel is objective and impersonal. The counsellor is a man of greater skill or knowledge on some specific subject and he offers his counsel without any personal interest or involvement. Advice has a personal touch about it; counsel is almost professional. Advice is often unsought and is unwelcome; counsel is eagerly sought.

A number of large business houses now have their counselling departments, which offer the employees advice on domestic or personal problems. Even an efficient employee may become tardy and indifferent if he is facing some personal problems at home. This may adversely affect the working of the organization. It may also affect other employees and lower their morale. Such employees are encouraged to consult the counselling department, which has on its staff a panel of doctors, psychologists and social workers. These experts hold a series of sittings with the employees and thrash out their problems. The employees are restored to their mental and physical health and the conditions in the organization are brought back to the normal.

1.5.5 Order

Order is an authoritative communication. It is a directive to somebody, always a subordinate, to do something, to modify or alter the course of something he is already doing, or not to do something. Whatever be the nature and size of an organization, orders are absolutely necessary for it. *The downward flow of information is dominated by orders.* We can classify orders in various ways:

(a) Written and oral orders

Written orders are usually given when:

1. the order is of a highly responsible nature;
2. the task is repetitive in nature, and it is cumbersome and inconvenient to issue oral orders every time the task is to be done;
3. the person being ordered is remotely situated and it is not possible to give him oral orders.

Oral orders are given when:

1. the job is required to be done immediately;

2. it is an ordinary job and there is no need of maintaining any written record;
3. there is a kind of permanent superior-subordinate relationship between the giver and the receiver of the order and the order-giver does not feel the need of entering into the cumbersome process of issuing written orders.

(b) *General and specific orders*

If orders are related to one particular activity, they are specific. If there are a number of activities having operational similarities, general orders may be issued to cover all of them.

(c) *Procedural and operational orders*

Procedural orders specify procedures to be adopted. They are general by nature. Operational orders are more closely related to the job in hand. They specify how a particular job is to be done.

(d) *Mandatory and discretionary orders*

Mandatory orders have to be obeyed. Discretionary orders are usually in the nature of recommendations. They suggest what is desirable, what should be done. But it is up to the receiver; to see their feasibility and to decide whether he ought to carry them out or not. The Head Office may issue discretionary orders to the branch manager, for the branch manager, being present on the spot, knows better whether the orders are to be carried out or not.

An effective order possesses the following characteristics:

- It must be clear and complete.
- Its execution should be possible.
- It should be given in a friendly way.

Steps in the order-giving operation

Paul Pigors has outlined the following seven steps in a complete order-giving operation:

- *Planning:* Before an order is given, the order-giver should be sure about the following points:
 - (i) Exactly what action is required?
 - (ii) Is it feasible?

(iii) Who is to perform it?

(iv) In how much time is it to be performed?

- *Preparing the order-receiver:* This should, in fact, be considered a part of planning. Preparing the order-receiver is necessary for the satisfactory accomplishment of any specific order. But it also requires continuous education of the receiver so that he receives the order in the right spirit and correctly interprets the intention and motives behind issuing it.
- *Presenting the order:* This is the stage at which the order is to be written (if it is a written order) and issued. At this stage it is ensured that the order is clear and complete.
- *Verification of reception:* After the order has been issued, the order-giver should watch out for the reaction of the receiver, whether the order has been properly understood and the receiver is going in the right direction.
- *Action:* If planning and presentation of the order have been done correctly, the order-receiver is likely to execute it in the correct spirit.
- *Follow-up:* But the order-giver should not remain content with the information that the order is being executed. He should confirm whether it is being executed correctly. Sometimes, during the process of execution, the person entrusted with it may run into some unforeseen difficulties. If proper follow-up is being conducted, the order-giver will take steps to remove those difficulties or issue fresh orders on adopting a different course of action.
- *Appraisal:* When the order has been executed and the work is over, it is time to appraise or assess it to see whether it has been done satisfactorily or there has been something wrong with its execution.
- Order is a directive to a subordinate to do something in a particular way.
- Orders may be– written or oral, general or specific, procedural or operational, mandatory or discretionary.

1.5.6 Instruction

Instruction is a particular type of order in which the subordinate is not only ordered to do a job but is also given guidance on how to do it. If the accounts officer asks one of his clerks to prepare a voucher, he has issued an order. If he shows the clerk how to prepare a voucher and then asks him to prepare more, he has issued instructions. All instructions are implied orders, but all orders cannot be instructions.

1.5.7 Suggestion

Suggestion enjoys one great advantage over other means of communication like advice or order. Advice comes from an expert; order comes from a higher authority. In either case, the recipient of the communication is slightly conscious of his inferiority and may resent it. Accepting a suggestion is at his discretion, so a suggestion is usually welcome.

Suggestion is supposed to be a very mild and subtle form of communication. Still, since it flows horizontally or vertically upwards, it may hurt someone's ego to recognize its utility and readily accept it. But enlightened executives should set aside the ridiculous notions of false self-importance and welcome positive, constructive suggestions with an open mind.

Some business houses make a provision for suggestion boxes, which are placed at some convenient place in the office or the factory. Workers are encouraged to drop their suggestions into these boxes. Sometimes these suggestions have to be written on specially prepared cards. If an employee does not want to reveal his name, there is a provision for it. These suggestion boxes are opened at regular intervals, the suggestions received are scrutinized and the employees offering the best suggestions are awarded prizes.

- Suggestions can be voluntary and anonymous; submitted through suggestion boxes.
- Employees should be encouraged to give suggestions.

1.5.8 Persuasion

Persuasion is an important objective of communication. It may be defined as an effort 'to influence the attitudes, feelings, or beliefs of others, or to influence actions based on those attitudes, feelings, or beliefs'. Buyers have often to be persuaded to buy a particular article available with the seller in place of the one they actually wanted to buy. In the office or the factory, the lazy, the incompetent and the disgruntled workers have to be persuaded to do their work.

It is better to use persuasion than compulsion. But even persuasion seeks to change beliefs and attitudes, which people do not like at all. So in order to be successful, persuasion has to be indirect and suggestive. The buyers and the workers should be so manipulated that they change their mind without getting conscious of the change, or if they are conscious, they believe that the change is to their advantage. Persuasion is an art, which has to be learnt with great care.

Persuasion needs conviction on your part. You should be genuinely convinced that the alternative course of action being suggested by you is in the interest of the organization as well as in the receiver's interest. You must not try to persuade others from a purely selfish motive. Do not impose yourself on the receiver of your communication. Give indirect hints and subtle suggestions. Bring yourself to the level of the other person. Try to look at the issue from his point of view and mould your arguments accordingly. The art of persuasion consists of four important steps:

1. *Analyzing the situation:* This is the preparatory step. The communicator analyses the situation to find out why the need of persuasion has arisen and what will be the advantages and disadvantages of the new course of action being suggested. He also studies the psychology of the man to be persuaded in order to plan a suitable strategy.
2. *Preparing the receiver:* It is but natural that people resent being persuaded to change their views or behaviour. The receiver has to be prepared for it. This can be done by putting him in a pleasant frame of mind. He may be complimented on some of his outstanding qualities and achievements. An appeal may be made to his adaptability and open-mindedness.
3. *Delivering the message:* The third step is to deliver the message. The message should be delivered stage by stage, with the help of forceful arguments, beginning with those parts of the message, which are easier to accept and delaying the unpleasant parts as much as possible.
4. *Prompting action:* If the first steps have been taken carefully, the receiver of the message will be easily persuaded to adopt a different course of action (or hold a different view).

1.5.9 Education

Education is an important ingredient of the process of communication. It involves both teaching and learning and extends over considerably long periods. The main purpose of education is to widen knowledge as well as to improve skills. It is carried on at three levels: (a) at the management level; (b) at the level of the employees; and (c) at the level of the outside public.

- *Education for the management:* Knowledge is multiplying fast. Each new day brings with it innovations, which if suitably applied can revolutionise the working of an organization. Managers are required to keep abreast of the latest innovations. In other words, they have to be educated. Their education can take place through books, lectures, seminars, case studies, study tours, etc. Junior managers have to be educated to assume responsibility when they succeed to higher positions.
- *Education for the employees:* Just as the managers are required to keep abreast of the latest innovations in the field of commerce and technology, when these innovations are introduced in the office or the factory, the employees have to be educated to use them. Such a programme of education is called re-orientation. Employees can be educated through talks, demonstrations, bulletins and house organs.
- *Education for the outside public:* The outside public needs knowledge on the new products being introduced into the market, the relative merits of the various brands already existing, the availability of the substitutes, complementary and supplementary products, comparative prices, concessions and discounts, if any. This useful knowledge is offered through advertisements, specially sponsored features in the newspapers, information talks and articles.

1.5.10 Warning

If employees do not abide by the norms of the organization, or violate the rules and regulations, it may become necessary to warn them. Tardiness, negligence, tampering with the records, mishandling equipment, lack of regularity and punctuality, gossiping, pilfering office stationery and material, spreading rumours, misleading new employees are some of the actions that call for a reprimand or a warning. Warning is a forceful means of communication, for it demands

immediate action. But in order to retain its effectiveness, it should be used sparingly and discreetly. While issuing warnings, the following points should be kept in mind:

Some warnings are general. 'No smoking', 'No talking', 'Beware of the dog' are general warnings. They are not aimed at any particular person, nor are they likely to hurt anybody's feelings. Such warnings are usually given in the form of notices. They are almost akin to information.

More often, warnings are given to particular persons. They involve disciplinary action in the form of reprimand. Reprimands are very demoralizing; they may also evoke resentment. Before reprimanding an employee, it is very important to ascertain the truth of the charges leveled against him. Reprimand should never spring from personal prejudices.

Reprimand should not be administered to a person in the presence of others. It will make him feel humiliated and nobody likes to be humiliated. The worker should be summoned in the privacy of the supervisor's room and dispassionately talked to.

It is also useful to investigate the causes of the worker's undesirable behaviour. He may be burdened by some domestic or personal problems. Or he may be nursing some personal grudge against the supervisor or the organization. If the supervisor can succeed in taking him out of his problems, the warning given to him will become constructive.

The aim of giving a warning should be the betterment of the organization. It should not be used to cause disruption. It is very important to be judicious in the choice of words used in administering warnings and reprimands.

1.5.11 Raising morale

Morale is the sum of several qualities like courage, fortitude, resolution and confidence. High morale and efficient performance go hand in hand. It acts as a kind of lubricant among people, binds them with a sense of togetherness and impels them to work in cooperation with one another in the best interest of their organization.

Factors conducive to the creation of a high morale

- Every worker gets work suited to his physical and intellectual caliber. He feels his work is important and it is appreciated by the authorities. He is free to do his work as he likes. He is encouraged to give suggestions.

- The atmosphere in the premises is congenial. The superiors are efficient and their attitude is constructive. They enjoy the workers' respect.
- Promotional avenues are available to the workers.
- Genuine grievances of the workers are promptly removed.

1.5.12 Motivation

Motivation energises and activates a person and channelises his behaviour towards the attainment of desired goals. Motivation and behaviour are intimately related to each other. In order and persuasion, the communicator enjoys an upper hand. But in motivation he keeps himself in the background. He does not order his employees to work; he motivates them so that they work willingly and eagerly. A motivated worker does not need much supervision. He does his work as if it were his own, as if his own interests were closely tied up with the successful performance and completion of the work entrusted to him. An office or factory that enjoys the support of motivated workers shows much better results than another office or factory in which workers are commanded to work.

Monetary incentives are perhaps the most effective form of motivation. People working on contract basis are always motivated to work, for their earnings increase in proportion to their work. People work reluctantly during the office hours but willingly stay back to work overtime. However, it may not be always possible, or even desirable, to offer monetary incentives. Such a practice is likely to set unhealthy precedents with the implication that whenever such, motives are absent, the workers will just refuse to work.

Though earning money may be the most important motive for working harder, it is not the only motive. Other factors like job satisfaction, prestige, a sense of belonging to a great organization can also induce or motivate workers to work sincerely and efficiently. Motivation as a form of communication deals with these factors.

1.6 SIGNIFICANCE OF COMMUNICATION IN BUSINESS

You will understand the significance of business communication from the following points:

Healthy organizational environment

The organizations are the social systems formed on the basis of mutual interest. The mutual interests are safeguarded by various activities of planning by the management. They must skillfully

apply the communication systems to keep the healthy organizational environment. It must be remembered that the activities of the management and the employees in any business organization are governed by social as well as psychological laws. If the management has to keep the healthy organizational environment and healthy relations with the individuals from outside, other business houses, government authorities, etc., it must use the communication channels and media effectively. Sociologically, organizations are social systems in which people have their individual as well as social roles and status.

Management-employee relations

A genuine interest in other people, their groups and organisations is required for strong and stable personal relations and for the success of business activities of the businessman who is genuinely interested in others, shares their hopes, aspirations, successes and disappointments.

As organizations need people and people also need organizations, people can use organization and organization can use people to reach their objectives by communication properly with each other. When the objectives of the organization are made clear to the employees, the workers are motivated to work in that direction. It should be made clear that the organization cannot survive, if its objectives are not reached; and if the organization does not survive, there would be no chances of employment opportunities in it. The employees and the management should develop the link of communication for better mutual understanding and encourage each other to achieve their self-interests.

The external and internal communication network

Every business finds it necessary to maintain both the internal and external communication. The communication between the management and the workers is an internal communication. The management must be well-informed about the internal activities of the organization. They require the information about the efficiency, qualifications, capabilities and the training of the workers and also about the production, marketing and sales capacity of the organization. The progress and profitability of the organization depends upon how well the management and the employees are informed about these matters and what steps are taken by them in order to improve the situation. When the management is informed about some faults related to job assignments, exact designation of the officers and their decision-making, the responsibilities of the employee, etc., the

management making, the responsibilities of the employee, etc., the management will make necessary changes and the business can thrive after the relevant changes are made.

The dynamics of the internal system influence the activities of the external system. Communication about the product studies and market analyses flow smoothly between persons of .equal status, between friends and between persons who support and encourage one another. The conflicts growing out of the internal system of the group can binder the communication regarding external activities. The manager must give attention to both the internal and the external group systems.

The effective internal network of communication is essential today because of the large size of the business houses. They have their branches and sub-branches, which are further divided into functional departments. Some business organizations are spread over the different places in the country. These divisions and branches maintain a link with the management of the central organization. The appointments, designations, relationships, responsibilities, objectives and all the activities and duties determined by the division of work are communicated and assigned to the branches by the central management of the organization. The branch manager who is appointed by the board of directors accepts the responsibilities and assignments, which are assigned by the parent body. Through him, the center gets reports about the various activities of the branch. He has to accept the directives of center, which are given by center after receiving the reports. He acts as the delegate of the board of directors and has to clarify the objectives and directives of the organization to his subordinates. In some of the multinational corporations, the directors and the managers spend their ninety per cent time in maintaining communication links.

Functionalisation

The division of work into different kinds of duties can be called functionalisation. For example, the difference between an office supervisor and an operator's assembly or machine shop supervisor is a functional one. This idea of functionalisation is found in most of the business organizations today. Functionalisation naturally leads to specialisation. The most salient feature of this age is specialization. There are specialists who acquire a vast knowledge and experience in their limited subject. This specialized knowledge, training and experience will be useless if it is not communicated. The accountants, engineers, scientists and the experts of many kinds must be able

to communicate their knowledge to the management and the employees. The company may get benefit by the advices, suggestions and information provided by these experts.

The complexity of business activities

Though specialization has brought great benefits to the business organizations, it has rendered modern business activities into an extremely complex phenomenon. As the specialization is most fundamental to modern civilization, the industrial society cannot exist without it. In an organization, planning, finance, accounts, purchase, production, advertising, marketing, stores, sales, labour-welfare, cultural activities, adjustments of complaints and claims and a number of other activities are handled by the people who have developed unique skills and knowledge in their fields. As these functions are assigned to different departments, they have to coordinate among themselves by communicating with one another horizontally. They must communicate with the management to which they are responsible for organization is more complex and difficult to coordinate than the original group of workers, which is not divided into different kinds of duties. The managers and the supervisors must be well versed in communication skills in order to bring coordination among the functionalized group. The productivity gains of the specialization can be achieved only if the harmonious human relationship and coordination of departmental activities are well maintained.

Trade unions: labour problems

The businessmen are mostly after productivity gains and other economic and technical benefits. Sometimes, this tendency of the businessmen comes in conflict with the problems, which are primarily human. The employees are now more conscious of their rights than before. They are organized into trade unions, which continuously demand for rights of the employees, better working conditions and dignity of the labour. The progressive employers are convinced that there ought to be some ways of effective communication between the management and the workers to develop better employees satisfaction and a sense of security. If the insecurity and frustration of employees is successfully dispelled by the management, the employees feel motivated for better working. In order to satisfy the security needs of employees, a number of companies have started welfare programmes based on custodial model of organization, which is popularly known as paternalism by which employees depend on the organization for their security and welfare. As the success of the custodial approach depends on the economic resources of the organization, the

management must be able to communicate with the employees regarding the financial state of the organization and should motivate them for better work in order to make the organization financially strong enough to support its employees.

Globalization and the language problem

Modern business relationships have spread worldwide and the communication links play a significant role in establishing and strengthening such relationships. Multinational business can help the economic as well as social development, therefore, it can also be regarded as a social institution. When a business expands beyond national boundaries, it is also a step into different legal, political, social, economic and educational environments. With the expansion of business, the communication links are also lengthened because of which the control of the multiple business activities becomes more difficult. It is hard enough to run a multinational business in one language. When there are number of other language in a country and the overall languages are used as a medium of communication, the management faces the compounded difficulties. The complexity of the business increase to the maximum. Under these circumstances, the management has to put its communication skills to their limits.

Competition

Businessmen seek to obtain profit from the sale of their goods and services and the consumers seek the satisfaction of their wants by buying them in the market. In a free market economy, production is for profit and consumption is for the satisfaction of wants. Both the producers' and the consumers naturally try to promote their own interests. This system works fair/when free competition is present in the market place. The products of common consumption are available in the market in many brands and the buyers are free to buy any of or them. As the decision to buy depends on their own initiative, they cannot be forced to buy a particular product or service. The similar products with different branding from different companies cannot enjoy equal demand from the buyers. A businessman who wants to survive in this world of free competition, should know his competitors, the quality and the prices of their products, the discounts, terms and conditions of sale, the policies of advertising, government laws, etc. If they are not able to communicate better in this respect, their sale will not be satisfactory. A good salesman is efficient communicator who can attract the customer, induce him to buy his goods and services.

Participation and delegation

Participation, cooperation and team-work of the management and employees can yield best results because of their common commitment to goals that encourage better performance. Participative managers communicate with their employees. They ask for the opinions, views, suggestions and recommendations of the employees in the decision-making process so that they work together as a team. But the benefits of participation in decision-making process may not be substantial if the superiors neglect the delegation of authority. The delegation of authority trains and develops the efficiency of the subordinates and reduces the manager's burden of performing the duties of routine nature. The delegation of authority can be communicated in oral or written form, but it is always better to use the written form in order to avoid the conflict and confusion.

In participatory management, the manager retains the ultimate responsibility of his unit, but he shares the operating responsibility with the employees who actually perform the work. This gives a sense of involvement and satisfaction to the employees who work with high morale to achieve the objectives of the organization as the manager seeks participation of the employees in policy matters and decision making.

1.7 SUMMARY

The process of communication involves exchanging facts, ideas, opinions or emotions between two or more persons. Feedback is an essential aspect of communication. The main purpose of communications is to inform, or to bring round to a certain point of view, or to elicit action.

Communication can be used for any or more of the following objectives: information, advice, order, suggestion, persuasion, education, warning, raising morale and motivation. The executives need information to plan and organize; employees need it to execute their job satisfactorily.

Information must be from a reliable source. Giving advice is very important objective of communication. Advice is given to the subordinate to influence his opinion or behaviour. Effective advice is both man oriented and work-oriented.

Counselling is another objective of communication. The counselor is a man of greater skill or knowledge, on some specific subject and he offers his counsel without any personal interest or involvement.

Order is a directive to a subordinate to do something in a particular way. Orders may be written or oral, general or specific, procedural or operational, mandatory or discretionary. Suggestions can be voluntary and anonymous; submitted through suggestion boxes. Employees should be encouraged to give suggestions.

If employees do not abide by the norms of the organization, or violate the rules and regulations, it may become necessary to warn them. Warning is a forceful means of communication, for it demands immediate action. But in order to retain its effectiveness, it should be used sparingly and discreetly.

Communication is the life blood of business. No business can develop in the absence of effective internal and external communication. Besides, communication skills of employees are given high weightage at the time of their appointment as well as promotion.

1.8 KEYWORDS

Sender/Transmitter is the person desirous of passing the information.

Receiver is the person to whom the information is to be passed on.

Feedback is the response from the receiver.

Communication is a process by which information is transmitted between individuals/organisations.

Braindrain is the possibility of misunderstanding at any step. It is also called breakdown.

1.9 SELF ASSESSMENT QUESTIONS

1. Give a suitable definition of the term 'communication' and elaborate your definition.
2. "Communication is the sum of all things one person does when he wants to create understanding in the mind of another. It is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding". Discuss.
3. Write a note on the need and importance of business communication.

4. What are the various steps in the communication cycle? What is brain drain? Why does brain drain occur?
5. What do you think can be the major objectives of communication? Briefly explain any two of them.
6. Write short notes on the following:
 - (a) information for planning;
 - (b) internal information; and
 - (c) environmental information.
7. What is the importance of advice as an objective of communication? What precautions should be taken by a communicator to make his advice effective?
8. What are the relative merits and demerits of written and oral orders? How can an order be made effective?
9. Discuss the importance of suggestion as an objective of communication.
10. What precautions should be taken by a manager while warning an erring employee?
11. What factors are responsible for the low morale of the workers in an organization? How can their morale be kept high?
12. Discuss the importance of motivating the workers in a factory. How can they be motivated effectively?
13. What is meant by morale? How can the morale of the workers be kept high?
14. Do you agree that the basic objective of all human communication is to obtain an understanding response? How can this be applied to the objectives of business communication?
15. What is 'communication cycle'? What are the essential elements of this cycle?
16. What is meant by 'business communication'? Write a note on the significance of business communication.
17. What is the role of language in human communication? How are the language symbols useful in communication?

18. Write the explanatory notes on 'encoding' and 'decoding'.
19. What is the significance of feedback in communication? What role does it play in the cycle of communication?
20. 'Communication is a two-way process'. Explain.

1.10 REFERENCES/SUGGESTED READINGS

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Subject: Business Communication	
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MEDIA OF COMMUNICATION

STRUCTURE

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Types of communication
- 2.3 Verbal communication
- 2.4 Written communication
- 2.5 Non-verbal communication: body language
- 2.6 Paralanguage or para linguistics
- 2.7 Sign language-visual and audio elements
- 2.8 Summary
- 2.9 Keywords
- 2.10 Self assessment questions
- 2.11 References/suggested readings

2.0 OBJECTIVES

After going through this lesson, you should be able to-

- Understand various types of communication.
- Differentiate between verbal and non-verbal communication.
- Identify the advantages and disadvantages of different types of communication.

2.1 INTRODUCTION

In earlier lesson you have studied about the meaning, features and significance of communication in business management. Now you will be curious to know different types of communications. At what situation, which type of communication is required? What is the difference between verbal and non-verbal communication? How do you differentiate written and verbal communication? What may be advantages and limitations of verbal, non-verbal and signal communication? These simple questions are answered in the present lesson. In an organisation there exists a number of possibilities of relationships among different components. Organisations are made of human beings who are social in nature. Hence, based on the needs and purposes, there are interactions among various elements of the organisations. The interaction is possible only through proper and smooth communication among these segments to achieve organisational goals. Verbal communication is possible through formal or informal interaction which is oral in nature. On the other hand, written communication is done in black and white. There are some other types of communication which neither require oral wordings nor written details. These are different body language, where different parts of body and its movements play significant role in exchange of information and ideas. Each type of communication has its own advantages and disadvantages.

2.2 TYPES OF COMMUNICATION

2.3 VERBAL COMMUNICATION

In an organization, as in everyday life, both formally and informally, we communicate more verbally than in writing. It is primarily oral communication that builds up human, relationships. It is the use of the art of speech, or talking, that brings the members of a family, neighbours and friends, and likewise, colleagues in an organization together. Without oral communication any organization will become just lifeless. Its importance, therefore, cannot be overemphasized.

Oral communication is of two types- formal and informal. In a business organization there are ample opportunities for both formal and informal oral communication. But, in fact, a lot more time is spent in informal oral communication. The simple reason is that communication is essentially conversational in nature and has a social purpose. Whenever people get together there is bound to be face-to-face communication in which they will share all sorts of ideas, feelings, etc. The origin of the grapevine lies here.

In addition to, the informal oral communication, various kinds of formal oral communication take place in an organization. Very often people in business have to make formal presentations before a group that may be large or small. At other times they have to participate in meetings and group discussions. Time to time they have to appear for or conduct interviews. Most of the letters and reports are largely dictated. All these are formal kinds of oral communication. In this way we see that both formal and informal types of oral communication thrive together.

2.3.1 Advantages of verbal communication

Oral communication is the most frequently used means of sending messages. Some of its advantages are given below:

It provides immediate feedback and clarification. People listening to the speaker can ask questions, makes comments, add to the clarification. People listening to the speaker can ask questions, makes comments, add to the information provided and so on. Both the speaker and the listener/listeners by turn can enter into a kind of short dialogue and make the whole communication event purposeful.

It builds up healthy climate in the organization by bringing the superior and the subordinate together. This gives the subordinate a feeling of importance and the superior a better understanding of his mind. Informal or planned meetings can greatly contribute to the understanding of problems/issues in which they become partners.

Oral communication is a time-saving device. While a letter, dictate and typed, entered in the diary, put in the envelope and carried to the person addressed will take a long time, oral transmission of the message makes the communication immediately effective.

It is the most effective tool of persuasion as it lends a personal touch to the whole business. Resolving a conflict will not be possible in the absence of oral communication. Unless a manager / supervisor 'talks' to the workers in a persuasive tone, the conflict will remain there. No exchange of letters can achieve what a meeting can.

Oral communication is very effective in interacting with groups. The speaker can immediately understand the group's reaction and arrive at a satisfactory conclusion by putting his views across and exchanging points.

Oral communication is also very economical, both in terms of money and time. It saves the money spent on stationery in organizations in which the managers insist on every instruction, every message in writing.

Oral communication provides ample scope to the sender of the message to make himself clear by suitably changing his words, voice, tone, pitch, etc. On the other hand, the words once written cannot be changed. In other words, the message once transmitted in written form cannot be retracted. Oral communication on the other hand, has the advantage of on-the-spot adaptation/improvement.

2.3.2 Disadvantages of oral communication

Oral communication also suffers from the following limitations:

1. Oral communication does not always save time and money. Quite often meetings go on without any results or agreements achieved. Such meetings can be very tiring and wasteful.
2. Oral messages cannot be retained for a long time. It means that they must be acted upon immediately. They cannot be found in record books and we cannot refer back to them. This is a serious limitation of oral communication.
3. In the absence of a taped or written record, oral messages do not have any legal validity.
4. Oral communication can lead to misunderstanding if the speaker has not carefully organized his thought or the listener misses the message on account of his inattentiveness.
5. It is difficult to assign responsibility for anything going amiss or any mistake by omission or commission in oral communication.

Improving the ability to listen: No oral communication can be effective without proper listening on the part of the receiver of the message.

It is very important to improve the ability to listen. It requires serious efforts on the part of the listener to absorb what he is being told. It is largely a matter of mental conditioning. We will listen carefully only if we want to listen. Mostly people become lazy, and listening requires serious

work. We have to train ourselves to listen attentively. With an alert mind we have to learn to pay attention to spoken words. The best guidance in this regard is contained in the following: ‘Ten commandments of Listening’ as formulated by Keith Davis and John W. Newstrom:

1. *Stop talking:* Generally we are more interested in what we want to say than in what we are being told. So we must stop talking before we listen.
2. *Put the talker at ease:* If the speaker is not at ease he will not be able to do his job satisfactorily. So it is very important for the listener/listeners to make the talker comfortable.
3. *Show the talker that you want to listen:* It is important not to distract the talker by looking at your watch, reading some book or newspaper or looking away from him. Moreover, you should give the talker the impression that you are listening to him to understand rather than to oppose.
4. *Remove distractions:* Certain activities like tapping with a pen or pencil, shuffling papers or passing something along distracts the talker.
5. *Empathize with the talker:* True exchange of information can take place only if we place ourselves in the position of the talker. This way we will be able to appreciate his point of view and build up a climate conducive to communication.
6. *Be patient:* patience pays. We should give enough time to the talker. There are all kinds of talkers. Some get to the point very quickly, while some take a lot more time. So we must give the talker enough time to come to his point in his own way. We must not be tempted to interrupt.
7. *Hold your temper:* Anger is the worst enemy of communication as it builds walls among the participants in the communication event. It hardens their positions and blocks their minds to others words.
8. *Go easy on argument and criticism:* Argument and criticism do not lead anywhere. On the other hand, argument and criticism put the talker on the defensive and make him angry.

9. *Ask questions:* Putting questions shows an open mind. It shows that you are listening. It shows that you are getting the message and also giving the feedback.
10. *Stop talking:* This is the last as well as the first commandment. All other commandments or rules of listening depend on it.

2.4 WRITTEN COMMUNICATION

While speech comes to us very naturally and spontaneously, writing comes after serious practice and careful organization of thought. The word 'write' has been derived from the old English word 'writan' that meant to scratch, draw or inscribe. It shows that man learnt writing through a long process of drawing, scoring or incising symbols on rock faces, dried skins, tree barks and clay tablets. The alphabet of any language is, therefore, a result of evolution.

In the same way, the combination of the characters or letters of alphabet into words, words into sentences and sentences into paragraphs have gone through a long history of man's attempt to communicate, and give some kind of permanence or preservation to his communication. For this purpose every language has evolved its own rules of grammar, though many languages grouped together have more or less similar rules. But, in writing these rules have to be rather strictly followed. Speech, on the other hand, is more flexible. It also does not have the permanence of writing. Unless there is a typescript or tape or simultaneously taken down notes, the speech is heard and sooner or later forgotten.

Just as it is impossible to think of social life without oral communication, it is equally impossible to think of business or an organization without written communication. There are various reasons for it. In the first place, in an organization, people are too many to have face-to-face communication. They are generally spread over wide geographical distances, and are sometimes not even connected by telephone. The situation is changing fast. But, even then, exchange of letters remains as important as ever. Moreover, people have to function within defined limits of authority and responsibility. In the absence of written communication it will not be easy to determine responsibility. It is an essential part of any manager's responsibility to communicate on paper. Written communication is, in this way, an essential part of organizational life. Telephone, telex, fax machines have not in anyway affected the importance of letters. They have only changed the mode of transmission and made the exchange of letters or memos much faster. That is why written

communication including letters, memoranda, agenda, manuals, handbooks, reports, etc., continues to flourish.

2.4.1 Salient features of written communication

1. Written communication is essentially a creative activity. It is an activity that requires conscious and creative effort. The creativity of this effort comes from the stimuli produced by the mind. The stimuli of oral communication are picked up from outside by the sensory receptors. In other words; written communication is more specifically, more carefully thought out than oral communication that is based on spontaneous reaction to signs picked up from outside.
2. As an example, let us take up the writing out of a report that we want to present or that we have been asked to write. For this purpose we gather all the necessary information or data. We, then, process it through our logical thought processes and encode our communication. This is not a face-to-face communication situation. There is no interchange of messages or external stimuli. This is almost entirely a creative activity of the mind.
3. The second feature of written communication is the time factor it involves.
4. The third salient feature of written communication is that it has *fewer cycles* than face-to-face oral communication. In oral communication there is multiple exchange of symbols, leading to multiple cycles. Most written communication is a one-cycle event. Usually a message is sent and received, and that is the end of the event. Of course, letters do lead to repeated cycles or communication exchanges. But they cannot compare with the quick succession of cycles involved in a dialogue or informal meeting.

2.4.2 Advantages of written communication

Written communication has the following advantages:

1. It has the advantage of providing records, references, etc. In the absence of ready reference, great confusion may be created and the working of the organization will virtually come to a halt.

2. It promotes uniformity in policy and procedure. It is the only means of laying down clear guidelines for the working of the organization.
3. It gives access to a large audience through mass mailings. It is common practice on the part of well known organizations to reach out to people at large and win customers through wisely drafted 'mail shots' or unsolicited circulars. For example whenever a new brand of two-wheeler is introduced in the market, or a bank comes forward with some attractive deposit/investment scheme it manages to get names and addresses of all the members of an institution/organization offering them their services on easy terms.
4. Maintenance of proper records, letters, reports and memos builds up legal defences of the organization. Organizations usually have their legal advisors who cannot be of any help unless proper records are made available to them.
5. Good written communication builds up the organization's image. It is not at all surprising, therefore, that the outgoing letters/messages of certain well-known companies are cited as examples to be emulated.
6. Written communication has the advantage of being accurate and unambiguous. Great care has to be taken in drafting any letter, memo or report so that the message is effectively conveyed. Oral communication may often give rise to confusion because every speaker has his own way of putting himself across.
7. The growth of an organization is promoted, to a large extent, by reference to its old, well maintained records and minutes of the meetings.
8. Written communication facilitates proper assignation of responsibilities. One may sometimes go back on words spoken, but not on his words put on paper. Moreover, the lower staff behaves more responsibly, and also feels secure, when communication is sent in writing.

2.4.3 Disadvantages of written communication

Written communication also suffers from the following limitations:

1. Written communication runs the risk of becoming ineffective in the hands of people otherwise good in their job, but poor in expression. That is why it is a serious concern of a modern organization to recruit people who are very good in expression, especially in letter and report writing ability.
2. Written communication is also a costly process. It costs a lot in terms of stationery and the number of people involved in typing and sending out letters.
3. Written communication is mostly handicapped by its inability to get immediate feedback. Both encoding and transmission of the message take time, resulting in immediate delays. It is, therefore, a time-consuming process.
4. Written communication has another disadvantage. Immediate clarification is not possible in exchange of written communication. If the receiver of a written message at a distance seeks some clarification, he cannot have it as quickly as he would like to. He will have to write back and wait for the reply to his query.
5. Written communication creates mountains of paper cluttered around the premises of the organization. It is common sight in offices, and the staff has tough time trying to handle it. Very often valuable papers get lost. The managers, therefore, have to be extra careful to keep sensitive material in his own custody.

2.5 NON-VERBAL COMMUNICATION: BODY LANGUAGE

We do not communicate through words alone, or only through writing, speaking and listening. There is another equally important aspect of communication the non-verbal (non-word) aspect. Depending on the situation we have to make a more or less conscious effort in the use/choice of words. The non-verbal part of communication, on the other hand, is less deliberate and conscious. But, compared to verbal communication, it is more subtle and instructive. It also forms the larger part of the overall communication activity. On scientific analysis it has been found that the different aspects of communication account for percentages stated like, Verbal communication— 7%, Bodily movements, gestures— 55%, Voice tone, inflection etc.— 38%. This shows the relevance and of body language.

Thus, the non-verbal part of communication requires serious consideration. It can be defined as communication that involves neither written nor spoken words but takes place without the use of

words. In it we are concerned with such things as body movements, space, time, voice tone, general characteristics of the environment colour and layout/design, and any other kinds of visual and/or audio signals that the communicator may devise. Since bodily movements, gestures etc. are so important for communication, they are being systematically studied as a subarea of non-verbal communication.

It is worth mentioning that all bodily movements, postures, gestures etc. are guided by our thought processes, emotions etc. We send out signals and messages that often speak louder than words by nodding our head, blinking our eyes, waving our hands, shrugging our shoulders and various other ways. That is why this area of enquiry has been called 'body language'. Just as language uses sets of symbols to convey meaning, our body, consciously as well as unconsciously, carries messages, attitudes, status relationships, moods, warmth/indifference, positive/negative feelings and so on. We have, however, to infer these meanings from body symbols. We look for these symbols in the face and eyes, gestures, posture, and physical appearance each of which has its own functions.

2.5.1 Components of body language

Facial expression: Whatever we feel deep within ourselves is at once reflected in the face. It is very important in any face-to-face communication event. We convey such a lot without speaking a word. For example, let us consider the facial expressions generally associated with happiness, surprise, fear, anger, sadness, bewilderment, astonishment and contentment. Let us also consider a smile, different kinds of smile, a frown, corners of lips, the position of the eye brows, the cheeks-whether drawn up or back or dropping, the jaw, nose/nostrils and the chin. We can easily mark all the signals sent through these parts of the face by others and observe our own expressions by looking at ourselves in a mirror. The thoughts and feelings conveyed may be positive or negative. It follows, then, that we can change our behaviour/expression by changing the inner nature.

Eye contact: Eye contact is of very high importance in all face to-face communication. The eyes, along with the eyebrows, eyelids and the size of pupils convey our innermost feelings. Eyebrows and eyelids and combined with dilated pupils tell us that the person is excited, surprised or frightened. Along with these eye patterns, eye contact and eye movements are also meaningful. Looking at somebody for a long time shows the intensity of our interest in him. If the eye contact is brief, or we take our eyes off the person very soon, it indicates nervousness or embarrassment

on our part. Of course, eye contact and eye movements convey-their meaning in combination with other facial expressions.

Gestures: The physical movements of arms, legs, hands, torso and head are called gestures. They play a very important role in conveying meaning without using words. For example, a forefinger held high above the head shows ‘Number 1’ and a forefinger and a thumb touching to form a circle stands for ‘OK’. In the same way, arms spread apart convey the meaning of ‘wide’, shuffling from one leg to another means ‘nervous’ and a torso erect and extended, slightly forward, has been interpreted as ‘intense’.

It is notable that gestures are not used individually but in relation to another person, and acquire meaning at particular times. That particular time, in an interpersonal situation, may be at the beginning, middle or end of a communication event. Speaking, for example, seems to be necessarily linked with gesturing. It has been observed that intensity of speech is directly associated with the size of a gesture. The greater the gesture, the louder the speech. Speech and gestures go together, and, therefore, have to be properly coordinated. In the absence of speech-gesture-co-ordination, we experience confusion and discomfort.

Head, body shape and posture: An age old saying goes like this. “Hold your head high”. It is a sign of honour and self respect, confidence, integrity and interest in the person/persons before us. A head bent low, depending upon the situation, would show modesty, politeness or diffidence. On the other extreme a head drawn too far backwards or stiffly held straight up indicates pride or haughtiness. Head jerks indicate insolence, rejection or agreement, depending upon the context and personality of the person concerned. Nodding the head side ways or back and forth conveys the intended meaning more eloquently than words.

The shape of our body is not under our control, but we can no doubt put it to effective use. Both our body shape and posture affect what we think about ourselves, how we relate to others and how others relate to us or respond to our moves. Mostly we act spontaneously, whether we meet a friend or participate in a meeting. But we do become self-conscious while appearing for an interview or making a presentation. On such an occasion we try to make the best possible impression. The effort itself may make the posture awkward. Leaning forward or backward, standing or sitting erect, slouching haphazardly or bending sideways-all these posture & make an immediate impression on the other person’s mind.

Appearance: Appearance, for our purpose, includes clothing, hair, jewellery, cosmetics etc. All these may seem unrelated to body language. But on having a closer look we find that they are very meaningfully related to our face, eyes, gestures, posture etc.

Someone has said very aptly that a man is recognized by his “dress and address”. “Dress” does not need any explanation. By address he means the way a person speaks to others. Every occasion has its own particular type of dress. It may be formal or informal. It is normally a part of an organization’s work rules to have a formal suit or combination of jacket and trousers for the working hours. Certain organizations have a uniform for all levels of workers. If one changes from the formal dress to informal or casual he is easily noticed, and his dress speaks volumes about his attitude to life, to work, to his colleagues and his own feelings. That is also the reason why invitation cards to formal occasions like cocktails, receptions, dinners etc. convey instructions regarding the dress the guests are expected to appear in.

It is not just the dress or clothes that are important for any occasion but also shoes, hair style, perfume etc. that convey ‘meaning’ in non-verbal form.

2.5.2 Effective use of body language

Given below are some useful tips to make effective use of body language:

1. We should carefully notice details about the way we speak, gesture and move. When standing we should keep our shoulders erect, our body open and our weight evenly balanced on both feet. But we should guard against giving the appearance of a ramrod-straight posture. Such a stiff posture shows rigidity in thought. Identify carefully the little things that people do when they are tense. Some people play with their lock of hair or a pen in their hand. Such behaviour, according to a psychologist, undermines the strength of what we want to say.

Our body posture conveys the message about our confidence. In order to look confident and in charge we should sit squarely in a chair, feet on the floor and shoulders straight. Austin says, “Rest your forearms on the table. This posture conveys the message “I will not move”. If we slouch or jiggle our feet, we will give the impression of being indifferent, uninterested or distressed. If possible, we can ask a friend videotape us so that we can see our selves as others do.

2. We should be careful with the handshake in the business world. Handshake conveys crucial messages about power, status and concern for the person we meet. The handshake that really conveys confidence is firm and dry, with strong but not excessive pressure. Bending the wrist or gripping only the fingers gives wrong signals.
3. We must acquire the ability to sustain direct eye contact if we want to be taken seriously. Austin says that eye contact is the most remembered element in forming an impression of someone. Contrarily, according to another psychologist Ekman “the dominant person always has the right to look and keep looking: the subordinate is supposed to look away. If you maintain eye contact so intently that your boss feels uncomfortable, he will sense that you’re challenging his authority-even if that is not what you intended”.
4. We should communicate at the level of the person before us. If we fold our arms across our chest or cross our legs while we talk, we are closing off communication if we tap our foot/feet, it shows that we are impatient. With young children we should kneel or bend down so that we are able to look into their eyes. With older people we should lean against a wall or counter, put our weight on one foot and keep our arms at our side so as to appear open to their needs. With people in higher position a straight posture shows respect.
5. We must be ourselves. People who know who they are have a relaxed way of talking and moving. They always come across well. So, avoiding all tension, we must relax and be ourselves, not try to be, or show off to be, what we are not.
6. With only a little care we can look pleasant, send out right signals, enthuse the workers and make the other people interested in us.

2.5.3 Advantages of body language

Advantages of body language are as under:

1. Body language is the most easily visible aspect of communication. It, therefore, helps the receiver of the message in decoding the message.
2. Body language complements verbal communication.

3. Body language adds intensity to the process of communication. In the absence of any gestures, change of posture, proper eye contact any face-to-face communication will look blank.
4. Because people care for body language it goes a long way to improve the overall atmosphere and looks of the organization. A resourceful manager can make very effective use of it.

2.5.4 Limitations of body language

Limitations of body language are given below:

1. Being a non-verbal communication, relying on facial expressions, gestures etc., it cannot be wholly relied on. Words written or spoken can be taken seriously, but body language cannot always be taken seriously.
2. People belonging to different cultural backgrounds sent out different body signals. They are, therefore, liable to be misinterpreted.
3. Facial expressions, gestures, postures etc. become ineffective if the listener is inattentive. It, therefore, requires extra care in getting the right message.
4. Use of body language is not very effective in large gatherings. It is effective in face-to-face situation that means there are just two or a small number of participants in the communication situation.

2.6 PARALANGUAGE OR PARA LINGUISTICS

Paralanguage is closest to actual verbal (oral) communication. It is non-verbal because it does not comprise words. But without it words do not convey their intended meaning. 'Para' means 'like'. Hence 'paralanguage' literally means 'like language.', and 'paralinguistics' is the systematic study of how a speaker verbalizes. While verbal communication consists of the 'what' or the content of words, paralanguage involves the 'how' of a speaker's voice or the way/ways in which the speaker speaks. On careful observation and analysis we find that a speaker intentionally/unintentionally uses a vast range of hints and signals.

The first signal we receive or use is our voice. Everybody knows how important voice is. It tells us so much about the speaker's sex, background, education, training and temperament. There are

all kinds of voices-clear, musical, raucus, cultivated, pleasant/unpleasant and so on. Unless damaged by some injury to the vocal cords or some neurological problem, the human voice normally does a satisfactory job. In, other words it conveys the meaning or message. The clearer the voice, the more effective it will be in conveying the meaning/ message. That is why in certain jobs it is absolutely necessary for the applicant/ employee to have a clear and pleasant voice. For example, jobs involving the use of telephone, traffic control, tape-recording etc. require very clear voice.

The message, however, may not be effectively conveyed if we do not take care of the following points in the use of our voice:

1. It is necessary to catch the listener's attention and to keep him interested in us. Those who speak in monotones fail to keep the listener's attention. That is why the word 'monotonous' has come to be used as a synonym for 'boring'. Many speakers are not aware of this weakness on their part. Once they become aware of it, the problem can be solved.

To observe others speaking and to invite suggestions from others is a good way to improve one's pitch variation. It has been observed that people in authority speak in a high pitched voice while those in a subordinate position speak in monotones. But it has also a lot to do with one's state of mind. Most of us, when excited speak in a high-pitched voice and express anger or anxiety in this way. A situation like this sparks off a heated discussion in which we hear voices at different pitch levels. Quite often we hear, "Raising your voice is not going to convince me" or "You can't convince me by your shouting". It is equally important to keep up a pitch at which the listener gets our point comfortably.

2. We speak at different speeds on different occasions and while conveying different parts of message. As a general rule we should present the easy parts of a message at a brisk pace because it is likely to be understood easily and soon. On the other hand, the difficult, complicated, highly technical part of information should be conveyed at a slower pace. If we reverse the order the result will be counter productive. Easy information, if conveyed slowly, becomes irritating. Hard or complicated information presented rapidly will be difficult to understand. It has

also been observed that in a state of anxiety or urgency we tend to speak fast. When we are relaxed we speak at a comfortable speed.

3. The pauses have to be at the right moments. Incorrect use of pauses can create problems. A pause can be highly effective in emphasizing the upcoming subject and in gaining the listener's attention. But it must also be noted that frequent, arbitrary pauses spoil the speech and distract the listener's attention. It is, therefore, very important for a speaker to carefully monitor his pauses.
4. Our speech is not always a continuous string of meaningful words. There are, as we have noted above, pauses scattered at intervals. These pauses are very often inserted with sounds/utterances like 'ah', 'oh', 'uh', 'urn', 'you know', 'ok' etc. They are called 'non-fluencies'. It is rather interesting to see that carefully and sparingly used they add to the fluency of the speaker, give him time to breathe or relax, make the listener more alert and get the message conveyed overtly or covertly. But too frequent insertion of these non-fluencies irritates the listener.
5. We must speak loudly enough for all of our audience to hear, but not too loudly. The loudness of our voice should be adjusted according to the size of our audience. The simple logic is that the larger the audience the louder our voice will be. But some speakers incorrectly believe that the only way to sound convincing is to speak louder and louder. But the fact is that we become more convincing by adjusting our volume from loud to soft. Volume variation puts life into our speaking.

Proper word stress: Every user of English knows that word stress is of crucial importance in communication or transmission of the intended meaning. By putting stress or emphasis on a word here or a word there in the same sentence or utterance we can change the whole meaning. For example, let us read the following series of statements, emphasizing the underlined words in each:

He writes good business letters.

He writes good business letters.

He writes *good* business letters.

He writes good *business* letters.

He writes good business *letters*.

Even though the same words are used in these sentences/ statements, we give different meaning to them by concentrating on the underlined words.

This way of looking at language takes us into the area of phonetics that is the science of speech sounds, and not of immediate concerns to us. But every educated speaker knows how important it is to put stress or force or emphasis on the word or part of word concerned. It is specially important in conversation in which questions and answers are essential. Let us look at the following series.

Mixed signals: Very often problems arise because of ‘mixed signals-saying one thing in one way and using words that convey the opposite meaning. It should be our constant effort to make sure that the ‘what’ and the ‘how’ of our message are in harmony. As receivers, we should concentrate on how the message is sent and the meaning of the words. All communication takes place within a matrix of role-relationships, particular contexts, at particular times, in a particular language or a dialect of that language, at regional, national or international levels, and so on. All these factors influence the paralinguistic character of the communication.

2.6.1 Advantages of para language

Given below are some of the advantages of paralanguage:

1. No oral message is complete without paralanguage as it is very closely allied to language.
2. Paralanguage speaks a lot about the speaker’s national/regional background. This information is of immense use to the receiver/organization in dealing with him.
3. Paralanguage gives us useful clues regarding the speaker’s mental state.
4. Paralanguage enables us to understand the speaker’s place in the organization.
5. Paralanguage tells us quite clearly about the speaker’s educational background.

2.6.2 Limitation of paralanguage

Paralanguage suffers from the following limitations:

1. Paralanguage is non-verbal part of communication, therefore, cannot be fully relied upon.

2. The voice quality and pitch of the speaker may unnecessarily prejudice the receiver of the message. The listener/receiver of the message has, therefore, to be very open-minded.
3. Because of the reasons given above paralanguage may sometimes misguide or mislead.
4. As speakers belong to different speech communities it is difficult to achieve uniformity in oral communication.

2.7 SIGN LANGUAGE-VISUAL AND AUDIO ELEMENTS

Communication is a process involving the use of mutually understood signs/symbols between the sender and the receiver of a message or piece of information. Language is the most sophisticated or systematic set of symbols. The evolution of any language takes a long time, normally running in centuries. But communication has always been taking place. From time immemorial man has been using signs/symbols mutually understood between at least two persons, and more usually among people belonging to a group or tribe, or trade. These signs/symbols, signals/indicators have generally been of two types-visual and audio or sound signals.

2.7.1 Visual signs

Regarding the importance of visual element in communication we have the Chinese proverb, “A picture is worth a thousand words”. “Why”?, asks Adair, and goes on to answer, “Because we take much of our information-more than 50 percent through the gateway of our eyes”.

The effectiveness of pictures in communication becomes clear from the paintings, scrawlings, murals and engravings found on the walls of ancient caves, temples and such other buildings. They tell, us a lot about the tribes or races or, rulers or traders, their religion, their hunting or other adventurous deeds, their art and so on.

Drawing pictures for communicative purposes continues from the centuries. Posters and pictures-big and small, real-life drawings as well as cartons/caricatures, statues and effigies are freely used for general information as also for business purposes. Everybody is familiar with the picture of two crossed bones under a skull as a danger signal, a cross over a cigarette as a warning against smoking or that of a ghastly, skeletal paw symbolizing the deadly grip of drugs and so on.

Similarly, no pamphlet of tourism and hotel industry, oil refinery or motor company is complete without nice-looking colourful photographs. Maps and-diagrams are an essential part of a book of geography, science, economics and history in the same ways.

A very larger number of signs, and symbols speak a ‘universal language’ understood by anybody anywhere given below are a few such examples:

In the same way lights-green or red at traffic points, railway stations and airports, a red bulb outside the operation theatre of a hospital, a neon hoarding, a revolving light on top of a VIP vehicle or an ambulance serve their purpose very effectively without using words.

But many of these drawings and photographs have a local or somewhat limited appeal in the sense that, at a time, only a particular section of people will be interested in them.

2.7.2 Audio/sound signals

Audio or sound signals have also been in use since the very beginning of civilization, and have, very conveniently been adopted by the world of business. Different kinds of drumbeats were used by people living in jungles in olden times, as we are told in our history and geography books. But drum-beating is very much in use in modern times also to convey or share different kinds of feelings on different occasions/celebrations or to send messages across jungles while hunting. In one way or another drum-beating is an essential part of many communities culture. Its immediate impact is to awaken/ alarm/ arouse and gather the hearers.

The alarm signals are closely allied to drumbeats. There are various kinds of alarm signals, fire alarms, accident/casualty alarms, air raid or assault alarms, machine breakdown alarm and so on. Various kinds of sirens, hooters, whistlers etc. are used for these purposes. The main idea is to caution the listener and take the right step. Blowing a horn serves a similar purpose. A clock or watch alarm makes us aware of time and programme our schedule. A buzzer, press button bell, electrically operated bell and other such sound signaling systems are very essential for every office.

2.7.3 Advantages of signal language

Visual and audio/sound signals offer the following advantages:

1. What cannot be said in so many words can be easily conveyed in visual terms. Thus, visual signals like pictures, posters, photographs etc. economise on verbal communication.
2. Posters, paintings, illustrations etc. have an educational value. Wherever the workers are illiterate, posters etc. go a long way to educate them, and give them instructions in the various operations of machines, adopting safety measures, maintaining cleanliness and so on.
3. Posters are a very effective means of advertising. They immediately attract the attention of the public/potential buyers.
4. Sound signals are very quick in conveying the intended message. For example, the ringing of a bell or the hooting of a siren makes the workers active, both in reporting for duty, winding up the day's work, or to take safety measures.
5. Sound signals are very useful in time management. One can always plan one's day on the basis of timely signals.
6. Colourful paintings, photographs, posters etc. make communication interesting and motivate the receiver of the message.
7. Symbols are also a reflection of the mental makeup, intelligence level; cultural background of the communicator.

2.7.4 Limitations of sign language

Limitations of sign language are listed below:

1. Any complications or skews in ideas can hardly be conveyed through posters/pictures. They can communicate only simple ideas.
2. Sign language is quite likely to be misunderstood. The receiver of the message has to be in a proper frame of mind to decode the message/ information conveyed by visual or sound signals.

3. While in verbal communication spot correction is very easy, it is not so in sign language. It is generally not easy to repeat, retract or improve upon these signs/signals.
4. It is not at all easy to draw effective pictures or posters. It requires great skill on the part of the artist to be able to get the exact idea.
5. Sign language can be effective in combination with verbal communication.

2.8 SUMMARY

In any organization, as in everyday life, both formally and informally, we communicate more orally than in writing. Without oral communication any organization will become just lifeless. In a business organization there are ample opportunities for both formal and informal oral communication. But, in fact, a lot more time is spent in informal oral communication. The simple reason is that all communication is essentially conversational in nature and has a social purpose. In addition to, the informal oral communication, various kinds of formal oral communication take place in an organization. Oral communication provide immediate feedback and clarification. People listening to the speaker can ask questions, makes comments, add to the information provided and so on. It builds up healthy climate in the organization by bringing the superior and the subordinate together. Oral communication is a time-saving device. It is the most effective tool of persuasion as it lends a personal touch to the whole business. Oral communication provides ample scope to the sender of the message to make himself clear by suitably changing his words, voice, tone, pitch, etc.

However, oral communication does not always save time and money. Quite often meetings go on without any results or agreements achieved. Such meetings can be very tiring and wasteful. Oral messages cannot be retained for a long time. In the absence of a taped or written record, oral messages do not have any legal validity.

Just as it is impossible to think of social life without oral communication, it is impossible to think of business or an organization without written communication. There are various reasons for it. In the first place, in an organization, people are too many to have face-to-face communication. They are generally spread over wide geographical distances, and are sometimes not even connected by telephone. The situation is changing fast. But, even then, exchange of letters remains as important

as ever. Moreover, people have to function within defined limits of authority and responsibility. In the absence of written communication it will not be easy to determine responsibility. Telephone, telex, fax machines have not in anyway affected the importance of letters. It has the advantage of providing records, references, etc. It promotes Uniformity in policy and procedure. It gives access to a large audience through mass mailings. Good written communication builds up the organization's image. But written communication runs the risk of becoming ineffective in the hands of people otherwise good in their job, but poor in expression. Written communication is also a costly process.

Another aspect of communication is the non-verbal (non-word) aspect. Just as language uses sets of symbols to convey meaning, our body, consciously as well as unconsciously, carries messages, attitudes, status relationships, moods, warmth/indifference, positive/negative feelings and so on. We have, however, to infer these meanings from body symbols. We should carefully notice details about the way we speak, gesture and move. Our body posture conveys the message about our confidence. In order to look confident and in charge we should sit squarely in a chair, feet on the floor and shoulders straight. Body language complements verbal communication.

Paralanguage is closest to actual verbal (oral) communication. It is non-verbal because it does not comprise words. On careful observation and analysis we find that a speaker intentionally/unintentionally uses a vast range of hints and signals. From time immemorial man has been using signs/ symbols mutually understood between at least two persons, and more usually among people belonging to a group or tribe, or trade. These signs/symbols, signals/indicators have generally been of two types-visual and audio or sound signals. Audio or sound signals have also been in use since the very beginning of civilization, and have very conveniently been adopted by the world of business. Sign language can be effective in combination with verbal communication.

2.9 KEYWORDS

Verbal Communication is also known as oral communication, which is done through speech and talking.

Non-verbal Communication does not require a talk. It is done either through written words, pictures or symbols or through body-language.

Paralanguage is like verbal communication, which includes the methods to use speaker's voice.

Sign Language is the communication based on the usage of symbols or signs.

Visual Signs is communication through pictures.

Audio/Sound Signals is the communication through sound.

2.10 SELF ASSESSMENT QUESTIONS

1. Why do we have more oral communication than written? Give reasons.
2. What do you mean by 'phatic communication'? Illustrate your answer with some examples.
3. What, according to you, are the three most important advantages of oral communication?
4. On the one hand it is said that oral communication saves time, and on the other it is said that it wastes time. How and why does it happen? Discuss with some examples known to you. Otherwise, you could invent any names and details.
5. Write a note on the importance of listening.
6. Visualize a situation in which, in the midst of your speech, you are repeatedly interrupted by a listener. What effect will it have on the entire communication event?
7. Write a note on the experts advice, "Empathize with the talker".
8. Why is a listener advised to go easy on argument and criticism?
9. How does asking question help a speaker/talker?
10. Write a note on the salient features of written communication and show how it differs from oral communication.
11. Imagine a situation in which a manager gives only oral instructions to his subordinates. What problems do you think can crop up in such a situation?

12. How does an organization reach out to a large audience through written communication? Take a particular example of such a communication and discuss its impact on the receiver/receivers.
13. Write, in your own words, a note on the advantages and disadvantages of written communication.
14. What do you mean by 'kinesics' or body language? Discuss its various aspects in detail.
15. Write a note on the statement, "You can't not communicate".
16. How does a man's way of sitting reflect his position, state of mind and feelings?
17. "You can play fast and loose with words but, it's much more difficult to do that with gestures". Discuss the statement in the context of a meeting you have attended.
18. What do you mean by the saying, "The face is the index of the heart"?
19. Write a detailed note on eye-contact.
20. How can we make effective use of body language?
21. Discuss in detail the advantages and limitations of body language.
22. How many varieties of voice do you know about? Which ones do you find most effective?
23. Write a note on the importance of pitch variation.
24. Write short notes on the following:
 - (a) Speed variation in speech
 - (b) Pause
 - (c) Non-fluencies
 - (d) Mixed signals
25. Write an essay on the paralinguistic aspects of effective oral communication.
26. Write a note on the risks involved in depending on paralanguage.

27. What do you mean by 'sign language'? Discuss the use of at least two examples of sign language.
28. Look around in your college/institute/office and make a list of the visual signs displayed. Write a short note on each of them.
29. Draw suitable signs for use in a warehouse instructing the workers to
 - (a) 'keep (a package) in proper position',
 - (b) 'handle with care', and
 - (c) 'protect from water'.
30. Discuss in detail the statement. "A picture is worth a thousand words".

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BARRIERS TO COMMUNICATION

STRUCTURE

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Language and semantic barriers
- 3.3 Organisational barriers
- 3.4 Physical barriers
- 3.5 Socio-psychological barriers
- 3.6 Summary
- 3.7 Keywords
- 3.8 Self assessment questions
- 3.9 References/suggested readings

3.0 OBJECTIVES

After reading this lesson you will be able to-

- Understand barriers to communication.
- Differentiate between language and semantic barriers.
- Differentiate between organisational and physical barriers.
- Understand socio-psychological barriers.
- Know the ways to overcome these barriers.

3.1 INTRODUCTION

Communication is a complex process involving shared assumptions and unspoken agreements between individuals. Understandably, there are frequent errors and misunderstandings in

communication. Several types of barriers prevent us from transmitting our ideas meaningfully. It is hard to identify these barriers. The reason is obvious it is difficult to realize fully whether the message we get is complete and correct, or distorted. The feedback gives only a partial clue for determining whether the communication has succeeded or failed. Another problem is the identification of the criteria on the basis of which one should assess the effectiveness of communication.

However, despite these problems, one must identify the barriers that hinder the process of effective communication in order to be able to keep in check their negative effect. Studies have revealed certain common barriers and suggested ways to remove them. In the present lesson we shall try to understand some of the major barriers and ways to overcome them.

3.2 LANGUAGE AND SEMANTIC BARRIERS

These barriers are caused by the following:

3.2.1 Lack of common language

Language uses oral or written arbitrary symbols to transmit meanings from one person to another. Every human language has its own vocal symbol system and its own grammatical structures. If the communicator and the receiver belong to different language groups, their ignorance of each other's language or the lack of a common language will be a barrier to communication between them. It is not possible for them to communicate with each other unless they know some common language which is properly understood by both of them. An English speaking boss and a Tamil speaking worker will not be able to communicate without a good knowledge of each other's language. If both of them know a common language, say Hindi, their knowledge of Hindi word, inflections, phrases, clauses and sentence-structure should be upto mark to express their thoughts and feelings.

3.2.2 Semantic Barriers

Most of the communication is carried on through words, whether spoken or written. Words are said to have no meaning but they represent arbitrary meaning associated with it. A word may have a variety of meanings and the meaning attributed to a word by the communicator may not be the same as that of the receiver's attributed meaning of that word. A word can have different meaning to different people at different occasions. It is found by the experts that people attribute thousand different meanings to a few hundred commonly used English words. Therefore, the sender and

receiver are many a time likely to attribute different meaning to the same word. Sometimes, they may use different words to communicate the same meaning. There are many words in English such as light, cheap, etc. which can be used with favourable as well as unfavourable connotations. A word can stand for its positive or negative connotations. Sometimes, the intended meaning of the sender's word is wrongly entered by the receiver by attributing negative meaning to it.

3.2.3 Poor vocabulary

Poor vocabulary makes our message more complicated. Our pen falters and tongue fumbles when we probe into our brain for a suitable word or phrase. The words have different connotative and denotative meanings. The communicator needs to know them clearly in order to use them with clarity and precision. Words stand not only for their meanings but they are also charged with action and emotions when the communicator and the receiver understand these word-associations, they are capable of using them as living entities. Poor vocabulary does not allow the communicator to write or speak effectively. It does not allow the receiver to understand the message clearly and completely if the receiver does not understand the words, the sentences cannot be properly comprehended by him.

3.2.4 Poor knowledge of grammar and punctuation

Poor knowledge of grammar and punctuation is a barrier to verbal communication. A good vocabulary is of no use unless the communicator acquires the knowledge of how to use it in a sentence. More than ever before, the job applicants, business report writers, business correspondents and all those who are involved in written and oral communications today must have superior grammar skills because an understanding of grammatical structures provide excellent basis for effective writing, speaking, listening and reading skills. If the communicator is not able to choose the correct verb form that agrees with a given noun or pronoun; if, he is not able to use nouns and pronouns precisely to indicate who does what; if he is not able to select exact adjective or adverb; if he is not able to use conjunctions and prepositions to join words correctly, he will not be able to communicate his ideas, thoughts and feelings fully and correctly. In addition to a good grammar, a knowledge of punctuation is essential, for effective communication. Many of us do not pay adequate attention to it. But it must be remembered that the faulty and improper punctuation can change the intended meaning of the sentences.

3.2.5 Roundabout verbiage

Roundabout verbiage consists of the usage of overworked, troublesome and exhausted words and phrases which usually cause a considerable amount of misunderstanding and confusion. It is a long winded way of saying the meaningless padding. By avoiding such roundabout verbiage, we can add a good deal of liveliness and simplicity of expression to our written as well as oral communication. For example, instead of saying 'in the majority of cases' or 'in a number of instances', we can say 'some' or 'usually'; instead of saying 'commence', we can use 'start' or 'begin'; instead of saying 'prior to', we can say 'before'. Roundabout verbiage should be avoided to achieve clarity and simplicity of the message.

3.3 ORGANISATIONAL BARRIERS

The organisational barriers are caused by the following factors:

3.3.1 Hierarchical barriers

In an organization, communication transmission must flow through certain formal channels which are established by the organizational hierarchy. The employees are expected to contact the superiors and the subordinates through their immediate superiors or subordinates. This often results in hardships and difficulties in maintaining free flow of communication. Some managements disapprove with the barriers of hierarchy and propose the everyone in the organization should be free enough to communicate directly with anybody else who can help him to solve his problems.

Usually, the subordinates do not find it easy to communicate their problems to their superiors. They experience an awe of authority in communicating with their superiors. Sometimes, the upward communication is deliberately distorted and suitably edited in order to make it pleasant, and acceptable to the reputed officer. Frustration is caused among the employees when their communication is restricted to the formal channels only. They try to find the resources of the informal groups which communicate through informal channels of communication like grapevine.

3.3.2 Increasing specialization of the workforce

Increasing specialization of the workforce is posing a serious barrier to effective internal communication in large-size business organizations. The tasks are specified and the procedures are structured in such a way that the workforce can hardly come out of their compartments to

communicate with the people in other functional groups. They look only at those things that need to be done by a functionalized group. Everyone of them is assigned with a special kind of job. This makes it increasingly difficult to see and converse with the people outside one's specialization. So far as possible, the works of each employee is confined to a single function. But this is not always possible. Therefore, generally the people who are involved in related functions are grouped together in the form of a functional department which is headed by a common superior. This separates the group of people belonging to one department from the other departments in the same organisation.

3.3.3 Wrong choice of medium

In lesson two, we have discussed the various media of communication available to us. It may be oral communication through, interviews, conversations, speeches, telephone talks, conferences, radio speeches, etc. It may be face-to-face communication, written communication or non-verbal communication. All these ways or media of communication are suitable for communicating at different times and for different purposes. Therefore, it is essential to think about their relative merits and limitations, before selecting one of the media for communication. The sales manager must think over if it would be better for him to hold a face-to-face talk with the prospective buyer than talking to him on the telephone. The oral communication may be a wrong medium for the smuggler at certain occasion and he may communicate safely and quickly by flashing a torchlight as a signal. Again, the oral media will be wrong one for a policeman who should blow his whistle or use hand gestures to stop the vehicles. Audio-visual media vehicle better to instruct the uneducated workers, especially in rural area rather than using the written media for that purpose, which is merely an audio-aid to communication. Sometimes, it is better to communicate on telephone than to write a letter but there are certain messages which are more effective if they are communicated through written media.

3.3.4 Amount and complexity of messages

Amount of messages received by the receiver is one of the major barriers to communication. The increasing complexity of the modern business world has resulted in ever growing needs of boundless information. Through the astonishing variety of communication media, we are continuously bombarded with messages from morning till night. In a busy organization, a person who is connected with all the formal and informal channels of communication, is bound to be very

busy in receiving and imparting the messages rather than a person who is supposed to receive the messages through a single channel. He has to process a large amount of information. He can handle an abundance of information, provided it consists of routine and simple messages, but it is very difficult to handle the information, which is relatively more complex and unpredictable. Even communication under-load can be a barrier to communication. An employee who is under-communicated gets bored because of his non-involvement and finally starts communicating with the help of gossip, rumour, etc., which may prove harmful to the organization.

3.4 PHYSICAL BARRIERS

There are some physical barriers which are caused by the following factors:

3.4.1 Noise

Noise is quite often a barrier to communication. It interferes with the transmission of the signals. It also refers to the 'unwanted' signals of messages which interfere and disturb the reception of the wanted signals. This disturbance is usually in the form of sounds, but it need not be always the sounds. It can be in visual, audiovisual, written, physical or psychological form also. There are many people who communicate with a little signal and much noise. In fact, they communicate extraneous matters which may diminish the interest in the receivers or may even annoy them.

In manufacturing organization, oral communication is rendered difficult by the electronic noise like blaring noise of the stereo and such other noises often interferes in communication. Visual noise can be experienced when a committee member arrives late at the meeting hall and all the committee members are distracted by his arrival. Poor telephone connections which interrupt conversations, muddled type-scripts and bad handwriting are some examples of the technical noise.

3.4.2 Time

Time also act as barriers to the smooth flow of communication. If the employee does not communicate with his superiors for a long time, or if husband and wife stay away from each other for a long time, it may create a communication gap between them which may affect their relationship. Time can act as a barrier to communication in some other ways also. A guest who arrives at midnight will not be able to communicate well with the host who might feel embarrassed or disturbed in his sleep. Time will not allow two communicators to talk with each other if they

work in different shifts. A phone call at midnight can irritate or embarrass the receiver. A husband who keeps his wife waiting for a long time will not find it easy to communicate with her.

3.4.3 Distance

Sometimes the distance between the transmitter and the receiver becomes a mighty barrier. It can happen if the technical devices of communication such as telephone, telex, etc., are not available to link them. Faulty sitting arrangement in the office can create a kind of communication gap which can be eliminated by adjusting the distance. Distance between the workbenches in the offices or in the modern production departments and half partitions between them are the distance barriers which severely limit the communication among the employees.

3.4.4 Age and educational background

The age, maturity, educational background and the eras in which a person grows up make a generation which inevitably comes in the way of human communication. The generation gap becomes obvious in their use of vocabulary and style of speeches and the values of life which they adhere. Considering his age and maturity, we tend to apply different standards of judgement to judge the statements of the speaker. In an organization, older workers gradually form their social groups, which often remains apart from the younger workers. Their likings and interests are different and they take less interest in sports, cocktail parties and movies.

3.4.5 Sex

When men and women work together in a group, men tend to be more assertive, acquisitive, self-confident and aggressive than the women. The sex stands as a barrier to a direct, honest and appropriate expression of a female's thoughts, opinions and beliefs. On the other hand, man is more assertive of his thoughts and opinions. It is also found that women are more likely than men to express their emotions and feelings about a situation. But, it must be noticed that these are general tendencies of sex-typed communication behaviour and not the rules. The girls tend to be less aggressive because they receive negative results such as rejection, criticism for such behaviour. They are brought up with the feeling that assertiveness is unfeminine. A girl who is brought up with such feminine conceptions about herself may try to avoid a frank eye-contact with the interviewer and may even speak in a voice that is almost inaudible.

3.5 SOCIO-PSYCHOLOGICAL BARRIERS

These barriers are caused by social and psychological status as follows:

3.5.1 Status barriers

Status consciousness exists in every organization and is one of the major barriers to effective communication. Status is a position or social rank of a person in a group. It depends on the person's abilities, amount of pay, job-skills, seniority, type of work assigned, age, etc. The high-status employees within a group enjoy more power and influence the low-status employees. Thus, status reflects the degree of power, authority, importance and responsibility placed on an individual by the other people in the organization. The subordinates are usually afraid of communicating unpleasant and unfavourable information to the high-status people. They get scared of entering into the air-conditioned cabins with runs on the floor and a number of telephones on the table. They become conscious of their own status in relationship with the status of their superiors. This status consciousness is harmful in the process of upward communication. The employees fear that the unpleasant facts communicated to their superior might bring adverse effects on them, if the information displease the superior. They are reluctant to communicate their problems, shortcomings, mistakes and other unfavourable information to the higher-ups. They do not show courage of offering suggestions and plans of improving the organizations and its procedures for the fear of being called arrogant by their superiors. In order to safeguard the dignity of their status, the high-ups avoid accepting suggestions from the subordinates and presume that their higher status stands for better knowledge and competence than any of their subordinates. These assumptions may prove to be serious barriers to communication between them. Therefore, it is essential that every superior should encourage his subordinates to talk freely.

3.5.2 Attitudes and values

Personal attitudes and opinions often act as barriers to effective communication. The attitudes serve the personal needs of the people. They provide need satisfaction to the individuals. The messages are interpreted by the people in terms of their attitudes and values. Their attitudes and values are different not merely because they are physically different but also because they have different backgrounds. They deal with the individuals and events according to their attitudes and assumptions. Their personal attitudes, values and opinions are the barriers to an effective communication. The most agreeable information for anybody of us is the one which is favourable

and palatable to our opinions, values, norms and attitudes. The message which runs contrary to our views and beliefs is not easily acceptable to us even when it is factual and true. We promptly accept the government policy if it is favourable to our business, but we express our strong resentment if it adversely affects our business.

3.5.3 Different comprehension of reality

The reality of an object, or a person is different to different people. Reality is not a fixed concept; it is complex, infinite and continually changing. The individual experiences and their interpretations are never identical because their perceptions are different. On account of different abstractions, inferences, and evaluations, they perceive reality in a different way. If two friends see a movie together, their interpretation, of the events and the characters in it will certainly be different. The communication barrier arises as a result of different selective perceptions of the same object or idea by two or more people. Our physical senses like hearing, sight, taste, touch and smell are our contacts with the physical world. Some people have limited range and power of their senses, whereas some people have very acute and strong senses. These physical differences are also responsible for different perceptions of the existing things. Human needs are strong motivating factors which can very easily alter his perceptions. We create our own reality through selective perception which hides certain things that are there and see certain more things than are there.

3.5.4 Inference

What we directly see, hear, smell, taste, feel or can verify and confirm immediately constitutes a fact. However, the statement that goes beyond facts and the conclusions based on facts are called inferences. When we get up in bed at 7.30 a.m., we infer that mummy might have already started her housework. When we sit down at a table to write, we infer that the chair will support our weight and ink will flow from the pen. Thus, the statements which are based on the facts and go beyond the facts are inferences. We may have good reason to expect that our inferences will be correct, but they may prove incorrect due to some unpredicted probability. As inferences go beyond the facts in making certain statements, they can give wrong signals also. We are to interpret symbols on the basis of assumptions which usually prove correct, but we must be aware of the probability that they may sometimes prove incorrect. When we travel in the state transport bus, we infer that we may reach safely at our destination, but this inference may not prove correct if the bus is caught

in some accident. The inferential statements involve certain amount of risk, but in every imaginable context, we cannot avoid them. The inferences drawn by the specialists are many a time reliable because they are based on verified facts, but the inferences of the non-experts should be accepted after receiving more feedback from the concerned people.

3.5.5 Abstracting

Abstracting may be defined as the process of focusing attention on some details and omitting others. It is both necessary and desirable in many cases as it may save our valuable time. We use language to communicate our experiences and feelings, but we cannot communicate every detail of it. We cannot communicate every detail of our experience to others. We focus our attention on some details and do not bother about the rest. We prepare a business report on our observation of the various events in the market. While preparing it, we abstract the reality and report only the valuable characteristics of the market. We observe partially and communicate practically because our experience of the event is also partial. When we try to convert our observations and experiences into words, we further abstract it by using selected words, which involve leaving out the details. If we try to completely describe a simple object like 'pen', we would require several volumes for it which would still be insufficient to describe the object.

3.5.6 Allness and closed-mindedness

A person with a closed mind is very difficult to communicate with. He is a man with deeply ingrained prejudices. It is very difficult to communicate with such a person. He is not prepared to receive any message on a subject about which he assumes to know everything. His mind is closed to new ideas, facts and revelations. If an employee approaches his closed-minded boss with some suggestions to improve the work of a business unit, the boss would not entertain the suggestion, but, on the other hand, he would retort the employee by saying that he knows better than the latter regarding what should be done for the betterment of the organization. Perhaps, he may further warn the employee that the latter should never try to teach him again. Thus, he completely rejects the information and recommendations of the communicator even before he knows the real facts. The reason behind his Closed-mindedness is his deeply rooted prejudices. He may preclude all possibility of communication unless he humbles himself down and admits that he has a great deal to know about himself, his occupation and also about the other people and their occupations.

3.5.7 Distortion, filtering and editing

A message is not communicated from one person to another in its entirety. The legally worded resolutions made in the management committee meeting cannot be transmitted in the same words to the operator on the machine. It requires translation of it into simple language. It does not exactly replicate the idea of the message on the receiver's mind, but, on the other hand, it interprets and simplifies the message for him. The accuracy of the message is lost and the transmission becomes imperfect as the message goes through the filters of translations and simplifications.

Further the employees are reluctant to communicate the information, which might expose the faults and inefficiencies of their loss. The horizontal channel is also subjected to such distortions and filtering. The negative effects of the informal channel like grapevine are due to distortions and filtering. No one knows where it begins, but everybody seems to be anxious to repeat and impart it to others. The message in grapevine receives fresh additions with every repetition until it gets worst. Thus; often the original information communicated through formal or informal channels gets lost or distorted to a large extent and very little of it is retained.

3.5.8 Background of experiences

Our experience in the past influences our attitudes and values. Every human being has his own set of experiences. His style and way of living and, personal background separates him from the rest of the society. If the individuals do not have similar experiences and expectations concerning a given communication situation, they will not attribute similar meaning to the symbols of the message. The experience and expectations attached to the language symbols by a teacher are bound to be different from those of the doctor, banker and a scientist.

3.5.9 Bad listening

Some people often become inattentive while receiving a message, in particular, if the message contains a new idea. The adults, many a time, resist change. So the moment a new idea is presented to them, they unconsciously become inattentive. One of the major reasons for bad listening is an individual's continual thinking about his own problems and worries. The poor listeners always feel that the thought in his mind is more interesting than what the speaker is saying. A college student involves himself in thinking about his girl-friend rather than listening to the lecture of his professor. Bad listening can also be due to some strong reason for worrying. An employee may get engrossed in worrying about the sickness of his daughter rather than listening

to the instructions given by his departmental manager. Some listeners mentally argue with the speaker before comprehending the complete message. This usually leads to misunderstanding and conflict. Their impatience to talk out their thoughts and their lack of interest in the message contents are strong barriers to communication.

3.5.10 Emotions

Emotions of a person play an important role in the act of communication. Emotions are our feelings about the world around us. Usually, the positive emotions such as joy, love or affection do not interfere with communication, but the negative emotions act as strong barriers to effective communication. Emotionally excited communicator is unable to organize his message properly. His excited or nervous state of mind does not allow him to think clearly. He expresses his blurred thoughts with gesticulations and keeps on repeating the same words. He cannot even grasp the message sent by the communicator in its true sense. Almost anybody who comes across such an irritated person becomes a victim of his unfocused negative emotions.

3.5.11 The source of communication (haloeffect)

Trust is an essential dimension of all human encounters. What two people would say to each other and how they would interpret it depends on the level of trust between them. If the psychological climate between two people is uneasy, there would be more distortions and misinterpretations of the messages communicated between them. Distrust distorts mutual understanding and takes away pleasurable and acceptable aspects of communication. It may even interfere with the efforts of introducing attitude changes and motivating actions. If we trust the speaker, we may change our attitudes easily and readily according to whatever the speaker proposes. Our readiness to, change, our views and values is a result of our acceptance of the speaker's statements as reliable 'truths' or 'whites'. If we distrust the speaker, everything that he says can motivate no action from us, nor can it bring any change in our attitudes, views and values. The picture of our life is multi-coloured and it should not be painted just in black and white. We must be sensitive to its mixed tones and tunes. We must try to see and understand the 'grey' tones (the halo effect).

3.5.12 Resistance to change

The new idea is rejected consciously or sometimes unconsciously if it conflicts with beliefs, morals; values, attitudes and opinions of the receiver. The average adult human mind ignores the

new idea, especially when he feels insecurity and uncertainty about its aftermath. He feels that the things go along just fine with him and he would be insecure if the changes are introduced. He is also suspicious about its success in future. Because of its uncertainty, he hastily concludes in his mind that the proposal would not be successful. He even further feels that the proposal would make things worst for him. Thus, the average human mind which resists changes does not accept the new ideas from the communicator.

3.6 SUMMARY

Communication, as explained earlier, is the process of transmitting information. If the information, as it is present in the mind of the transmitter, is transferred unchanged into the mind of the receiver, we say that a perfect act of communication has taken place. If we recall how many times we have had an experience of miscommunication (sometimes causing embarrassing misunderstanding), we shall realize that there does not exist any such thing as may be described as perfect communication.

Communication barriers can originate at three levels at the level of the transmitter, of the medium, or of the receiver. In technical parlance, any-thing that obstructs free flow of communication is called 'noise'. Or we may refer to it simply as a 'barrier' to communication. In the present chapter we have described some of the major barriers to communication and ways to overcome them.

3.7 KEYWORDS

Semantic Barriers arise from the different meanings of the same word.

Round about verbiage is the usage of overworked, troublesome and exhausted words and phrases causing misunderstanding and confusion.

Abstracting is the process of focussing attention on some details and omitting others.

Distortion is the reproduction of the message with some different meaning and the original message goes somewhere else.

Filtering is the lost of some contents of the original message.

Grapewine is an informal communication which receives fresh additions with every repetition until it gets worst.

Halo effect is the communication which is affected by the trust between the persons. It is the sensitivity towards mixed tunes and tones.

3.8 SELF ASSESSMENT QUESTIONS

1. “In reality there is no such things as perfect communication”. Discuss.
2. Describe the factors responsible for miscommunication in business organisations.
3. What are barriers to effective internal communication in business organisation?
4. How does languages act as a serious barrier to effective communication?
5. How does the ‘failure to use multiple communication channels’ result in poor communication?
6. What are the psychological barriers to effective communication?

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Subject: Business Communication	
Course Code: BBA-206	Author: Dr. B.S. Bodla
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THE ESSENTIAL OF EFFECTIVE COMMUNICATION

STRUCTURE

- 4.0 Objectives
- 4.1 Introduction
- 4.2 Clarity of thought and expression
- 4.3 Clarity of purpose and objectives of communication
- 4.4 Appropriate tone, pitch, quality, force and intensity of voice
- 4.5 Positive and pleasant approach
- 4.6 Adequate knowledge of the subject and the receiver
- 4.7 Completeness
- 4.8 Correctness
- 4.9 Conciseness and relevance
- 4.10 Courtesy and ‘you’ attitude
- 4.11 The objective and realistic approach
- 4.12 Organization of message
- 4.13 Proper selection and use of media and channel
- 4.14 Patience in listening and attentiveness
- 4.15 Time conciseness
- 4.16 Summary
- 4.17 Keywords

4.18 Self assessment questions

4.19 References/suggested readings

4.0 OBJECTIVES

After going through this lesson you will be able to-

- Understand the need of effective communication.
- Identify the factors affecting effective communication.
- Know the pre-requisites of effective communication.
- Significance of 7 Cs of business communications.

4.1 INTRODUCTION

In the earlier lessons you have gone through nature, type, features and barriers of communication. The increasing specialization and the expansion and complexity of today's businesses have brought about a revolution in the systems of communication. The businessman who wants to survive in the competition has to develop his communicating skills. He must know how to communicate with the help of new and speedy technical devices of communication. The management executives spend most of their time in direct or indirect form of communication. The efficiency of a manager depends on his skills and effectiveness of communicating with others. He has to communicate with other traders and dealers for purchase and sale. He has to communicate with his superiors in order to decide the objectives and directives. He has to communicate with his subordinates in order to get their cooperation and improve the productivity. He has to deal with banks, transport agencies, government officials, legal advisors, insurance companies, experts, customers, etc. An effective communication is the key of sure success in the modern world' of commerce.

In order to ensure that people should listen to what we say; they should understand it, believe in it, appreciate it, and finally, get activated by it. The response of the other party depends upon how our personality is judged by them. It is the judgement of our manners, outward appearance, dress neatness and it is also the judgement of our style, tone, clarity, completeness, correctness, conciseness, objectivity, integrity, attractiveness, purpose and of many other essentialities of effective oral and written expressions. The essentials of effective communication are discussed as follows:

4.2 CLARITY OF THOUGHT AND EXPRESSION

The cycle of communication begins at the origin of an idea in the mind of the communicator. A great deal of clarity is needed at this stage, for if the beginning is fuddled, it is likely to ruin the entire communication process. The communicator must be very clear about all the aspects of the idea in his mind and about the purpose for which it is to be communicated. Next to it, he must be clear about the selection, suitability and usage of the medium. The signs of the encoded message must be carefully composed of and transmitted. It must be clear enough to replicate the exact meaning in the mind of the communication receiver. The words and sentences must be short, simple and common, so that the message is understood easily and readily. The clarity of thought and expression cannot be maintained if the communicator himself fails to understand his subject thoroughly. Sometimes, he may know his subject but he may fail to distinguish between its major and minor aspects. In order to maintain the clarity of thought and expression, the communicator can discard the use of well-turned phrases and elegant sentences. Good language should not call attention to itself. On the other hand, it should strive to transfer ideas and thoughts from one mind to another. The communicator need not desire to captivate the receiver with the prose but should see whether his message is clear or notice message must be so clear that even the dumbest man in the world should readily understand it. It should not consist of any ambiguities or misleading meanings. It should not consist of any ambiguities or misleading meanings. It should not be faulty and it should not produce any confusion in the mind of the receiver. It should be free from syntactical errors. The communicator must plan and organize his material before communicating it to the receiver.

Faulty punctuation is another cause of ambiguity. For example, on a busy road which was under repair, the following sign appeared: “Go Slow Work in Progress”. This instruction should have been: “Go Slow, Work in Progress”. While placing related ideas together, there should be no fault in punctuation and pause in the written and spoken communication respectively. The special trade and professional language, which is popularly known as jargon is difficult to be understood by a common man. If we avoid jargon, it adds to the clarity of the message. These precautions should be taken before transmitting the message.

4.3 CLARITY OF PURPOSE AND OBJECTIVES OF COMMUNICATION

The manager cannot plan, organize and control, if he does not communicate effectively to get the information about the facts and circumstances relevant to his daily responsibilities. If he has to take correct decisions, the information received by him must be complete, correct and concise. The administrator must be very clear about the exact purpose behind his communicational needs. In an organization, he has to use communication media for the objectives like issuing orders, and warning, raising the morale, giving advice and suggestions and for some other purposes of persuasion, education and instructions, etc. he can motivate his workers effectively, if he tries to satisfy their basic human needs and healthy social relationships. Warning is very effective means of communication, but it ought to be used discretely and sparingly. It should not be given to a person in the presence of others. The morale of the labours can be raised if the superior appreciates their good work, encourages them and gives them a sense of belonging with the organization. The order can be very effective authoritative communication, if it is clear, complete and given in a friendly manner. In an organization, an advice is effective, if it is related to a particular work of the worker. It should not create in him the feeling of inferiority. Suggestion can be used as a mild and subtle form of communication. Workers are to be encouraged to drop their suggestions in suggestion boxes. Persuasion is always better than repression and compulsion in order to change views, beliefs, attitudes, habits and actions of the people.

4.4 APPROPRIATE TONE, PITCH, QUALITY, FORCE AND INTENSITY OF VOICE

We know that words have meanings, but a different tone of voice assigns a different shade and colour of the meaning, which comes from the emotional involvement of the speaker. The tone of voice gives an idea of the depth and intensity of the emotions. The facial expression, gestures and postures are complementary to the tone of voice in conveying exact meaning to the communication receiver. The sound symbols (words) carry the ideas but the tone, pitch and force of voice communicate emotions of love, affection, hate, jealousy, fear, anger, etc. the pleasant and acceptable quality of our voice depends upon our emotional control. Pitch variations in our speech help us in emphasising certain points, whereas vocal monotony is useful in short formal speech. There are some people, who tend to speak rapidly. They find it difficult to change the pace of their speech. This monotony of pace is tiresome to the listeners. The variation in vocal pitch and rate helps the communicator to hold the attention and interest of the listeners. The receiver not only receives the words of the communicator but he also realizes the mood of the conveyor between the

lines. While listening to a public speaker, we first listen to the tone of his voice and then to the meaning of his message. Therefore, the communicator must strive to sound natural, friendly, sincere and pleasant.

4.5 POSITIVE AND PLEASANT APPROACH

Any businessman can win good reputation and can have friendly relations within and outside his organization with a positive and pleasant way of oral and written communication. There are always many occasions when a businessman is likely to lose his temper. Sometimes he disagrees with the people in his organization and also with the outsiders who are in one way or the other connected with his organization. Sometimes, he finds imperfections and mistakes in the business transactions. Sometimes, he has to suffer inconveniences and even financial loss. Naturally, he has to complain against some people. In these circumstances, the businessman stands on trial. It is very easy for him to become plainly negative in his approach towards these people. But, his anger and impatience might bring adverse results because nobody like the negative approach and harsh words.

A positive approach, on the other hand, convinces the reader of your helplessness, or your genuine difficulties, etc. You can retain the goodwill even after your refusal by the only way of your positive and pleasant approach. You should never spoil the atmosphere of goodwill by using bitter words and complaining undertone. A businessman should look at every situation with optimism and should try to make the best of it. He may not find everything agreeable, he may come across several problems, but he should always believe in the fact that every situation can have the advantages of its own. He has to find out those advantages.

4.6 ADEQUATE KNOWLEDGE OF THE SUBJECT AND THE RECEIVER

Before writing a letter or delivering a speech, the communicator should thoroughly know the subject on which he is going to express his thoughts, ideas and feelings. A salesman, for example, who works in a TV shop, must have some knowledge of the TV sets. He will be able to raise the interest in the mind of the customers and focus their attention on the various points of merits in every TV set kept for sale in the shop. He must know how to operate the sets and how to make different appeals in order to generate interest in different types of customers. In generating interest and creating desire in the mind of a customer, the salesman has to dwell at length upon the various advantages and merits of the article he has to sell. The salesman should know not only the

advantage of the product, but he should be able to compare it with other similar products available in the market. He should also know the facts and figures pertaining to the product. This statistical information can make an effective appeal to the educated. He should be able to judge the economic status and ability of the customer. In case of rich customers, he should make appeal to their pride of possession; and in case of the lower and middle class customers, the instinct to economise appeal is more effective. All this knowledge is essential to the salesman if he has to communicate effectively with the customer. An administrator, in a business firm, requires the knowledge of buying, making and selling the articles. He also requires the knowledge of why to communicate, what to communicate and how to communicate with different agencies, banks, insurance companies, government officials, etc., in order to be effective in his communication with them.

The receiver of communication has a very important place in the communication cycle. When the receiver is absent, the communication situation itself cannot exist. Therefore, the message must be prepared by keeping in view the type of person who is the receiver of it. It is very essential to see that every attempt is made to get maximum information regarding his educational qualifications, his status and designation, the nature of his work and responsibilities, his intellectual level and other aspects of his personality. The communication sender has to organize his message in such a way that it becomes pleasing, suitable and acceptable to the receiver. The language of the communicator must be persuasive, adaptable and intelligible to the receiver. The style, manner and content of the language must be carefully used to create goodwill in the mind of the receiver. It must be remembered that we should not use the same language with the illiterate worker and officer clerk and with the manager of the organization.

4.7 COMPLETENESS

Completeness is an essential factor for effective business communication. Incomplete communication irritates the reader, for it leaves him baffled. If wrong actions follow an incomplete message, they may also prove, expensive. So a message must be organized appropriately in the sense that it must include all the important ideals and its details. The contents of the message must be checked in order to verify that there is no omission of the relevant details. All the aspects of the message must be grouped and brought together in logical sequence to prepare meaningful thought units. The communication effort can be more fruitful and effective if the receiver easily reacts to the sender's message. The successful business communicator provides complete message with all

its necessary details. When the message is fully understood, it becomes easier for the receiver to give prompt reply. But the receiver of the incomplete message feels angry, confused and irritated by it. The completeness adds to the clarity of the message. Clarity and completeness of message save time, money and energy of both the parties.

4.8 CORRECTNESS

Business communication often leads to expensive operations. So you should be sure that you are transmitting correct facts in correct language. Business communication must be correct on various counts. It must be correct in tone and style of expression, spelling, grammar, format, contents, statistical information, stress-unstress, intonation pattern, etc. There should not be any inaccurate statements in the message. Efforts must be made to avoid the errors of typography, capitalization, spellings, punctuation, etc. The incorrect written documents lower the readers' confidence in the writer. In the same way, the incorrect statements and other miscellaneous errors of the speaker lower the listeners' confidence in him and it may tarnish his image and reliability too. When communication receiver finds one error he suspects that there can also be other errors in the message. Then he starts searching for other mistakes almost automatically. Therefore, a businessman must give every detail correctly in his message. The errors in business message may bring down the status, profit, reputation and goodwill of the communicator. The decisions taken by a businessman will be wrong and disastrous if he receives incorrect information from internal and external sources. Therefore, it is essential that the sender should cross-verify the correctness of the information before transmitting it to the receiver. And before accepting the information for important decision-making, the receiver should clarify his doubts regarding the accuracy and correctness of the message.

4.9 CONCISENESS AND RELEVANCE

Conciseness is an important factor in effective communication because reader's time invaluable. Don't make him feel that he is wasting his time in going through your unnecessary lengthy letter or listening irrelevant things. It means saying all that needs to be said and no more. The aimless verbiage, unnecessary details and heavy paragraphs make our communication ridiculous and ineffective. We must omit those words and sentences from our message which are not likely to bring good results. The message which can be expressed in fewer words is more impressive and effective than the same message expressed in a number of words. It cannot persuade the receiver

to take action if: it bores him by its length and heaviness. The communicator must organize his message in such a way that every word in it is meaningful and of interest to the receiver. There should not be needless repetition of the same ideas and words. Even a single word or a sentence which does not contribute to accomplish the purpose of the communication should be carefully omitted. As time is precious in the business world, the businessmen do not have time to read irrelevant details. Brevity, which is a part of conciseness is desirable, but it must not be achieved at the cost of clarity and completeness. To be concise means both to be brief and to be complete. The message should be as short as possible, but it must consist of all significant ideas and necessary details. By conciseness, it also means that only relevant ideas should appear in as few words as possible. The message must consist of only those sentences, which are related to a specific unit of thought.

4.10 COURTESY AND ‘YOU’ ATTITUDE

In business we must create friendliness with all those to whom we write. Friendliness is inseparable from courtesy. Our communication can be effective if we are courteous in our language and conduct. Courtesy can be defined as the considerate, friendly and sympathetic approach towards others. In order to be courteous in our language and conduct, we must not become sarcastic, unfriendly, impatient and irritated. In business, the important objective of communication is to build goodwill by establishing better customer-company relationships. We can create the new customers and hold the present ones by our courtesy. By our courteous and thanking nature, we shall not only be able to create new friends in the business world but we shall also be able to avoid enmity and wrath of others. Courtesy is a matter of polite tone, good manners and thanking nature. A courteous man neither criticizes the other party for their mistakes nor uses harsh and bitter words in his speech. He maintains goodwill by keeping ‘You’ attitude in his mind and on his tongue. When the ‘You’ attitude is kept in mind, a courteous tone naturally comes in written as well as oral communication. He wins the trust and reliability of the other party by promptly attending to their complaints and requests. Also, he wins their favour by using the sweet sounding words like ‘thank you’, ‘please’, etc.

A manager can not afford to ignore courtesy in his manners and etiquettes. While writing a business letter, the importance of courtesy does not need to be mentioned. We can say that a manager should not write a letter unless he is in a right frame of mind. In fact, when he is an

irritated and perturbed state of mind, he is likely to write in an unfriendly and insulting manner. His discourtesy may be quite unintentional, but the reader will fail to realize that it was unintentional and unsought.

We must remember that the receiver is primarily interested in himself and in his gains. His own achievements, success and well-being is more important to him rather than those of his communicator's. If he is a businessman, his main goal will be to make profit for himself. Therefore, our communication is effective only when we communicate from the receiver's point of view. Our message must be organized in such a way that it makes underlying appeal to the issues of his own interest. While organizing the message, we must not forget the truth that the receiver loves his name, his position, his property, his status, his fame and his profits. By adopting the 'You' attitude, a business communicator must look at the things as the receiver does. If he does not view the things from the receiver's point of view, his arguments will-not be effective. The word 'You' is magnetic and highly effective in both the oral and written media of communication. The listeners as well as the renders of the message like themselves personally addressed by the communicator. We can make our communication effective and persuasive by using the word 'You' as many times as possible.

4.11 THE OBJECTIVE AND REALISTIC APPROACH

It is very essential for effective communication that the message should be objective, factual and realistic and it should exclude the emotional expression of the sender. The sender should not allow his opinions, attitudes and emotions to distort the objectivity and factuality of the message and at the same time, he should be aware of the feelings and responses of the receiver. Adequate care should be taken by the sender that the information provided in the message does not mislead the receiver or hurt his feelings. A high level of trust and mutual respect between the sender and the receiver facilitates clear and objective communication.

4.12 ORGANIZATION OF MESSAGE

Various symbols are used to transmit the message to the receiver. The organization of message involves the selection of suitable media and the composition of message by the systematic arrangement of symbols. When a message is to be communicated through written media, the words, phrases, clauses and the sentences must be simple and correct so that it may replicate the exact meaning to the receiver. Secondly, the handwriting, typing or printing must be orderly; neat,

attractive and in suitable format. The sentences must be properly punctuated to bring clarity and to avoid ambiguity. The paper on which the message is written should have pleasant appearance. The appearance and the form of the letter is as important as the contents of the message in it. While communicating orally, the voice must be loud enough to be heard easily and clearly. We are to make use of the pauses to stress some ideas. The tone must be confident, vibrant and enthusiastic. The pitch of the voice should be suitable to the situation and to the content of the message. It is also essential that the message should be brief and concise. In face-to-face communication, the nonverbal aspects of communication like eye-contact, body posture, gestures, facial expressions, touch, silence, etc., are very effective in revealing trustworthiness, sincerity, intensity of emotions, enthusiasm, etc., of the persons involved in the process of communication.

Use simple and short words as well as sentences. Ensure that your message must consist of an introduction, a body and a conclusion. The message can be organized in chronological pattern. The messages consisting of the historical accounts and the description of processes can be organized in a chronological order. The message can be organized in cause and effect pattern also. In this pattern the communicator moves from the cause to effect or from the effect to cause. The third pattern of message organization is that of a spatial order. In it, the message is organized by space, i.e. .top-bottom, left-right, east-west, etc. It points out the similarities and differences between the items under the study. Problem-solution pattern is often used in the business communications. It describes the problem, describes the solution, discusses the advantages and disadvantages of solution and finally proves how the proposed solution is better than the other. Analytical pattern of message organization analyses or divides the subjects into parts and sub-parts. A well organized message is always systematic and effective.

4.13 PROPER SELECTION AND USE OF MEDIA AND CHANNEL

We communicate through a variety of media. The media available to him can be divided into four groups: (i) audio-visual, (ii) non-verbal, (iii) oral, and (iv) written. Audio-visual communication includes television, video, cassettes, cinema-films. Visual communication includes gestures, facial expressions, graphs, charts, diagrams, slides, posters, etc. The oral communication includes telephones, face-to-face communication, interviews, seminars, conferences, group discussions, meetings, speeches, etc. On the other hand, written communication includes a variety of letters, reports, memorandums, circulars, telegrams, minutes, questionnaires, etc.

Before selecting the media, it is essential to thin over its relative suitability in communicating the message. If the manager has to communicate certain directives to the departmental heads, it would be better for him to convene a meeting rather than talking with them over telephone separately. If he wants to inform common policies of the company to the employees, it is better to use circular notice-board rather than announcing them in a public speech. When manager is desirous to record the message for future reference, he may send a memorandum to the assistant manager or to any other concerned authority in the company's hierarchy. He has to communicate with the local government officials also. He can get some clarification in certain matters by talking with them over telephone. But he has to communicate with the government authorities, insurance, agencies, banks, etc., mostly through written correspondence.

In educating and training the workers audio-visual media is very suitable and effective. The manager can communicate with the general public through advertisements on television, video-tapes, cinema-films, radio, newspapers, magazines, etc. The silence also can be an effective media of communication in certain circumstances. Silence talks loudly when a beloved blushes and indicates her consent to the proposal of her lover.

Proper selection and use of the communication channel is must for effective communication. A communication channel runs along with the hierarchical line of authority in every organization. The employees have to follow these prescribed channels if they are to communicate with one another. These prescribed channels are official or formal channels. It is almost obligatory to select a proper channel and abide the regulation³ associated with it. They are grouped in four divisions: (i) upward; (ii) downward; (iii) vertical; and (iv) horizontal, for effective communication.

The downward channel is used by the supervisors to give directives to the subordinates, to assess and appreciate their work and to explain the policies of the organization to the concerned employees. This channel can be effectively used if efficient care is taken to avoid under communication and over communication. The upward channel is useful in passing necessary feedback and constructive suggestion by the subordinates to their superiors. It can be effectively used if the employees do not have the awe of authority. Both the channels are ineffective if the hierarchy is ignored and the authorities are bypassed. The vertical channel is the combination of the upward and downward channels. The horizontal channel is effective when it is used for promoting friendship, understanding, cooperation and coordination among the equals. The

horizontal channel is found most effective through oral media. The written media seems to make them status-conscious. Grapevine is an informal channel of communication which spreads in any direction. It does not follow any set pattern of the formal channels.

The formal and informal ways of communication must go hand-in hand in every business organization. The unplanned informal channels of communication are convenient for many people to interconnect them for a variety of reasons. Informal communication is essential in the organization because it bridges people closer together and helps them to share their work experiences and common problems among themselves. But, if the group which had come closer by informal communication does not trust management, the morale of the organization is threatened. The formal communication brings about some obligatory discipline by its network which sets the lines of communication with the lines of authority as they are structured by the management. The message passes formally and slowly from managers to departmental heads, departmental heads to supervisors, etc., and the communication links between the positions are maintained. But, in the organization, when the people work near each other and share each other's experiences, and problems, they are likely to come together for common purposes. When they come together, the informal group is formed. In order to coordinate and control such groups, the informal channels are, perhaps, more effective.

4.14 PATIENCE IN LISTENING AND ATTENTIVENESS

The reception of information and its further processing are the important elements of communication circle. Therefore, it is obvious that effective communication requires effective listening. When the listener carefully listens to the message, he can understand, judge and evaluate the contents of it in a better way. Effective communication is impossible if the receiver does not listen to the message and does not comprehend it thoroughly. The receiver must be able to concentrate on the information imparted by the communicator. He must not be carried away by the distractions. It is likely that he might be distracted by the manners, etiquettes and physical appearance of the communicator. He must be positive and open-minded towards the communicator. He should not let his mind wander away from what the communicator is saying. Thus, if the receiver is a patient listener, with positive and flexible mind towards the speaker and understands the message by keeping himself mentally alert, the communication is bound to be effective.

Adaptability

A person must give adaptive responses to the changing circumstances. In any business organization, the successful implementation of the technological as well as economic innovations are possible if the significant flow of information is involved. The adaptive responses of the receiver facilitates the incoming flow of the information at various levels in the organization. The communicator also has to adapt his communication to the needs and requirements of the receiver. He has to adapt it to the intellectual, academic and linguistic competence of the receiver. The receiver's state of mind and overall psychological make-up also deserves adequate consideration.

Attentiveness

The receptivity of our mind decides our attentiveness and concentration on the message which is either to be composed, written and transmitted by the sender or to be read, listened and seen by the receiver. The sender must be attentive enough in composing the message correctly, clearly, precisely and completely before transmitting it to the receiver. And the receiver must be attentive enough to listen and see every aspect of the message received by him. A successful businessman keeps his eyes and ears open to keep himself abreast of the knowledge in his field. He must keep his mind open to new ideas. But in practical life, it is found that people are inattentive to receive a message if it contain a new idea, they are half-attentive or inattentive to the message which is against their belief and unsuitable to their taste and likings. Inattentiveness is actually an ignorance of the message. When the message is ignored, the communication cycle remains incomplete. When the message is received, the receiver is attentive to it. He can send the feedback to the communicator if he attentively comprehends the message. There cannot be effective communication unless both the communicator and the receiver are attentive to each other's message and feedback.

4.15 TIME CONCISENESS

All messages must be transmitted and responded to at the most appropriate time. Outdated information is useless. The promptness in replying is essential in business because it creates a goodwill and friendliness. It is essential to answer a business phone after first ring. In written communication, the promptness in answering the business letter is a matter of courtesy. This timeliness may not be always possible but the communicator and the receiver must make the effort to be prompt and timely. Any businessman cannot afford to abandon his customer by not attending

the phone call. He is likely to suffer the loss of goodwill and money, if he does not reply promptly to the letter of enquiry and order. Therefore, it is important to reply the letters and answer the phone call promptly and courteously. A reply to the letter may be delayed, sometimes, because the writer may require some clarification from some other concerned people. He may also require the consent of his higher authority. But whenever possible, a reply must be transmitted within stipulated time. When some more time is needed to make inquiries and to collect information in order to give full and satisfactory answer to the enquirer; at least an acknowledgement receipt must be sent immediately.

4.16 SUMMARY

An effective communication is the key of success in the modern world. The increasing specialization and the expansion and complexity of today's business have also brought about a revolution in the systems of communication. The businessman who wants to survive in the competition has to develop his communicating skills. A positive and pleasant way of oral and written expression can easily build goodwill in the customer-company relationship. The communicator must strive to sound natural, friendly, sincere and pleasant. The order can be very effective authoritative communication, if it is clear, complete and given in a friendly manner. In an organization, an advice is effective, if it is related to a particular work of the worker. It should not create in him the feeling of inferiority. Suggestion can be used as a mild and subtle form of communication. The communicator must be very clear about all the aspects of the idea in his mind and about the purpose for which it is to be communicated. An adequate knowledge of the subject matter is essential for effective communication through both oral and written media. A high level of trust and mutual respect between the sender and the receiver facilitates clear and objective communication. The message must consist of an introduction, a body and a conclusion. All the communication media have their own advantages as, well as disadvantages.

Before selecting the media for communication, it is essential to think over its relative suitability in communicating the message. Proper selection and use of the communication channel is must for effective communication. The formal and informal ways of communication must go hand-in-hand in every business organization. The ability and patience to listen is a managerial skill which helps the manager to improve his relationships with the people in the organization. To him, the auditory source of essential information is an important requirement for effective decision-making. There

cannot be effective communication unless both the communicator and the receiver are attentive to each other's message and feedback. We can make our communication effective and persuasive by using the word 'You' as many times as possible and by trying to avoid the pronouns 'I' and 'We' in our message. Conciseness is an important factor in effective communication. It means saying all that needs to be said and no more.

Business communication must be correct on various counts. It must be correct in tone and style of expression, spelling, grammar, format, contents, statistical information, stress-unstress, intonation pattern, etc. Completeness is an essential factor of effective communication. A message must be organized appropriately in the sense that it must include all the important ideals and its details.

4.17 KEYWORDS

Effective Communication is the effectiveness with which response from the receiver is gained.

Conciseness of communication is related to concrete parts of the communication.

Media of Communication is the channel through which communication is processed. This may be audio-visual, non-verbal, oral and written.

Adaptability refers to responses to the changing circumstances and environment.

4.18 SELF ASSESSMENT QUESTIONS

1. How do the clarity of thoughts and clarity of expression help to increase the effectiveness of communication?
2. Write brief notes on the following principles of effective communication: (a) clarity, (b) completeness; (c) correctness, (d) conciseness.
3. Give illustrations to show that the message must be objective and also adaptable to receiver.
4. How does attentiveness enhance the effectiveness of communication?
5. What principles should govern the formal and informal channels of communication?
6. Write a detailed note on the 7'Cs of business communication. Which one is more important and why?

7. “In business communication courtesy and clarity are as important as conciseness and completeness”. Discuss.
8. Describe various pre-requisites for effective communication skills with illustrations.

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Subject: Business Communication	
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LETTER WRITING: PRINCIPLES, STRUCTURE AND LAYOUT

STRUCTURE

- 5.0 Objectives
- 5.1 Introduction
- 5.2 Nature and Functions of Letters
- 5.3 Principles of Effective Letters Writing
- 5.4 Structure of a Letter (elements)
- 5.5 Styles of Presentation
- 5.6 Summary
- 5.7 Keywords
- 5.8 Self assessment Questions
- 5.9 References/suggested Readings

5.0 OBJECTIVES

After going through this lesson you should be able to-

- Describe the nature and functions of a letter.
- Identify the principles governing effective letter writing.
- Draw format and structure of letter.
- Know forms of layout of letter.
- Explain styles of presentation.

5.1 INTRODUCTION

One of the most important forms of non-verbal written communication is 'Letter Writing'. An effective letter can do wonders. A verbal communication may or may not be as effective as a small letter. Right from the past centuries, letters had been drafted and used as authenticated means of communication in the society. With the passage of time, the forms, styles, structure, purposes, presentation and technology have brought significant changes in the art of letter writing. In business organisations worldwide, the people from different cultural beliefs work-together for common goal and letter binds them in unanimity of work-culture. Any letter whether it is personal, official or business reflects the personality traits of its writer. There are various principles and pre-requisites of effective letter writing.

5.2 NATURE AND FUNCTIONS OF LETTERS

Correspondence is one of the chief means of keeping oneself in touch with those separated by the distance. Despite the availability of modern means of quick and convenient ways of transmitting human sound, letters are as important today as they were centuries ago. With the growth of commerce and industry their usefulness has increased. Business communicators have identified a number of factors which one has to bear in mind in writing letters. Over the years these have crystallized into a set of principles which can enable a person to write successful letters. Before we discuss these principles, let us briefly look at the basic nature and function of business letters.

Personal letters

If we think for a while, we will recall that we started 'conversing' with our friends and relations 'by post' at a very young age. And we will continue to write letters throughout our life. Such letters are called *personal letters*. The object of a letter of this type is to establish a personal contact or to keep alive a personal relationship. It is a means of contact between us and our reader and has a certain intimacy, even 'privacy' about it. A personal letter must, therefore, evoke in the reader the sensation of an actual meeting. It must be frank and intimate, lively and interesting, and should be written in an informal style. Formality has no place in personal letters we should not write to our friend or relative as though he or she were an audience we are addressing.

Reflects personality

Every letter we write bears the hallmark of our character and personality. As we go through the following very brief correspondence between Ram and Lakhan, we will discover how their personalities are reflected in it (Exhibits 5.1 and 5.2).

Both letters reflect politeness, simplicity and a sense of humour. Ram must have felt amused to read exactly the same words which he had “written. Mark also how politely Lakhan indicates that his name was not spelt correctly. Another thing to note is the simple manner in which both have shaken off the sense of ‘guilt’ that must have weighted upon their minds because of their behaviour that night towards each other.

EXHIBIT 5.1

Dear Professor Lakhan

I am sorry about last night, when I sat next to you and did not say a word. You must have thought I was a very rude man; I am really a very shy man.

Sincerely yours

Ram

Professor Lakhan replied

EXHIBIT 5.2

Dear Sir Ram

I am sorry about last night, when I sat next to you and did not say a word. You must have thought I was a very rude man; I am really a very shy man.

Sincerely yours

Lakhan

P .S. And now you’ve made it worse, for you have spelt my name wrong.

Business letters

When we enter a profession, we shall have to write dozens of letters every day as part of our routine work. Many of these will be written to persons we have never met and perhaps we can never hope to meet. We will be writing letters to other firms and companies, customers, suppliers, associate organizations, government officers, credit agencies, employees, etc. Such letters are called *business letters*. Their aim is to achieve a definite purpose, such as selling a product, making an enquiry, seeking information or advice, mollifying the injured feelings of a customer, creating goodwill, etc.

A business letter must therefore appeal to the reader's interest and induce in him the proper mood. To achieve this it should have the necessary built in attraction. It should open the mind of the reader to the message. There is one sure way of doing it: place yourself in the position of your correspondent and anticipate his feelings and reactions. A good letter writer, after having written a letter, asks himself, 'How would I react to this?'; 'What would my feelings be if I received such "a letter?"' This test enables him to look at his letter from the reader's point of view and make the necessary changes.

"If he (the person you are replying to) is rude, be specially courteous. If he is muddle-headed, be specially lucid. If he is pig-headed, be patient. If he is helpful, be appreciative. If he convicts you of a mistake, acknowledge it freely and even with gratitude".

Much of the ill-will generated by unimaginative letters can be eliminated. The ability to adapt oneself to the reader's point of view is the basic requirement of a good letter.

Look at the following letter written by the Maintenance Engineer of a factory campus to a senior officer whom he knew personally and with whom he had good relations (Exhibit 5.3).

EXHIBIT 5.3

Dear Sir,

Some of the officers residing in your line have been complaining about insufficient supply of water, specially, the water pressure. In an on-the-spot survey, it has been reported that you have installed a water tap at the ground level. This creates low water pressure in the adjacent houses. The management does not provide hydrants or additional taps, outside or inside a house. I am directed to inform you that the unauthorized connection may please be disconnected within three

days of the receipt of this letter. In case of necessity, this department will be pleased to help you in disconnecting the water connection. If this is not done within the stipulated time, the department will be forced to disconnect the line.

Looking at the present wafer scarcity, we hope, you will help us in supplying water to your neighbours as well who are greatly inconvenienced by in sufficient water supply.

Your cooperation is solicited.

Yours faithfully

The fact was that the additional water tap was installed by the Maintenance Department about 15 years ago for the convenience of a foreigner who was then occupying the house. The officer concerned had gathered this formation from his neighbours. Since the Maintenance Engineer had been on the factory campus for about 20 years, the officer got the impression that the engineer had deliberately ignored this fact.

What is the main flaw in the engineers' letter? He did not place himself in the position of the reader while dictating the letter. It also lacks imagination and smacks of officiousness. 'In an on-the-spot survey' it is merely a high-sounding phrase which gives the impression that a well-organized inspection of the premises was arranged for discovering the installation of the additional tap. The clause ' ... You have installed a water tap at the ground level' is perhaps the most unfortunate statement. It charges the officer with having committed a social offence and presumes that he is adept in the art of plumbing. The offer of help in disconnecting the tap has thus a ring of insincerity. Then comes the final blow, a threat to disconnect if the officer himself will not do so. In view of this, the engineers' appeal in the last but one paragraph to the social sense of the officer and solicitation of cooperation becomes meaningless.

Letters, which handle delicate human situations such as this, should be read carefully before they are despatched. A thoughtless letter can cause irretrievable harm.

Now let us consider the reply which the officer gave (Exhibit 5.4).

There is a lot of truth in the Chinese proverb: *In the midst of joy do not promise to give a man anything, in the midst of great anger do not answer a man's letter.* Does the above reply have any traces of the officer's anger? What about "... without proper verification you have accepted a report

which is not true”? Does it not, in effect, say that the engineer is inefficient as he accepts false reports? Then the sentence “Since you have been in the employment of this factory for about 20 years, I thought you may be aware of this fact”, implies that either the engineer has a bad memory or he is a great pre-tender, or he is ill-disposed towards the writer. Obviously, Sir Gowers’ advice has not been followed in the reply letter, too. Now, we give below a reply in which an attempt has been made to keep the reader’s point of view in mind (Exhibit 5.5).

EXHIBIT 5.4

Dear Sir,

Thank you for your letter No. of

I feel deeply pained that without proper verification you have accepted a report which is not true. The fact is that the additional water tap was installed by your department in this house 15 years ago for the convenience of a foreigner who was occupying it then. Since you have been in the employment of this factory for about 20 years, I thought you would be aware of this fact.

Recently, we have met several times but you never mentioned the need for disconnecting this tap. I must assure you that I am equally eager that proper supply of water is available to all members of the community. In fact, at a mere suggestion (even on the telephone) I would have let your men disconnect the tap. Please feel free to send them any time you like.

With kind regards,

Yours Sincerely

EXHIBIT 5.5

Dear Sir,

Thank you for your letter No. of I am sorry you had to bother to write to me about the additional tap in my house. A ring or a word from you would have surely got a go-ahead signal from me. Please do send your men any time you like to disconnect this tap from the main line.

Incidentally, this tap was installed by the Maintenance Department about 15 years ago for the convenience of a foreigner who was then occupying this house.

With kindest regards,

Yours Sincerely,

After having discussed the fundamentals, let us now turn our attention to the principles which can help you write effective business letters.

5.3 PRINCIPLES OF EFFECTIVE LETTERS WRITING

Courtesy and Consideration

Courtesy is like the oil which removes friction, it makes life smooth and helps win friends. Courtesy softens the sting of an unpleasant piece of information, creates goodwill, and produces a favourable response. We should remember that writing discourteous letters is often very costly. We may lose both friends and business.

It always pays to be courteous in business. If you get a rude letter, do not get angry and try to hit back. Send a courteous reply and, in all probability, the other person will respond more favourably. Goodwill is a great asset for an organization and courtesy in correspondence is one of the most natural and economical means of building it.

The phrases embodied in the following sentences have been found useful in tiding over a difficult situation and making correspondence pleasant:

Many thanks for your letter of 12 September, 2007.

Thank you very much for your letter of 13 August, 2007.

We are glad to note that you are now in a position to pay our bill.

We appreciate your writing to us so promptly.

We regret to inform you that we cannot meet your order immediately.

We are sorry that you did not receive the books in time.

You will be pleased to know that we have despatched the books you ordered in your letter of 16 July, 2007.

The following phrases irritate the reader because they imply that you consider him your inferior. Avoid using these phrases.

You state

You are wrong in saying

We find it difficult to believe

Your claim that

We must finally state....

Your complaint that

We cannot accede to your request

We are forced to refuse

We demand....

All business organizations advertise posts and in almost all cases the number of applicants is much larger than the number of posts. Organizations which care for their goodwill send a polite letter of refusal to those who applied but were not selected. If the number of applicants is very large, some firms convey their thanks to all applicants and notify through widely-circulated newspapers that the posts have been filled.

Read the following refusal letter. How would you feel if you got it ?

With reference to your application of 14 May for the post of Assistant Manager: in our Sales Department, you are hereby informed that we are not able to offer this position to you.

It could perhaps be redrafted as follows to reflect a courteous attitude:

Thank you very much for your application of 14 May, 2001 for the post of an Assistant manager in our Sales department.

We are sorry that at present we are not able to offer you this position. But we have noted your qualifications and experience and put your application on our files. Should an opportunity arise in future, we shall be pleased to consider you again. We appreciate the interest you have shown in our organization.

Consideration for the reader's interests, needs and desires is also known as the '*you-attitude*' in the business world. Merely using the pronoun 'you' will, however, not do. It must be realized that one of the greatest barriers to successful business communication is self-centeredness on part of the writer. In fact, the impulse to write a letter or for that matter any piece of communication, comes to us when we have something to say. And in doing so we shall be following the old principle of I-You communication.

When a reader receives a business letter, he assesses how it affects him and his business and what action he needs to take on it. A direct personal approach which the *you-attitude* ensures will transmit the message quickly and evoke the desired response.

This however, does not mean that the writer should completely suppress his own interests. He should instead show how their interests are common and how they can be promoted. An attempt to do so should not, however, lead to undue praise, artificial cordiality and exaggerated claims, sincerity and truthfulness.

EXHIBIT 5.6

Dear Reader

Your order for Gift Subscriptions to Reader's Digest is most welcome. We are delighted. A greeting-card signed just as you wanted it-is being sent to each of the friends on your list to announce your generous gift. You can be quite sure your friends will appreciate your thoughtfulness and will look forward to the first copy of the 12-in-one gift.

Particulars of your Gift Subscriptions with a statement of account are enclosed here. An early settlement of the bill will mean, quite apart from prompt and regular despatches of the magazine to your friends, an immediate and useful gift to you a handsome 2001 Pocket Diary-Almanac.

While making payment, please be sure to return the invoice. This is needed to credit payment to your account. A reply-paid envelope is enclosed.

Your co-operation will be greatly appreciated.

Yours Sincerely

K. Haridas

For the Association

Convince the most. The following letter from the Reader's Digest Association is cordial, brief and sincere, and it makes no exaggerated claims. It is an excellent specimen of an effective business letter (Exhibit 5.6).

In advertising and public relations it helps to be human. In letter-writing it pays even more. A common violation of the *you-approach* consists in writing to a person as if one was addressing a crowd and not an individual. We give below some examples to illustrate this point:

Crowd approach	You approach
(i) We are pleased when we receive such suggestions from our customers.	We are grateful for the suggestions you have made.
(ii) This book will help the reader in writing good English.	This book will help you in writing good English.
(iii) We feel sorry when we find that our customers are not satisfied with our merchandise.	We are sorry that you are not satisfied with the electric kettle you bought from us.

If you glance through the pages of any newspaper or magazine, you will find that catchy advertisements reflect the *you-attitude*.

- (i) You can achieve success by enrolling with us for a home-study course.
- (ii) Today you need more than an old fashioned shampoo.
- (iii) The success you deserve depends upon your training.

- (iv) It cools so fast that you could have ice for the asking.
- (v) There's always something special in the air when you fly with us.

Remember, you write a letter in a given situation with a specific purpose in mind and this should help you in determining the tone of your letter. Whatever be the situation, the fact that your letter is a piece of communication from the human being to another is invariable. While writing a letter remember that you are writing to a person and not to an organization. Even if your letter is addressed to an organization, it will be read by a person, an individual.

Even an unpleasant situation can be made acceptable through such an approach. We give below an example of a letter of refusal to illustrate this.

Thank you for raising the matter of your salary. I, however, regret that we are unable to grant your request immediately. But as you know, we are thinking of expanding our business in the near future and with this your responsibilities are also likely to increase. When this happens, we shall be pleased to consider giving you a raise.

Directions and Conciseness

Avoid unnecessary details and roundabout expressions and come to the point directly. Remember that people are busy and they receive dozens of letters daily. It will be irritating for them to go through long introductions and preliminaries. Do not forget that a letter is a means of contact between two persons. When you meet a person after greeting him you straight-away come to the point. Adopt the same approach when you write a letter. Transmission of maximum information by using a minimum words should be your aim in letter-writing.

The message is lost in a more jungle of words in the following passage:

In point of fact, it is worth placing on record that a high proportion of the assignments given to our agricultural engineering students in this locality were performed by them in a highly satisfactory manner whether regarded from the point of view of the experience they gained or the contribution they made to their firm's productivity. The only instance of a firm failing to provide the kind of training positions required was in the case of Swastika Tractors who expressed their complete inability to offer vacancies in connection with project work in spite of the fact that we had requested no more than two training places.

The above passage can be written as follows to make it more effective:

A large number of assignments given to our students were performed by them satisfactorily. They gained experience and contributed to the firm's productivity. Only Swastika Tractors were unable to provide the two training places we had requested them for this project.

Avoid Verbosity

An in depth examination of business correspondence reveals that there is a lot of deadwood and verbosity in it. Often phrases and clauses are used without thought. Some such expressions and their suitable substitutes are given below.

	Verbose	Direct and Concise
(i)	As advised in our communication	As stated in our letter
(ii)	At air times	Always
(iii)	As per your instructions	As instructed
(iv)	At the time of writing	At present; Now
(v)	Attached herewith	Attached
(vi)	Attached please find	Attached is
(vii)	At your earliest convenience	As soon as you can; soon
(viii)	Beg to acknowledge	Acknowledge
	Beg to assure	Assure
	Beg to inform	Inform
	Beg to remain	Remain
	Beg to request	Request

	Verbose	Direct and Concise
	Beg to state	State
(ix)	By reason of the fact that	Because
(x)	Enclosed please find	Enclosed
	Enclosed you will find	
	Enclosed herewith please find	
(xi)	For the month of July	For July
(xii)	For the purpose of	For
(xiii)	In a satisfactory manner	Satisfactorily
(xiv)	In compliance with your request	As requested
(xv)	In the case of	If
(xvi)	In early course	Soon
(xvii)	In view of the fact that	Because or since
(xviii)	In the event of this occurrence taking place	If this happens
(xix)	In the even that	If
(xx)	In the nature of	Like
(xxi)	In the majority of instances	Usually
(xxii)	In point of fact	In fact

	Verbose	Direct and Concise
(xxiii)	It is desired that we receive	We want
(xxiv)	Make necessary adjustment	Adjust
(xxv)	On a few occasions	occasionally
(xxvi)	Should prove of interest to you	Should interest you
(xxvii)	Taken into consideration	Consideration
(xxviii)	This is to thank you	Thank you
(xxix)	Wish to thank	Thank
	Wish to acknowledge	Acknowledge
	Wish to suggest	Suggest

Positive and Direct Statements

It is more polite to directly state the information you need or the action you require than suggest it by a negative statement:

Negative and Roundabout Positive and Direct

(i)	You failed to tell us ...	Please let us know...
(ii)	We cannot help you unless ...	We shall be pleased to help you if ...
(iii)	We cannot help you with ...	We should appreciate hearing from you
(iv)	You have not cared to pay attention to our complaint	Please look into our complaint

Clarity and Precision

“For writing well in any tongue one should speak as the common people do and think as wise men do. This piece of advice given by Aristotle still holds good. A simple expression and clear thinking are the two most important virtues of effective writing. Whatever be your business or profession you should cultivate a clear and plain style. The reader should have no difficulty in understanding what you mean.

Mathew Arnold rightly advised: “Have something to say and say it as clearly as you can. That is the only secret of style”. When you write a letter you certainly have something to say and you certainly wish to say it clearly. Here are some suggestions that will help you in achieving clarity and precision.

- (i) Follow the principle: Clear thinking and clear writing go together. Before expressing a thought on paper, roll it in your mind so that it crystallizes and is shorn of all ambiguities.
- (ii) Choose short, common and concrete words. Avoid jargon and slang. Every word you employ should help you in conveying the meaning you have in mind. The primary criterion should be its effectiveness in a given context. If two words convey more or less the same meaning, select the one which is more common. ‘Buy’, ‘house’ and ‘free’, for example, are more common than ‘purchase’, ‘residence’ and ‘release’.
- (iii) Arrange your words well. Very often you will find that, if you have chosen the right words, they can be arranged easily. Put words or phrases carrying the desired emphasis in the beginning without, of course, breaking the rules of sentence construction.
- (iv) Do not tire the reader with long and involved sentences. Split them up into several short sentences.
- (v) Generally, a business letter contains only one main idea or thought or one piece of information. However, if your letter deals with a number of points, express each of them in small and distinct paragraphs. Long paragraphs will bore the reader into skimming through your letter.

Above all, remember that writing effective business letters is an acquired skill, and that acquiring it involves a lot of hard work. Practice will give you that natural ease of expression which distinguishes effective correspondence.

5.4 STRUCTURE OF A LETTER (ELEMENTS)

To give a letter the right look, we should pay attention to its structure, layout, and form. The following elements usually constitute the structure of a business letter.

- | | |
|--------------------------|---------------------|
| (i) Heading | (ii) Date |
| (iii) Reference | (iv) Inside address |
| (v) Attention line | (vi) Salutation |
| (vii) Subject | (viii) Body |
| (ix) Complimentary close | (x) Signature |
| (xi) Enclosure | |

Each of these elements has a definite place and position in a letter as shown in Exhibit 5.7.

EXHIBIT 5.7

(i)	Heading

(ii)	Date

(iii)	Your Reference_____
	Our Reference_____
(iv)	Inside address

(v) Attention

(vi) Salutation

(vii) Subject

(viii) Body

(ix) Complimentary close

(x) Signature

(xi) _____
Enclosure

MESSRS	SOMESH	AND	SONS
Publishers and Booksellers			
Telephone: 249624		A-33, Ashok Road,	
Cable: SAJNA		New Delhi- 110 006	

If a company is registered with limited liability, 'Limited' must be written after its name. Its registered address is also indicated in the letterhead.

LUDIDANA	FOOD	PRODUCTS	LIMITED
Registered			Office:
115, Bhagat Singh Marg, Ludhiana- 141001			
Telephone: 223115		Telegraphic Address: Foodpros	

Generally, the name and address are printed on the top middle of the page and any other information is indicated in the margins. To give a balanced appearance to the letter, a maximum one-fifth of the total space should normally be used for the letterhead.

(ii) **Date:** Some letterheads contain a printed line indicating where the date should be typed, in others, the typist chooses the right place for it. It should be typed two spaces below the last line of the letterhead. The date, month and year should be indicated in the upper right-hand corner as:

2 August, 2007

or

August 2, 2007

Both methods are acceptable. One should follow the practice in vogue in one's firm. But if you have a choice, perhaps the first method of indicating the date is preferable; it proceeds in the

logical order of day, month and year. The point to note is that the names of the month and the year are written in full and no suffix and as ‘nd’ or ‘th’ (2nd or 15th) is added to the day.

(ii) **Reference:** Some letterheads contain two lines to indicate references:

Telegrams: OILS

Telephone: 213467

HARI	OM	OIL	MILLS
Gokhale Akola- 44400 1	Market,	Bombay	Road
Your			Reference:
Our Reference:			

If yours is a reply letter, give the correspondent’s reference number against the first and your reference number against the second line. Some companies prefer to indicate the reference number of the correspondent in the body of letters:

Thank you for your Letter No. AB/46/P497 of August 2, 2001.

The first method is more advantageous as the number displayed at the top enables the receiving company to put your letter quickly into the proper file for action and this leads to saving of time.

The reference number of the organization you are writing to should be written exactly as indicated in its letter. The small and capital letters, and the punctuation marks should be reproduced correctly. It would be annoying to the reader to waste his time in looking for the proper file were the reference number incorrectly reproduced.

(iv) **Inside Address:** The full address of the person or organization you are addressing to should be written two spaces below the date and two spaces above the attention line, or if there is no attention line, two spaces above the salutation in the left margin. The names of persons, firms, streets, roads, etc. should be written as indicated in the source you got the address from. These details should not be abbreviated. For example, if you are writing to Sri Girdhari Lal Kadam, *do not write his name as ‘Sri G.L. Kadam’ or ‘Sri Girdhari L. Kadam’ or ‘Sri G. Lal Kadam’*. It is bad business manners to do so. Special care should be taken to spell the addressee’s name correctly. Misspelling his name may give him the impression that you have little respect for him.

Many companies have a separate despatch section. This section reproduces on the envelope what you write as the inside address. So if you do not write the address carefully, your letter may not reach its destination.

In the case of letters addressed to an incorporated company, opinions differ. Some persons are of the view that limited companies should be treated like firms. They argue that, after all, it is some human being who will reply on behalf of the company. Others say that it is absurd to write ‘Messrs’ before the names of companies which impersonal bodies constituted by law. If one did so, one would find oneself writing such absurdities as ‘Messrs Bharat Aluminium Limited’, ‘Messrs Lookwell Garments Limited, etc.

In such circumstances, the best thing would be to write to the concerned officer of the company. If you do not know which officer should be addressed, write to the secretary because each company is required by law to have one:

<i>The</i>	<i>Chief</i>	<i>Accounts</i>	<i>Officer</i>
<i>Bharat</i>		<i>Airways</i>	<i>Limited</i>
<i>Ashoka</i>			<i>Marg</i>
<i>New</i>			<i>Delhi-110001</i>
<i>The</i>			<i>Secretary</i>
<i>North</i>	<i>India</i>	<i>Machinery</i>	<i>Limited</i>
<i>Jawahar</i>	<i>Lal</i>	<i>Nehru</i>	<i>Marg</i>
<i>Chennai-600002.</i>			

In a letter addressed to an officer by name, write ‘Sri’ (abbreviated form of Sriman) before his name. If the officer is an unmarried woman add ‘Kum.’ (abbreviated form of Kumari) and if married ‘Smt.’ (shortened form of Srimati), before her name. In the case of a married woman, Smt. is followed by her name and the husband’s surname, e.g.

<i>Sri</i>	<i>D.P.</i>	<i>Dhaka</i>
<i>Kum.</i>	<i>Sheila</i>	<i>Asthana</i>
<i>Smt. Nirmala Rani Asthana</i>		

Add ‘Mr.’ (the shortened form of Mister) before the name of an officer, if your letter is addressed by name. In the case of a married woman write ‘Mrs.’, her Christian name, and then the husband’s

surname: Mrs. Sally Howarth. Sometimes a woman may write 'Mrs.' and then her husband's name: Mrs. John Howarth. If your letter is a reply letter, write the name as given below her signature. The first method is preferred in legal documents, cheques and other such important records. If the woman is unmarried, write 'Miss' before her name: Miss Sally Lowe. The latest trend which is catching on in India too, is to write Ms. or Sushri before a woman's name, irrespective of her marital status.

(v) **Attention Line:** To ensure attention, sometimes a letter which is addressed to a firm or company is marked to particular officer (either by designation or name) in that organization. This is done by writing an attention line two spaces below the inside address and two spaces above the salutation. This line is generally underlined:

Attention: The Sales Manager

Attention: Sri A.B. Nair

(vi) **Salutation:** The salutation in a letter, an essential ingredient, is like greeting a person when you meet him. It is placed two spaces below the attention line or if there is no such line, two spaces below the inside address. The choice of salutation depends upon the personal relationship between the writer and the reader, and on the form of the inside address.

If you are addressing a firm, a board, a club, a society and association, an agency or a post box or newspaper box number use 'Dear Sirs'. Remember that the attention line does not alter the salutation. While writing to an officer by designation, write 'Dear Sir' or 'Dear Madam', as the case may be.

If you write a letter to an officer by name the salutation will be 'Dear Sir', 'Dear Smt.' or 'Dear Kum.' followed by his or her surname. If he or she does not write any surname; use the second part of the name after the salutation:

Dear	Sri	Mazumdar
Dear	Smt.	Gupta
Dear	Kum.	Ramaswamy
Dear Sri Lal		

If the correspondent is a close friend of yours, you may address him or her by first name:

My	dear	Hari
Dear		Tribhuwan
My	dear	Sheihi
Dear Ismat		

In government departments, letters which are addressed by name are known as *demi-official letters*. (D.O.). They are written to draw the personal attention of the concerned officer and to ensure prompt action.

Sometimes sales and circular letters are addressed as ‘Dear Customer’, ‘Dear Member’, ‘Dear Reader’, ‘Dear Subscriber’, etc.

(vii) Subject: The purpose of the subject line is to let the reader know immediately what the message is about. Like attention and reference lines, it saves time. If the letter has to be passed on to some other officer or department, it can be done quickly. The usual practice is to type this line in a double space between the salutation and the first line of the body of the letter. There are, however, some organizations which prefer to have the subject line between the attention line and the salutation. Example of both is given below:

The	Jindal	Steel	Corporation
443,		Gokhale	Street
Jarimagar-		361	001
Attention:	Sri	P.R.	Shindey
Subject: Payment of Bill No. P/843 of 14 August, 2001			

Dear Sirs,

Some organizations do not write the word ‘subject’ but this has not yet caught on in India. The subject must be mentioned if it has been indicated in the letter you are replying to. If you are initiating the correspondence, it would be advisable to write it if you think that a number of letters will be exchanged on the subject.

(viii) Body: Primarily a letter is to convey a message and the main purpose of the message is to produce a suitable response in the reader. This is done mainly through the body of the letter. It is, therefore, important to organize and arrange the material very carefully. The qualities of an effective letter have already been discussed. What is said there applies to this part of the letter.

In the paragraph, reference, to any correspondence which has already taken place should be given and in the second the main message should be stated. The paragraphs that follow should contain further details, if necessary. In the closing paragraph you must state clearly what action you expect the reader to take, or you may end the letter indicating your expectations, wishes, or intentions.

The paragraphs are not given any headings unless the letter is very long and deals with several important points. Participial endings sound very trite and should be avoided as far as possible. If, however, you, close your letter with a phrase containing a present participle e.g., ‘Hoping to hear from you soon’, you should add ‘I am’ as shown below:

Hoping to hear from you soon,

I am
Yours faithfully,
R. Narayanan

(ix) Complimentary close: The complimentary close is a courteous leave taking-a polite way of ending a letter. It is typed two spaces below the last line of the body of the letter. The close must agree with the salutation as shown below:

The salutation		
(i)	Sir,	The complimentary close Yours faithfully, OR Yours obediently, OR
(ii)	Dear Sirs, Dear Sir, Dear Madams, Dear Madam,	Yours respectfully, Yours faithfully, OR
(iii)	Dear Sri Nayar, Dear Smt Sobti, Dear Kum. Loiwal,	Yours truly,

	My dear Sri Dheer, My dear Smt. Das My dear Kum. Nigam,	Yours sincerely,
(iv)	Dear Shyam, My dear Ashutosh, Dear Lata, My dear Sheila,	Yours sincerely, OR Yours ever,
(v)	Dear Member, Dear Customer, Dear Reader, Dear Subscriber,	Yours sincerely,

In (i) above obediently is used when, for example, a student writes to his teacher. Respectfully is rarely used in business correspondence. However, it maybe used by an individual in writing to a high dignitary.

(x) Signature: The signature is the signed name of the writer. It is placed below the complimentary close. The name of the writer is generally typed four spaces below the dosing line, providing enough space for the signature:

Yours *faithfully,*

(S.D. Gupta)

For a partnership firm, anyone of the partners may sign either by writing in ink the name of the firm or by putting his signature below the typed name of the firm.

SHYAM LAL HARI PRASAD & CO.
Shyam Lal

The firm may, however, delegate the authority of signing letters to an officer by executing a legal instrument called the Power of Attorney in his favour. Such as employee will put *per pro.* or *pp.* before the name of the firm and sign below it.

Per Pro. Shyam Lal Hari Prasad & Co.
T.R. Wagle

Routine and unimportant letters of the firm may be signed by other officers thus:

For Shyam Lal Bari Prasad & Co.
Sohan Lal

OR

Per Pro. Shyam Lal Bari Prasad & Co.
Sohan Lal

This will show that the firm is not legally bound by 'Sohan Lal'.

Per pro. or pp., is the abbreviated form of *per procuracionem*, a Latin phrase meaning agency or on behalf of.

In the case of registered or incorporated companies, the company responsibility line mayor may not be there. Important officers of a company, such as the Managing Director, Manager, Secretary, Financial Controller, and Chief Engineer, have the authority to sign letters on behalf of the company. This authority may be the result of the execution of the Power of Attorney in their favour or as allowed by custom. Legal authority as indicated as in the case of partnership firms by adding *Per pro* before the name of the company. Since the name of the company is given in the letterhead, it need before the name of the company. Since the name of the company is given in the letterhead, it need not be repeated signature. Thus an officer of a company may sign in either of the following ways and in all these cases he will be binding the company legally.

Yours faithfully,
Narain Dass
Managing Director

Yours faithfully,
on behalf of SMITH INDIA LIMITED
Narain Dass
Managing Director

(xi) Enclosure: If there is anything attached to the letter, it must be indicated against the enclosure line which is typed two spaces below the identification marks.

Generally, the abbreviated from *Encl.* is typed against which the number of enclosures is indicated:

Encl. 2

If, however, the documents attached are important they are specified:

Encls: 1. Agreement dated 1 September, 2006.
2. Cheque No. P4637 of 4 September; 2006.

Forms of Layout of a Business Letter

(i) **Stationery:** For making a favourable initial impression it 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. Some firms use tinted paper to suit their trade. If such paper is used it should be of a light shade and the ribbon of the typewriter should also be chosen to harmonies with it.

The standard size of the paper used for business letters is 8½ by 11 inches. Other sizes used are 8 × 10 inches, 5 × 10 inches, 5½ × 8½ inches and 7½ × 8½ inches.

(ii) **Typing:** Most business letters are typed. There are two reasons for it. Typing saves time and gives a tidy appearance to the letter. Care should, however, be taken to get the letters neatly typed. Many business organizations do not mind paying a little extra to hire the services of efficient typists: They rightly consider the extra expense a good investment – an investment that pays rich dividends.

(iii) **Margins:** Margins in a letter add to its attractiveness. Generally, a one inch margin is left on the sides and one and a half inches left on the top and the bottom in a standard size letter. In letters of smaller sizes margins are suitably reduced. The letter should be set neatly within the space thus left so as to give at *picture-frame* appearances.

(iv) **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 full stops are used in any part of the letter except in the body in which the usual punctuation marks are used. Another punctuation style is known as *mixed*. In it a comma is put after the date, the house number (if any), the salutation, and the complimentary close and a full stop follows the last line of the inside address. The third style called *closed* punctuation is conventional; in it the main parts of the letter are punctuated as follows:

Date: 11 September, 2006

<i>Inside Address:</i>	<i>Sri</i>	<i>S.P.</i>	<i>Shriodhar,</i>
	<i>Managing</i>		<i>Director,</i>
	<i>Triveni</i>	<i>Steel</i>	<i>Corporation,</i>
	<i>43,</i>	<i>Gokhale</i>	<i>Marg,</i>
	<i>New Delhi – 110 004.</i>		

Salutation: Dear Sri Shirodhar,
Complimentary close: Yours sincerely,

(v) **Envelops:** Envelopes should be chosen to suit the size of the paper on which the letter is typed. If a window envelope 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.

5.5 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 | Indented | 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 Exhibit 5.8.

EXHIBIT 5.8

<i>Ratan</i>	<i>Trading</i>	<i>Company</i>	<i>Limited</i>
43-A, Mathura Road, New Delhi – 110 001			
11 September, 2003			
The	United	Commercial	Bank
133,	Mahatma	Gandhi	Road,
New Delhi – 110 004			
Dear Sir,			
Please refer to your letter No. C-BC/43 of 4 September, 2003.			
We are grateful that you have agreed to advance a sum of Rs. 20,000/- (Rupees Twenty Thousand only). The terms and conditions you mention are acceptable to us. We shall send our Accounts Officer to sign the agreement at 11 a.m. on Monday, 16 September, 2003 as you suggest.			
Yours	faithfully,		
A.S.	Wilku		
Secretary			
ASB/lg			

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

This style saves stenographic time inasmuch as most of the parts and all the paragraphs are aligned with the left margin and so not much time is lost in indentation. In it, generally the mixed punctuation style is used as in Exhibit 5.9.

EXHIBIT 5.9

TATA	ALUMINIUM	CORPORATION
303, Ahmedabad – 380 003	Jahangir	Road,
10 July, 2006		
Your Reference:	Letter No.	43-PA of 4 July
Our Reference: POC-30U		
The Shahi Sarangpura, Ghaziabad- 201 001	General Cements Company	Manager, Limited,
Dear Sir,		
<p>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 storekeeper pointed this out to the truck driver immediately after unloading and he has given a signed note, accepting this position. I am enclosing this note for your information.</p> <p>I shall be grateful if you 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.</p>		
Yours Rahul Purchase Office Ank/lg	faithfully, Khanna	

(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. But some correspondents do not like it because it appears imbalanced and heavy on the left side. Generally, open punctuation is followed in this form as shown in Exhibit 5.10.

EXHIBIT 5.10

ARORA	ENGINEERING	WORKS
5/44, Bhagat Singh Marg, Ludhiana-141 00 1		
10 July, 2006		
The	Financial	Manager,
National	Development	Corporation,
22,	Mahatma	Gandhi
Mumbai – 400 055		Road,
Dear Sir,		
Thank you for your letter No. TR-43/30008 of 5 July, 2006. Your cheque No. P4387cf 4 September, 2006 is for Rs.1959.00 whereas our Bill No. K LW 10057 of 20 June, 2006 was for Rs.1995.00. It appears to be a copying mistake; the writer of the cheques has reversed the last two digits.		
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. P4387.		
Yours		faithfully,
B.C.		Menon
Materials Manager		
BCT/lg		
Encl.: I		

(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 5.11).

EXHIBIT 5.11

Pardeep	and	Company
Lushai Hills, Silchar- 78800		

The Personal Manager
Fit Milkfood Manufacturers Limited,
Bhasker Road, New Delhi- 110003.

Dear Sir,

Please refer to your letter No. P-483/7 of 6 July, 2008.

Sri T.N. Parulkar was in our employment as an Assistant Accountant from 10 June, 2006 to 30 June, 2007. 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 are 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,

Pardeep and Company
P.K. Tyagi
Managing Director

PKT: lg

(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 focusing 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 was never popular in the world of business. In it the mixed punctuation is used (Exhibit 5.12).

EXHIBIT 5.12

Ranjeet	Industries	Limited
Bombay		Road,
Gurdaspur-143521		
10 July, 2004		
The	Purchase	Officer,
Sally	Exporters	Limited,
20A,	Feroze	Shah
New Delhi – 110030		Marg,
Dear Sir,		
We hope by now you have gone through the catalogue of toys we sent you on 28 June, 2004. As you will have seen, 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 4 and 7. 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 aside 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 these is enclosed for your ready reference.		
Yours faithfully,		
Manager (Marketing)		
KS:		lg
Encl: I		

5.6 SUMMARY

A successful business letter is characterized by courtesy, clarity and conciseness. Writing letters becomes a necessity for business transactions. While writing, the reader's interest should be kept in mind by developing 'you-attitude'. This would ensure quick transmission of message and evoke the desired response. Let each letter have one main idea or point and this should be communicated

in plain and easy-to-understand language. Pomposity, negative attitude and curtness exude rudeness and hence, should be meticulously avoided.

The structure, layout and form of a business letter reflects the character of an organization. Each element of structure performs a specific function and its presentation and layout are determined by years of use. One should follow what is widely practised in the world of business. However, there is a choice in the style of presentation. The one that is most common these days is the full-block form and it is, therefore, advisable to use this style.

5.7 KEYWORDS

Attention Line is the address or mark to a perpendicular officer (by his name or designation).

Salutation is the greeting to the person at the beginning, middle or end of the letter.

Courteous Close is a polity way of ending a letter.

Per pro. Or pp is the abbreviated form of per procurationem, a Latin phrase meaning agency or on behalf of.

Enclosure is the document attached with the letter.

5.8 SELF ASSESSMENT QUESTIONS

1. Describe the characteristic features of a business letter. In what respect does it differ from other types of letters?
2. What are the principles of business correspondence? Explain the significance of each by giving suitable examples.
3. Prepare a write-up on the guidelines for business letter writing to be included in the office manual of a professional organization.
4. How do business letters differ from personal letters?
5. Why do businessmen attach a great deal of importance to letter writing?
6. What are the factors one should bear in mind while planning letters?
7. What elements constitute the structure of a business letter? Discuss briefly each one of them.

8. What are the different styles of presentation? Which one would you recommend for use in writing business letters and why?
9. The following sentences taken from business letters are wordy, indirect, imprecise, or discourteous. Rewrite them so as to make them effective:
- (i) We acknowledge with thanks the receipt of your letter dated the 14th of July; 2001.
 - (ii) Your letter of 10th July, 2001 has been duly received in this office and contents noted.
 - (iii) We are glad to receive your communication of 20th ultimo in connection with the setting up of a new branch of our firm at Netanagar.
 - (iv) We wish to make it clear to you that our firm has done all it could to repair your air-conditioner and that we shall not be able to entertain any further communication from you.
 - (v) It is strange that you wrote to us about the defect in the shirt you bought from us four months ago. In view of this delay on your part it would not be possible for us to accede to your request of replacing the shirt by a new one.
 - (vi) This is to lodge a strong protest against the rude behaviour of your secretary yesterday when I requested her that I wanted to see you in connection with the renewal of contract for the supply of bread to your office canteen.
 - (vii) In spite of repeated reminders you have paid no heed to our advice regarding the settlement of bills which have been outstanding for the last six months now.
 - (viii) If you do not respond to our communication this time also, we shall be forced to launch legal proceedings against you for the payment of dues which should have been paid four months ago.
 - (ix) Subsequent to our communication of 18 June, 2001 we wish to inform you that we have commenced legal proceedings against you for the collection of dues you owe us.

- (x) This is to inform you that after a careful on-the-spot survey I find no happy prospects of capturing the market here for our goods.
- (xi) I am directed to advise you that arrangements for your journey from Calcutta onwards have been made and that you should not at all feel anxious about this matter.
- (xii) In reply to, your letter which we received recently, we are pleased to advise, that consequent upon the receipt of your cheque for Rs.5000/- we have booked you Bharat International Lines on 17 May, 2004 by Flight No. 462 leaving Delhi at 1405 hours, in accordance with your instructions.
- (xiii) With regard to your request for the supply of 2 quintals of Basmati rice on the auspicious occasion of the wedding ceremony of your dear daughter we regret to say that we are not in a position to make any commitment to oblige you.
- (xiv) I have gone carefully through the report submitted by you but am sorry to say that-owing to the fact that I am busy at the time of writing, I am not in a position to initiate any action for the proper implementation of any of the valuable suggestions so kindly offered by you.
- (xv) We have done a great deal of research into the reading habits of persons like you and are glad to inform you that we have devised and launched a new scheme called Read-Now-Pay-Later Scheme under which without taking the trouble of making immediate payment you can order books of your liking worth Rs.100/- at a time. Inform us if you are interested and we shall send you the details of the scheme without any delay.

10. Draft letters based upon the following note:

The National Furnishing Company, 23/4A, Chandni Chowk, Delhi-110006 agree to pay half the cost of transportation on all orders, provided that John and Smith Ltd., Shahpura, Abmedabad-380009 place with them a minimum of Rs.20,000.00 worth or orders during the year.

- The Sales Manger
A.K. Shyam & Co.
Bapunagar
Jaipur-302004
Dear Sir,

I am writing to complain that you haven't paid any attention while sending the good to us. While we had ordered for 50 Room Heaters, you had sent 50 Geysers instead. This is simply wasting my time and is most annoying. What is the reason for these errors? Have you any problems? Are you understaffed? Is the volume of work too much for you to manage? Or is it simply due to carelessness? Whatever the reason; if this kind of mistake occurs again, we shall stop our orders. Look into the matter carefully and do the needful immediately.

Yours sincerely,

Gopal

Verma

Purchase Manager

17. Given below are the extracts taken from business letters. Rewrite them so as to make them plain, direct, concise and effective.

(a) Through this letter I wish to say thank you for your interest in our organization and for the fact that you sent us samples of brochures you have written, edited and produced. We are returning back them to you under separate cover in another mailing.

The reason why I am writing to you this time is that we are very regretful and Sorry to say that we have had to choose another applicant whose work, background and experience more closely match our needs and requirements at this time than does your work, background and experience. Unfortunately, there are many more qualified applicants than there are available positions. We wish you success in your search for another job.

(b) We are offering you a 10 percent discount on any or all of your wedding needs. We would like to advise you that we have a full and complete wedding service; you can order your personalized invitation cards. Also, we have our own decorators for decorating wedding halls, reception halls and also do flower decorations. Our service includes arrangements for music systems along with amplifiers, catering, lighting etc.

- (c) We have received your inquiry of March 16. Regarding this inquiry we would like to inform you at the very outset that we are in no position to comply with your request of changing the method of premium payment on your above numbered policy to a monthly basis, simply because the monthly premium must amount to at least the sum of Rs.100/- per month, in as much as the company has found it impractical to issue policies with monthly premium of less than this amount.

5.9 References/Suggested Readings

Poe W Roy and Fruehlini T Rosemary, *Business Communication A Case Method approach* AITBS Publishers, 2000

Bahl, Sushil, *Business Communication Today*, Response Books, 1996

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Kaul, Asha, *Effective Business Communication*, PHI, 2000

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Bodh Raj and Virendra Kumar, *Business Communication*, Kalyani Publication, 2001

Roger, D'Aprix, *Communicating for Change*, Jossey Bass Publishers, 2000

Michael, V.P., *Communication and Research for Management*, Himalaya Publishing House, 1992

Ramesh MS and Pattanshetti CC, *Business Communication*, R.Chand & Co., 2001

Subject: Business Communication	
Course Code: BBA-206	Author: Dr. Tejinder Sharma
Lesson: 6	Vetter: Dr. B.S. Bodla

EMPLOYMENT RELATED CORRESPONDENCE
(APPLICATION LETTER, INTERVIEW LETTER, APPOINTMENT LETTER,
PROMOTION LETTER AND OTHER LETTERS)

STRUCTURE

- 6.0 Objectives
- 6.1 Introduction
- 6.2 Importance and function of application letter
- 6.3 Drafting the application letter
- 6.4 Structure of an application letter
- 6.5 Preparing the resume
- 6.6 Interview call letter
- 6.7 Letter of appointment
- 6.8 Resignation letter
- 6.9 Job acceptance/consent letter
- 6.10 Job refusal letter
- 6.11 Letter informing non-selection
- 6.12 Summary
- 6.13 Keywords
- 6.14 Self assessment questions
- 6.15 References/suggested readings

6.0 OBJECTIVES

After going through this lesson you will be able to-

- Know the importance and functions of appointment letter.
- Draft an application letter.
- Know the structure of application letter.
- Prepare the resume.
- Understand interview call letter, resignation letter, job acceptance letter, job refusal letter.
- Identify other official letters related to employees.

6.1 INTRODUCTION

There are two types of communiqués. One is official and other is personal. In this lesson you will study the correspondence spread to employees which is official. The language, structure and purpose of this type of communication is quite different from that of personal communication. There are so many issues as employees working in an organisation. These are- appointment letters, joining letters, interview letters, promotion letters, warning letters, resignation letters, transfer letters, job acceptance letters, job refusal letters, confirmation letters etc. Each of these letters have different purposes, languages and structures.

6.2 IMPORTANCE AND FUNCTION OF APPLICATION LETTER

An application for a job may be the first important letter you will write when you graduate from an institute or university. That letter is a personal letter incorporating a few features of a business letter. There is always stiff competition for any job and a prospective employer will form his first impression about you from your application. Since the applicant seeks to sell his services, an application letter is a kind of sales letter and all the guidelines useful in writing sales letter are applicable here. In fact, if the employer finds marks of tomato sauce on the envelope or the name of his company miss pelt, he will not hesitate to reject you outright. But if your application is neatly typed, well-framed, and mailed in a clean envelope of proper size, the chances are that he will go through your application. A letter of application should, therefore, have all the qualities that are required in the sale of any tangible product.

Before applying you should analyse carefully the job requirements and your own achievements. The job analysis will help you picture the kind of man the organization is looking for and self-appraisal will enable you to prepare an inventory of your personal details and achievements. Match the two and if they agree, go ahead and put in your application. The exercise will also enable you to decide where not to apply.

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.

There are two types of letters of application. In the first, all information about qualifications, experience and personal details is given in one letter. In the second, there are two parts. *Part one* is a short covering letter, containing reference to the advertisement in response to which you are applying and featuring your most significant qualifications for the post. *Part two* consists of the resume-a sheet which lists details about you and your qualifications. It generally includes the following:

- i) Personal details: age, fitness and marital status.
- ii) Educational qualifications.
- iii) Specialised training, if any.
- iv) Experience and achievements.
- v) Special honours and distinctions, if any.
- vi) Special personal qualities which make you suitable for the job.
- vii) References: Names and address of persons who can vouch for your achievements.

It needs mention that the second type of letter of application is more effective; the applicant gets a chance to reveal his personality and display his most precious merchandise, without tiring the employer with unnecessary details. It catches the attention and induces the employer to go

through the resume. Certainly you have better chances if your application is read. This is the first step towards success.

6.3 DRAFTING THE APPLICATION LETTER

Since an application letter is a sales letter, it must be written on the principles of the ‘you’ attitude. Remember that the letter of application is a special covering letter; it must be something more than a note forwarding an enclosure. It should be informative, to the point and short. Its tone should be friendly but not familiar.

The introductory paragraph should attract the employer’s attention besides saying whether you are applying in response to an advertisement or at somebody’s suggestion or on your own initiative. Some of the routine ways of beginning a letter are as follows:

- I wish to apply for the post of Financial Manager advertised by you in *The National Herald* of 4 July, 2004.
- Please refer to your advertisement No. 40/92 in *The Hindustan Times* of 12 September, 2004 for a Marketing Manager. I wish to be considered for this post.
- I should be grateful if you would kindly consider me for the post of a Chemical Engineer, advertised by you in *The Times of India*, dated 1 September, 2003.

But if you wish to stand out from the rest, you may write something on the following lines:

- My qualifications and eight years’ experience as a Sales Representative of Steel Manufacturing Corporation, Calcutta makes me confident that I can do the job of sales executive advertised by you in *The Hitvada* of 21 August, 2003.
- Prefessor T.R. Gulzar has asked me whether I would be interested in the post of an executive in the Marketing division of your company. My qualifications and experience suit the requirements of the job and I should indeed be happy if, after going through the application, you come to the same conclusion. Prof. Gulzar has spoken of excellent prospects in your company and I should be proud to be associated with it. Here is what I have to offer.

After writing an effective opening paragraph, make an attempt to show with evidence how you are the person he is looking for. This would need emphasizing those aspects of your qualities and achievements which the post requires. If the advertisement says, “Wanted an experienced Office

Manager to take independent charge of our office at Nagpur”, the employer will be most interested in knowing whether you have any experience of office management. If you apply in response to this advertisement, you should highlight this aspect of your achievements.

In the end you should try to motivate the employer to respond favourably. Your immediate aim should be to secure an interview. If you are able to do so, you will have won half the battle. Some ways of closing the application are given below:

- I look forward to hearing from you soon.
- I hope that my qualifications will merit your consideration.
- I trust you will favour me with an interview.
- I would very much appreciate if an opportunity is given to me for providing further details.
- I would appreciate an opportunity of attending an interview.

6.4 STRUCTURE OF AN APPLICATION LETTER

The structure of the application letter consists of the following parts:

- i) Address of the applicant and the date
- ii) Employer’s name and address
- iii) Salutation
- iv) Body
- v) Complimentary close
- vi) Signature
- vii) Enclosures

(i) Address of the applicant and the date

These are written at the top of the letter flush with the right margin. Two spaces are left between the address and date:

34,
Jaipur-302001
14 June; 2001

Bapunagar

(ii) Employer's name and address

The name and address of the employer is usually given two spaces below the level of the date and aligned with the left margin. If the address is a post box or a newspaper box number, it is written as follows:

The Advertiser		GPO Box No. 342
GPO Box No. 342	or	Bombay-600002
Bombay-600002		
The Advertiser	or	Box 412
Box 3412		The Hindustan Times
The Hindustan Times		New Delhi-110001
New Delhi-110001		

(iii) Salutation

In applications addressed to business organizations usually *Dear Sir* or *Dear Sirs* is used. If however, you are applying for a government job and addressing your application to an officer in the government, the use of *Sir* is preferable.

(iv) Body

We have discussed in lesson line, the points to be borne in mind while writing the covering letter.

(v) ***Complimentary Close***

Yours faithfully goes with all types of salutations namely *Sir*, *Dear Sir* and *Dear Sirs*. If, you wish to make your subscription more formal and respectful, you may use *Yours respectfully*. Some applicants prefer to use *Yours truly* instead of *Yours faithfully*.

(vi) ***Signature***

It should be distinct and the name of the applicant should be typed below it.

(vii) ***Enclosures***

The documents you are sending with the application should be specified. If the list is long, prepare a list of enclosures and-in the letter write: 'Encl. See list attached'.

6.5 PREPARING THE RESUME

The resume or the personal data sheet is an inventory of the applicant's personal details, educational qualifications, specialized training, experience, references and any other relevant information. The related details are grouped under one subheading for quick and easy reference.

The example of an application letter intended as a guide is given in Exhibit 6.1.

EXHIBIT 6.1

Ashok		Kunj
193,	Wisheswar	Marg
10 June, 2004		
The	Personal	Manager
Jiwan	Aluminium	Corporation
203/	A,	Bharati
Chennai- 600 001.		Nagar
Dear Sir,		
Thirteen years of experience as Assistant Office Manager of Triveni Earthmovers Limited, Bangalore have given me enough experience to qualify for the post of the Office Manager you advertised in The Indian Express of 4 June.		

Since 1986 I have been assisting the Office Manager in the supervision of all work: drafting, filling, receipt and despatch of letters, etc. When a new section for export promotion was created in 1996 I was made its incharge and in that capacity I have been handling independently correspondence with organisations in foreign countries.

Our office is moving to Delhi from the next financial year and my private affairs are such that I cannot keep myself very far away from my hometown, Coimbatore and hence I am looking for a suitable position here in a progressive organization like yours.

Details of my educational career, experience, etc. are given in the enclosed resume.

I hope you will give me an opportunity to be interviewed and then shall be glad to give you any further information you may wish.

Yours faithfully,

Encl.: Resume

Rakesh Ranjan

RESUME

Rakesh	Ranajan
Ashok	Kunj
193,	Wisheswar
Bangalore-560014	Marg
Personal Details:	
Age	: 38 years, 2.months (Born on 10 June, 1966) Excellent
Health	: Excellent
Marital Status	: Married; one son and a daughter, aged 5 and 3 respectively
Nationality	: Indian
Education	

<i>Year</i>	<i>Examination</i>	<i>Division</i>	<i>Institution</i>
1979	All-India	I	Chickpet Central School

	Higher Secondary		Egmore, Chennai
1982	B.Com.	I	Madras University, Chennai
1984	M.Com.	II	Madras University, Chennai
1986	M.B.A.	I	Bombay University, Chennai

Extra Curricular Activities

1978-79	Was Secretary of the Debating Society of my School.		
1981	Won second prize at the Inter-Collegiate Debate organised by the University.		
1985	Won third prize in the All-India Essay Competition organised by the Society of Cooperative Training, Delhi.		
Experience			
1986	Assistant Office Manager, Triveni Earthmovers Limited, Bangalore in the pay scale of Rs.8000-250-10,000 EB-500-15000. Assisted the Office Manager in supervision of 20 clerks and assistants. Handled independently correspondence relating to enquiries and orders.		
1992	Was made incharge (in the same organization) of exports promotion section. Handled independently correspondence with foreign organizations and governments. Was given an allowance of Rs.500/- p.m. for extra responsibility.		
References			
1.	Professor Head Madras Chennai-600001	L.R. Deptt. of	Nathan Commerce University
2.	Prof. Head Bombay Mumbai-40002	Deptt. of Business	T.N.Arora Management University

3.	Sri	P.	Krishna	Swamy
	Office			Manager
	Triveni		Earthmovers	Limited
	Bangalore-560053			

Now we present a letter (Exhibit 6.2) by a prospective employer written to one of the references and the reply thereto (Exhibit 6.3) to give an idea of such correspondence.

EXHIBIT 6.2

SURYA	TUBES	LIMITED
79,	Subhash	Marg,
New Delhi- 110 004		
15 January, 2007		
Sri	T.R.	Wankhede
Chief		Engineer
Bharat	Steel	Tubes
23, Patanjali Road, Bangalore-560012.		Corporation
Dear Sri Wankhede,		
<p>We are considering Sri Hari Chand Sukwani for the post of a Mechanical Engineer. He has given your name as a reference.</p> <p>We would be very grateful if you could kindly inform us about the quality of Sri Sukhwani's work in your company. Your views about his ability to work with others, his technical competence and his relative standing among persons with similar training and experience would be of interest to us.</p> <p>Any other information which you think might be helpful in assessing his suitability for the post will also be welcomed.</p> <p>It is proposed to call candidates for interview in the third week of February, 2007. We would very much appreciate your sending this information before that date.</p> <p>With kind regards,</p>		

Yours sincerely,

O.

Vaikuntam

Managing Director

EXHIBIT 6.3

BHARAT	STEEL	TUBES	CORPORATION
23, Bangalore-560012		Patanjali	Road,
20 January, 2007			
Sri Managing Surya 79, New Delhi- 110 004		P. Tubes Subhash	Vaikuntam Director Limited Marg
Dear Sri Vaikuntam,			
Please refer to your letter of 10 January, 2007			
Sri Hari Chand Sukhwani worked with us from 17 May, 2006 to 16 December, 2006 as a Junior Engineer (Mechanical): He supervised the work of 6 technicians and 40 workers.			
We found Sir Sukhwani sincere, hardworking and competent. He was able to command the respect and confidence of his juniors and make them work to their fullest capacity. His relations with his colleagues were cordial. But he possesses a streak of defiance towards his superior officers. Sometimes he would just overlook their instructions and act according to his own judgement. This attitude could, however, be the result of initiative and courage which he possesses. We would rate him as second among ten other junior engineers with similar training, experience, and qualifications, who were then working with us.			
On the whole, we think Sri Sukhwani will be able to make a mark in an organization which offers him opportunities for professional growth. We were sorry to lose him but he told us that his private affairs did not permit him to stay so far away from his hometown any longer.			

With kind regards,	
Yours	sincerely,
T.R. Chief Engineer	Kapoor

Expected Salary

It is a delicate matter and should be handled tactfully. A few helpful sentences are given below:

1. My present salary is Rs. ... p.m. in the scale of Rs. ... and I expect some improvement in it.
2. I would have preferred to leave the matter of salary to you, had not the advertisement specially required it. My present salary is Rs. ... p.m. and anything in the range of Rs. ... p.m. will be acceptable to me.
3. My present salary is Rs. ... p.m. and I feel my ten years experience in the line should entitle me to a higher start. But I leave it to your judgement and in any case this matter can be discussed at the time of personal interview.

6.6 INTERVIEW CALL LETTER

Your application would be carefully examined and your name would be shortlisted (i) if your qualifications and experience are found suitable for the post you have applied for and (ii) if the reports from the references are favourable. You may then be called for an interview. Some organisations may require you to participate in a group discussion also. If you perform well and have an edge over other candidates, you may be offered the job. Here, we, are giving one sample each of an interview call letter and appointment letter, in the Exhibits 6.4 and 6.5 respectively.

EXHIBIT 6.4

Reference	L	PP-A/169
7 July, 2007		

Jiwan Aluminium Corporation
203-A, Bharati Nagar
Chennai- 601 001

Sri	V.L.	Narasingham
Kutty		Kunj
13,	Wisheshwar	Marg
Bangalore-560014		
Dear Sri Narsingham,		
<p>Please refer to your application dated 11 May, 2007 for the post of the Office Manager.</p> <p>You would be glad to know that you name has been shortlisted for interview and group discussion which we are organising on 25 July, 2007. Please report at 10 a.m. on that day to our secretary. The Personnel Department is located on the second floor of the building. On arrival, contact the Receptionist who would guide you how to reach this Department.</p> <p>Please bring testimonials and. certificates in original. These will be returned to you after perusal.</p> <p>You would be paid II class sleeper class fare for journey to and from Chennai to attend the interview. A T.A. form is sent herewith. Please fill it in and hand over to our secretary immediately on arrival.</p> <p>Best wishes,</p> <p>Yours sincerely</p> <p>Arpit Mohan</p> <p>Assistant Personnel Manager</p>		

6.7 LETTER OF APPOINTMENT

A letter of appointment is essentially a direct approach, good news letter. The good news is given in the very beginning of the letter. Reference may be made to the candidate's interview or written examination and group discussion followed by personal interview or the C.V. on the basis of which an offer may be made. It is an information- giving letter covering the following points:

- Congratulations to the candidate appointed/the employer's pleasure in making the offer.
- The date and time of joining.
- The nature of duties.
- Service conditions including duty hours, salary, allowances, perquisites etc. The name/designation of the person to whom he is supposed to report for duty and is going to be answerable.
- Requesting the appointee to convey his acceptance of the offer.

EXHIBIT 6.5

Jiwan 203/A, Chennai- 601 001	Aluminium Bharati	Corporation Nagar
Reference: 12 December, 2006		PP-A/207
Sri Kutty 93, Bangalore-560014	V.L. Wisheshwar	Narasingham Kunj Marg
Dear Sri Narsingham		
Please refer to your application dated 11 May, 2006 for the post of the Office Manager.		
<i>Nature of appointment</i>		
You will be on probation for six months and confirmed after the expiry of this period if your performance is satisfactory.		

Place of posting

Initially you will be posted at the headquarters but the company may transfer you in the same capacity to any of its branch offices which at present are located in Calicut, Nagpur and Ahmedabad.

Allowances

You will be entitled to dearness allowance, house rent allowance, travelling allowance and daily allowance according to the company rules.

Other benefits

You will also be reimbursed 100% medical expenses which you may incur on your illness or that of your spouse and children provided you are treated by an authorized medical attendant at his consulting room or on his advice at one of the company approved hospitals.

Transport

At present the company transports its employees from certain fixed points in the city to the office and back. You would be entitled to avail of this facility. However, this facility may be withdrawn any time without assigning any reasons. If you come to office in your own car, you would be entitled to a car allowance at Rs.800/- per month, which, may be revised at company's discretion.

If this offer is acceptable, please convey your consent latest by 27 December, 2001 and report for duty by 12 January, 2002. If we do not hear anything from you or you fail to join duty within the specified period, we would assume that you are not interested in the job. Consequently, this offer would automatically stand cancelled.

Best wishes,

Yours sincerely

Rachit

Chief Personnel Manager

Mohan

6.8 RESIGNATION LETTER

You would sometimes quit an organisation to join another. You may occasionally do so because of personal reasons such as to unsuitability of climate, inability to look after property, need for being near to close relatives, etc. But very often the job is changed because of other reasons such as getting a higher position, being by passed for an expected promotion, better pay package, better prospects for professional growth, etc.

For quitting an organisation you would have to write a resignation letter. There is no rule to say what such a letter should contain. You could just write one sentence and be done with it: “I resign from my post of Sale’s Manager and request you to relieve me after three months notice period expiring on 26 February, 2007”. Usually, however, a resignation letter contains three main points: statement of resignation and request for being relieved, reasons for resignation, and expression of thanks for courtesies extended during the tenure of service with the organization. An example of resignation letter is given in Exhibits 6.6.

EXHIBITS 6.6

23,	SDA	Flats
Ramapuram		
Indraprasth		Extension
Saleempur-522007		

30 November, 2006

The	General	Manager
Jindal	Steel	Works
Pindla	Industrial	Area
Vijaynagar		
Saleempur-522009		
Sir,		

As you are aware, ever since I joined the company I have not been keeping good health. I had to take leave on medical grounds thrice during the short period of one year’s service. The doctors have now advised me a change of place as the climate of this area does not suit me.

I, therefore, submit herewith my resignation letter with the request that I be relieved immediately.

However, if this is not convenient, I may be relieved after one month's notice period expiring on 30 December, 2006.

I enjoyed working in this organization and I regret that I have to leave it. The experience here has been rewarding in many ways. I thank you and the colleagues for all the guidance, help and cooperation in the discharge of my duties.

Yours faithfully,

Rajesh

(Senior Mechanical Engineer)

Kumar

6.9 JOB ACCEPTANCE/CONSENT LETTER

A job acceptance or consent letter is a favourable response, direct approach letter. It should, therefore, be a brief letter covering the following points:

- Thanks to the appointing authority.
- Agreeing to abide by the conditions of service.
- If necessary, mention the date and time of joining.

Some organizations take the candidate's acceptance on a copy of the appointment letter itself as in the letter reproduced above.

EXHIBIT 6.7: SAMPLE LETTER

Sir / Madam,

Sub.: My appointment as

I thank you for your offer of appointment. I hereby agree to abide by the terms and conditions of service contained in your letter Ref of

I will be reporting for duty on in the forenoon.

Yours faithfully,

6.10 JOB REFUSAL LETTER

A job refusal letter is an indirect approach letter. The writer of such a letter is well advised to begin with a friendly comment or a few words of gratitude to the authorities for having made him the offer. Then the refusal should follow in clear yet positive words. In the end, the writer must put in a word of thanks on friendly talk.

EXHIBIT 6.8: SAMPLE LETTER

Sir / Madam,

It was indeed a pleasure meeting you at Gurgaon. I was deeply impressed by the warmth of the people I met there and the pleasant atmosphere in the entire office.

I was especially to receive the generous offer of appointment sent by you. I would have loved to join your team had I not, in the mean while, accepted another job at Faridabad.

I thank you again for the kind and courteous treatment shown to me.

Yours faithfully,

6.11 LETTER INFORMING NON-SELECTION

Like the job refusal letter, this one should also be an indirect approach letter. A straight and curt letter of rejection or non-selection would sound impolite. It should, therefore, be written in the following manner:

EXHIBIT 6.9

Dear Mr/Ms,

It was a pleasure meeting you on ... at ... in our office. You did very well in the interview. Your C.V. is also very impressive. We wish we could make you an offer that we regret, we find difficult to do at present.

Your application and C.V. are in our file. We assure you that we will get in touch with you as and when we can accommodate you. We are sure a bright and capable person like you will be an asset to any organization.

Best Wishes.

Sincerely,

EXHIBIT 6.10: A SAMPLE LETTER OF EXTENSION OF PROBATIONARY PERIOD

Dear Mr. Raman

Re.: Extension of probationary period

According to the terms of your appointment your present probationary period expires on 31st December. However I am to inform you that the Board has extended your probation for a period of 3 months from the 1st September next. This provides you an opportunity to come up to our expectations.

Please note that the terms of your appointment remain the same in the extended period of probation and your services will be confirmed at the end of the probationary period if your progress is found to be satisfactory.

Yours truly,

EXHIBIT 6.11: A SAMPLE LETTER OF CONFIRMATION

Dear Mr.

Re.: Confirmation of Services.

I am pleased to convey to you the Board of 'Directors' Resolution confirming you services in the Purchase Department from 15th July.

You will now be drawing your salary in the grade You are also entitled to the provident Fund Scheme' of the Company and the various kinds of leave and Medical Benefits as are available to the other confirmed staff of the company.

I am sure you will continue working with the same efficiency with which you impressed the Directors during the probation period. I wish you a satisfying and rewarding future in the company.

Yours sincerely,

EXHIBIT 6.12: A SAMPLE LETTER OF PROMOTION

Dear Mr.

I am pleased to inform you that you have been promoted as Secretary in the Shares Department of the Company. You are requested to take charge of the new assignment on 15th July. In taking this decision, the Board of Directors have placed on record their appreciation of the efficient, competent and sincere performance of your duties during the last 7 years. Please accept my hearty congratulations on your promotion.

Your salary-scale in the next cadre will be and from 15th July. Your basic salary will be fixed at..... in the said scale. You will also be entitled to all other allowances and perks applicable to the Executive Staff- II of the company. Other service conditions remain unchanged.

Please acknowledge receipt of this letter.

Yours sincerely,

6.12 SUMMARY

A job application letter is written to sell one's services and it should therefore, have all the qualities of a sales letter. Before applying, a careful analysis of the job requirements is essential so that the required skills and areas of knowledge can be highlighted in the letter. There are two types of letters of application. In the first, all information about qualifications, experience etc. is given in the letter itself. In the second type the resume, usually containing the following information, is enclosed: personal details, educational qualifications, specialised training, experience and achievements, special honours, awards and distinctions, personality traits relevant for the job and three references. The letter should not look like a letter forwarding an enclosure. Instead, it should be impressive informative, precise, and free from hackneyed expressions; Special care should be taken to draft the opening and the concluding paragraphs. The opening paragraph should be able to catch the attention quickly and the last paragraph to induce the intended action. If you are called for the interview and do well, you may-be offered the job. Sometimes you may quit one

organisation to join another. For doing so a letter of resignation is to be submitted to the competent authority. Such a letter has usually three points: statement of resignation, reasons for resignation, and courteous leave taking.

6.13 KEYWORDS

Application Letter is written/drafted for the purpose of applying for a job/vacancy mentioning the required qualifications and other formalities required by the organization.

Enclosures are the documents supporting the mentioned detail sent with the letter of application.

Resume is the information regarding personal and other detail like educational qualification, experience etc. sent for the purpose of considerations by the employer.

Interview Call Letter is the letter issued from the employer/its agency to the candidates inviting him/her to appear for the interview after scrutinising and sort-listing of the eligible candidates.

Resignation Letter is drafted for the purpose of leaving/quitting the current job describing genuine reasons and reasonable grounds.

Job Acceptance Letter is drafted by the candidate giving thanks to the employer mentioning date of joining and agreement to abide by service conditions.

Job Refusal Letter is drafted by the candidate mentioning the reasons for refusing the job due to some reason in humble language.

6.14 SELF ASSESSMENT QUESTIONS

1. What is a *resume*? What is its main function?
2. What points would you bear in mind while writing the covering letter?
3. In what respects does the structure of a letter of application differ from that of a typical business letter?
4. Which of the following two openings is better and why?
 - (i) With reference to your advertisement for the post of a Sales Manager in *The Hindustan Times* of 5 July, 2001, I beg to offer myself as a candidate for the same.

- (ii) I feel my qualifications and experience suit the requirements of the post of Sales Manager, advertised by you in *The Hindustan Times* of 5 July, 2001.
5. 'An application letter is a sales letter'. Discuss.
6. Write letters of application in response to the following advertisements:
- (i) A large company having foreign collaboration requires salesman. Candidates should be graduates with about two years selling experience. Age should not exceed 28 years. Attractive salary commensurate with ability offered. Other benefits include provident fund, gratuity, bonus and allowances. Bright prospects of promotion for the right men. Apply within two weeks to P.O. Box No. 3214, New Delhi-110001.
- (ii) We require young men with brilliant academic record for our management trainee scheme. Selected candidates will be trained for two years in accounts purchase, administration, and technical functions. On successful completion of training they will be absorbed in a suitable scale on our management cadre and posted to our units in Goa, Bangalore and Chennai. During training they will be paid a fixed stipend of Rs.4000/- p.m. Applicants should be first class graduates in arts, commerce, science or engineering and possess qualities of leadership. Age not more than 23 years. Apply within 15 days to Kasliwal Engineering Works Ltd., 43/77, Nevada Street Fort, Mumbai-600001.
7. Professor S.K. Sharma has asked you whether you would be interested in the post of a Mechanical Engineer with Lalvani Sugar Mills, Mathura Road, Faridabad. Draft (i) a letter of thanks to Professor Sharma for this suggestion, and (ii) an application for the post of Mechanical Engineer, giving particulars about your age, qualifications, experience, etc.
8. On behalf of Kapoor Bros, 16-Ansari Road, Delhi- write a letter to an applicant to appear for an interview.

9. Draft a suitable letter to a candidate telling him about his rejection for the post of Executive Assistant.
10. Draft a letter to be sent to a large number of applicants to appear for a written test and group discussion. Give clear information in the letter about the following points:
 - (a) Venue,
 - (b) Date and time,
 - (c) Duration of the written test,
 - (d) Lunch break,
 - (e) Duration of group discussion,
11. On behalf of a prospective employer write a letter to a referee seeking information about an applicant's integrity and working ability.
12. In the light of the appointment letter reproduced in the chapter, draft a similar letter in your own language offering a successful candidate the post of Accounts Officer in your company.
13. On behalf of a successful candidate draft a letter declining the job offered to him.
14. Draft a courteous letter of resignation.

6.15 References/Suggested Readings

Poe W Roy and Fruehlini T Rosemary, *Business Communication A Case Method approach* AITBS Publishers, 2000

Bahl, Sushil, *Business Communication Today*, Response Books, 1996

Radhaswamy, P. *Communication Management*, Deep & Deep Publications

Kaul, Asha, *Effective Business Communication*, PHI, 2000

Goodman,B Michael,*Corporate Communication for executives*, State University New York Press,1998

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Roger,D'Aprix,*Communicating for Change*,Jossey Bass Publishers,2000

Michael,V.P.,*Communication and Research for Management*,Himalaya Publishing House,1992

Ramesh MS and Pattanshetti CC,*Business Communication*,R.Chand & Co.,2001

Subject: Business Communication	
Course Code: BBA-206	Author: Dr. Tejinder Sharma

ENQUIRIES, QUOTATIONS, ORDERS AND TENDERS**STRUCTURE**

- 7.0 Objectives
- 7.1 Introduction
- 7.2 Enquiries letters
- 7.3 Quotation letters
- 7.4 Placing orders
- 7.5 Inviting tenders
- 7.6 Summary
- 7.7 Keywords
- 7.8 Self assessment questions
- 7.9 References/Suggested Readings

7.0 OBJECTIVES

After going through this lesson you will be able to-

- Understand drafting and structuring of enquiry letters.
- Structure and draft letters of quotations and tenders.
- Draft letters of placing orders.

7.1 INTRODUCTION

In the previous lesson you have got an idea to draft letters regarding some employee's related issues. Now-a-days, due to customer-awareness of legal and other issues, a structured legal language is required to be drafted while making these sorts of correspondence. The enquired letters may be written to the manufacturers, suppliers, customers, retailers, dealers agents and customer care for seeking general or specific information about the durability, quality, terms of payment, accessories, spare, service etc. Quotation letters are written to different suppliers/distributors of

required goods/services mentioning the price and discount quotations. These are replies to the enquiries.

7.2 ENQUIRIES LETTERS

The inquiry letters are written with the writers own initiative or sometimes, in response to the appeals and offers made by the manufacturers, dealers and the sellers. The purpose of writing inquiry letter is to secure general information and estimates, information about the availability of specific goods, and to obtain the quotations, catalogues or price lists, samples and so on. The letter writer writes the inquiry letter to the individuals or the organisations and asks them to quote their rates and terms of transaction for supplying the required goods. In a routine of business transactions, inquiry is the first step through which the prospective buyers determine the specific goods required and also at what prices they are to be purchased. The buyer invites a number of quotations from several manufacturers and dealers to find out the cheapest and best source of supply of required goods. He spends several inquiry letters to different suppliers at the same time with the view to quickly obtain the information and to locate the right supplier with whom the best articles are available at the most competitive prices.

7.2.1 Pre-requisition of enquiry letter

The enquiry letters should possess the following pre-requisites:

1. The letter writer should clearly and precisely states his needs. He should give detailed specifications such as variety, trademark, style, size, shape, quality, brand, etc. of the goods he intends to buy.
2. He should be courteous, compact and definite. He should courteously request the seller to quote his prices and other terms of transactions.
3. He should give a rough estimate of the approximate or probable quantity of good required.
4. He should ask the supplier to send the samples, because the samples are useful to the buyer to make selection of the suitable articles.
5. He should indicate specific period of time by which the goods ought to be supplied.

6. He should request for descriptive literature which provide data regarding the utility, usage and specialties of the goods.
7. In case of complicated machines, he should request the manufacturer or the dealer for trial demonstration of how to operate the machine.
8. If necessary, he should ask for the guarantee of the goods and its normal expected life.
9. He should ask the supplier to state the credit and discount facilities offered by his company.
10. He should ask the supplier to state the terms of payment.
11. He should ask the supplier about the accessories and spares, if needed.
12. He should request the supplier to quote the lowest rates.

EXHIBIT 7.1: SPECIMEN OF INQUIRY LETTERS:

SUMIT				TRADERS
5, Main Road, Belgaum				
7th July, 2006				
The				Manager,
The	Boswell	Co.	Ltd.,	
5,	G.P.		Road,	
London,				
U.K.				
Dear Sir,				

We have read your advertisement in 'TIMES' dated 5th July, 2006 regarding the new electronic typewriter. We have been importing the typewriters from West Germany, U.S., Japan etc. for last fifteen years, and we are happy to inform you that ours is an established trading company dealing with various types of typing, printing and duplicating machineries.

We should be grateful if you would kindly quote your lowest rates and full particulars of the various typewriters available with you. Send us a copy of your latest catalogue and let us know your terms and conditions for order of one hundred and fifty typewriters. You can expect our large orders provided your terms are competitive.

A waiting to hear from you,

Yours faithfully,

7.3 QUOTATION LETTERS

The quotation letters are the replies to the inquiries. The quotation letters are very important in the sales transactions. A reply to the inquiry letter is an opportunity for promoting the sales. As this reply is addressed to the prospective buyer in answer to his inquiry; it is necessary to give prompt attention to it. The Sales Manager must look into the inquiry letter for a particular company's problem of purchasing certain articles. In order to convert the 'inquiry' into 'order', the supplier must not lose time in sending complete 'reply'.

A quotation letter is an offer by the seller to sell certain products or services with specific prices, terms and conditions. The suppliers usually use standard quotation form for quoting prices and all necessary details of the product or services. But such a printed quotation form should accompany with a courteous covering letter which shows personal interest and friendly attitude towards the party which sends an inquiry letter. A quotation letter specifically mentions the terms regarding packing the articles, modes of despatch or transportation, time of delivery, modes of payment, discounts and concessions offered etc. It also consists the details regarding the stock of goods available with the supplier. If the inquired goods are not available in. the required, quantity, the supplier requests the inquirer to wait for an anticipated period.

7.3.1 Pre-requisition of quotation letter

The following are necessary pre-requisitions of quotation letter:

1. The letter writer must promptly attend the letter of inquiry.
2. He must thank the inquirer at the beginning of the message.
3. He should give brief, clear and complete description of the goods available with him.
4. In case of machines and engines, he should offer trial demonstrations at a suitable place.
5. He should mention the quote of goods available with him.
6. He must send a price-list or catalogue with the letter, or he must mention the prices clearly in the letter itself.
7. He must mention the other incidental charges like those for package, freight, carriage insurance etc.
8. He must state whether the prices include the other incidental charges mentioned above.
9. He should mention the discount offered on the catalogue prices, if any.
10. He must mention the period particularly, if the offer is open for a specific period.
11. He must specify the desired mode of payment.
12. He must mention the rate of cash discount for early payment, if he offers any.
13. If he offers credit facilities, he must clearly mention the terms of credit and the time of part.
14. He must state the time, mode and place of delivery in case the order is received.
15. He must appeal the inquirer to place orders by emphasizing the competitive prices and terms of transaction.

EXHIBIT 7.2: SPECIMEN OF QUOTATION LETTER

OM-SUMIT	SILK	CO.
Ballarpur Road, Koimtur		

21st July, 2007

The
Sheetal
125,
Kolhapur
Dear Sir,

Silk
Main

Proprietor,
Emporium,
Road,

We thank you for your inquiry of 19th July, 2007 for assorted 'Flora' silk sarees. We appreciate the interest that you have shown in our products. You might, perhaps be knowing that ours is an established silk manufacturing unit with over fifty years of reputation. Recently we have introduced three new varieties of silk sarees namely 'Flora', 'Radha' and 'Ramayana' in rainbow colours and attractive designs.

All the three varieties which we have introduced in market from June 1989 consist small and medium size flowery designs. The designs on 'Ramayana' saree are mixed with matching colour stripes. 'Radha' and 'Ramayana' saree are with border and pallu, but 'Flora' sarees are with and without border and pallu.

Since we earnestly desire to secure large orders, we have quoted very low prices and liberal terms regarding packing. The prices are C and F- Kolhapur. No packing charges will be levied on the order exceeding of Rs.30,000. As there are indications of rise in silk prices, we shall be unable to repeat these prices and terms when our present stock is exhausted. We recommend you to place your order before 1st August, 1989. Your order will receive our prompt attention.

Yours faithfully,

Encl.: Catalogue

Some Inquiries and Replies

EXHIBIT 7.3: AN ENQUIRY

RADHA

10,
Bombay-1

Edwardo

ENTERPRISES

Road,

15th July, 2004

‘The
Japanese
Delhi-5.

Commercial

Attache’,
Embassy,

Dear Sir,

We are planning to add to our stock- standard electronic software and hardware of Japanese manufacture. We shall be glad if you send us a list of Japanese manufacturers who are likely to be able to supply us Printers, Integrated Circuits, Computer monitors, Keyboards, Floppy Disk Drive, Hard Disk Drive, Tape Drive etc. The specifications of the same are attached herewith.

Please let us know whether you will be able to supply information from your records. We hope we may hear from you very soon.

Yours faithfully,

S.
General
Radha Enterprises

Gopalan
Manager

EXHIBIT 7.4: REPLY

JAPANESE

EMBASSY

Delhi-5

18th July, 2004

M/s
10,
Bombay-1

Vinit
Edwardo

Enterprises,
Road,

Thank you for your enquiry letter of 15th July, 2004. We are pleased to learn from our letter that you are interested in the electronic paraphernalia of Japanese manufacture. We are enclosing herewith the illustrated catalogues and price-lists of the material required by you. The price-lists and catalogues are obtained from different Japanese manufacturers. We have marked the items on the catalogues which match the specifications in your letter.

We shall be glad to send you any further information you may need.

Yours faithfully,

Joe

‘The
Japanese Embassy

Commercial

Huan

Attache’

EXHIBIT 7.5: AN ENQUIRY

BHARAT

41-B,
Pune-5

25th July, 2008

Sales

Titan

Sona

71,
Bombay-52

Dear Sir,

TRADING

Tambe

Miller

CO.

Road,

Manager,

Quartz,

Towers,

Road,

We understand that TATA has introduced new types of world class Titan Quartz Watches. We shall appreciate detail information about each of the Titan Quartz Watches along with the illustrated catalogue and price-list. We also want to know about the guarantee for each of the quartz watches.

When replying please state the terms of payment and discounts you would allow for the order of larger quantities of individual items.

We hope that this enquiry of ours will receive your prompt and best attention.

Yours faithfully,

R.

Somalah

Proprietor

Bharat Trading Co.

EXHIBIT 7.6: REPLY

TITAN

QUARTZ

(Corporate

Office)

Sona
Bangalore-560052

Towers,

71,

Miller

Road,

8th July, 2008

M/s

Bgarat

Trading

Co.,

41-B,

Tambe

Road,

Pune-5.

Dear Sirs,

Thank you for your enquiry of 25th July 2008 for 'Titan Quartz' Watches. We are happy to learn about your interest in our world class quartz watches and enclose herewith our illustrate catalogue and price-list.

We have, introduced an international collection of over 350 fine quartz watches pricing Rs.380 onwards. With Titan Quartz the customer has the Tata assurance of many years of faultless performance. Every Titan Quartz watch is guaranteed for two years. Our after sales network offers service with speed and economy.

Any orders you may place with us will have our prompt and careful attention.

Yours faithfully,

S.

Gopikrishnan

Sales

Manager

Titan Quartz

7.4 PLACING ORDERS

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

- Place a clear and firm order. It is the only thing which interests the supplier now.
- Even if it amounts to repeating, do not hesitate to give a detailed, accurate, and complete description of the items you wish to buy. Mention the size, colour, quality, make, and reference to catalogue or identification number, if any. But make sure these descriptions do not vary from those given in the original letter inviting quotations.
- The next important thing is to specify the quantity you want. Also state the price per unit of item.
- Indicate the mode and terms of payment. If you have been getting regular supplies from a seller you may omit this information because he would automatically debit your account and approach you for payment according to the mode mutually agreed upon. In other cases, respect the wishes of the seller as far as possible and send the payment in the mode he-desires. He may, for example, demand a certain percentage in advance. Do not hesitate to let him have it because you have accepted his quotation after carefully considering his standing in the market and the quality of goods he has offered for sale.
- In most quotations the mode of transport, viz. passenger train, goods train, truck, etc. would be stated. But if it is not, do mention the way you want it.
- When you place an order, you expect the goods to arrive within a reasonable period of time. However, it is always better to spell out what you consider to be the reasonable time-period. Sometimes you need goods urgently and you may have, in fact, indicated this to the seller in your earlier correspondence. But to remind him it is necessary to mention it again.
- State the full address of the place where you want the goods delivered.
- Normally proper packing is the responsibility of the seller and its cost is included in the quotation. But if you want a special kind of packing and are prepared to pay extra, say so in your order.

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

Given below are three examples of correspondence exchanged for placing an order.

EXHIBIT 7.7: INVITING QUOTATIONS

Dear Sirs,		
<p>We wish to buy the following items of electronics equipment for our language laboratory. We should be grateful if you would kindly quote your lowest rates for these items, giving full particulars and technical details. The quantity we purpose to buy is mentioned against each item. Since the processing of the purchase proposal takes quite some time, it would be helpful if you quote rates which may remain valid for at least three months.</p>		
Sr. No.	Particulars	Quantity
1.	Tutor headsets	1
2.	Student headsets	16
3.	Top 1/2 track record/play head DR/RP 33A	20
4.	Lower 1/2 track record/play heads DR/RP/33A	20
5.	Oscillating erase heads	16
6.	Bridge rectifier rec. 28A	1
7.	Bridge rectifier rec. 20A	1
8.	Capstan motors	6
9.	Rewind motors	6
10.	Take-up motors	6
11.	Transformer for master tape recorder	2
12.	Level meter V-4038	2
13.	Student recorder knobs	24
14.	Stop key buttons	4
15.	Buttons other than stop key	20
16.	Mini tamps	90
17.	Rev. counter belts	48

We want to set up the lab by the end of June so that it can function when the university reopens in July. We would, therefore, like the equipment to be delivered to us latest by 15 June, 2007. Please let us know whether you will be able to arrange the supply within this date.

Please let us also know the guarantee period and any after-sales facility offered by you.

We look forward to hearing from you soon.

Yours faithfully,

R.N.

Purchase Officer

Vaish

EXHIBIT 7.8: SENDING QUOTATIONS

Dear Sir,

Thank you for your letter No. Dated

We have pleasure in submitting the following quotation for your consideration. We confirm that the prices will remain valid for three months.

Sl. No.	Item Description	Net Price Each Ex-Works Rs.
1.	Tutor headsets	400
2.	Student headsets	513
3.	Top 1/2 track record/play head DR/RP 33A	120
4.	Lower 1/2 track record/play heads DR/RP/33A	120
5.	Oscillating erase heads	160
6.	Bridge rectifier rec. 28A	50
7.	Bridge rectifier rec. 20A	44
8.	Capstan motors	140

9.	Rewind motors	100
10.	Take-up motors	100
11.	Transformer for master tape recorder	150
12.	Level meter V-4038	125
13.	Student recorder knobs	08
14.	Stop key buttons	16
15.	Buttons other than stop key	12
16.	Mini tamps	10
17.	Rev. counter belts	07
	Sales Tax	12½%
	Transportation	02%
Packing charges and other duties and taxes are included in the prices quoted above.		
<p>Since the equipment is breakable and expensive, we would strongly advise you to get it insured. If you agree, we shall do it for you at an extra charge of 1/2 per cent on the quoted price. The equipment will be sent by goods train within a month of the receipt of your order.</p>		
<p>All items are guaranteed for three years. During this period, if necessary, we shall repair or replace any item at our cost.</p>		
<p>We do not require to receiving any advice but would like the payment to be made by crossed cheque dawn on the State Bank of India, within 15 days of the receipt of equipment.</p>		
<p>We look forward to receiving your order soon. If you need any further information, please do not hesitate to write to us.</p>		
Yours faithfully,		
Narain		Shiotle
Sales Manager		

EXHIBIT 7.9: PLACING THE ORDER

Dear Sir,

Thank you for your letter No. Dated

We have pleased to place an order for the following items on the terms and conditions agreed upon. Please send the equipment duly insured and include the extra charges in your bill.

Sl. No.	Item Description	Quantity
1.	Tutor headsets	1
2.	Student headsets	16
3.	Top ½ track record/playhead DR/RP 33A	20
4.	Lower ½ track record/play heads DR/RP/33A	20
5.	Oscillating erase heads	16
6.	Bridge rectifier rec. 28A	1
7.	Bridge rectifier rec. 20A	1
8.	Capstan motors	6
9.	Rewind motors	6
10.	Take-up motors	6
11.	Transformer for master tape recorder	2
12.	Level meter V-4038	2
13.	Student recorder knobs	24
14.	Stop key buttons	4
15.	Buttons other than stop key	20
16.	Mini tamps	90
17.	Rev. counter belts	48

We note that the equipment will be sent by goods train and reach us within one month of the receipt of this order.

We shall make the payment by crossed cheque as desired by you soon after the arrival and inspection of equipment.

Yours faithfully,

R.N.

Vaish

Purchase Officer

EXHIBIT 7.10: INVITING QUOTATIONS

BIRLA	EDUCATION				TRUST
(Building					Department)
Pilani (Rajasthan)					
4 November, 2001					
Ref.	No.	BET:	MO:	TF	76
Messrs	Hengers	(INDIA)	Private	Limited	
P.O. Gobindpur, Distt. Dhanbad (Bihar)					
Dear Sirs,					
Sub.: Quotation for 300 KVA Transformer.					

*We are interested in buying one 300 KVA transformer the details of which are given below.
We shall be glad if you will please send us your lowest quotation together with all details, date of delivery, etc. at an early date.*

One	300	kV	A,	outdoor	type	3	phase
50	cycles,	naturally	cooled	doubled	wound,		
core type 11000.433 V. transformer with ISI specification.							
Yours faithfully,							
B.N.							SEN
Maintenance Officer							

EXHIBIT 7.11: SENDING QUOTATIONS

Head	Office:	Kolkata
Branches:	Delhi-Patna-Kathmandu	(Nepal)
HENGERS	(INDIA)	PRIVATE LIMITED
Manufacturers of Electrical Transformers		
Binoy		Nagar
P.O.		Gobindpur
Distt.	Dhanbad,	Bihar
Phone	No.	Gobindpur: 837926
(via		Dhanbad)
Gram: HENGERS		
15 November, 2003		
Ref.	No.:	G/3603
The	Maintenance	Officer
Building		Department
Birla Education Trust, Pilani (Rajasthan)		
Dear Sirs,		
Sub.: Quotation for 300 kVA Transformer.		
In response to your enquiry dated 4 November, 2005 we are pleased to submit below our offer for the supply of 'HENGERS' transformers.		
<i>Specification:</i> 'HENGERS' make 300 kV A, outdoor type, 3 phase, 50 cycles, oil immersed naturally cooled, double wound, core type transformer manufactured in accordance with IS: 2026/62 and with following details.		
No	load	voltage: 11000/433 V
Tapping	on H.T.	side: \pm 2.5% and \pm 5%
Vector	group	ref.: Dy 11
Temperature rise:	(a)	in oil 40°C
	(b) in winding 50°C	

Terminal arrangement: H.V. side } As per your requirement
L.V. side

Standing Fittings:

- | | | |
|-----|---|------|
| 1. | Oil conservator with filling hole and cap with drain plug | One |
| 2. | De-hydrating silica-gel breather | One |
| 3. | Drain valve | One |
| 4. | Filter valve | One |
| 5. | Earthling terminals | Two |
| 6. | Lifting lugs | Two |
| 7. | Thermometer pocket | One |
| 8. | Off circuit, externally operated gang type, tap changing switch | One |
| 9. | Air release device | One |
| 10. | Unidirectional plain rollers | Four |
| 11. | Name rating and diagram plate | One |

Price: ex-Works, Gobindpur

300 kVA

11000/43 V 1 No. Rs.23,200 (Rupees twenty-three thousand two hundred only each) Extra: Rs.360/- will be charged for H.T. and L.T. Cable End Boxes, if required. **Sales Tax:** The above price is exclusive of sales tax or any other taxes, which if leviable will be charged to your account.

Delivery: 14 weeks from the date of the receipt of your firm order along with 50% advance.

Terms of Payment: 50% of the total amount to be paid as advance along with your firm order and the balance at the time of issue of delivery order.

Test and Guarantee: Original test certificate, in triplicate, will be furnished for each transformer. Usual guarantee will be given for a period of 12 months from the date of delivery against defective materials and bad workmanship.

Validity: The offer will remain valid for 30 days.

We shall despatch the transformer as soon as we receive your order.

Yours faithfully,

For **HENGERS (INDIA) PVT. LTD.**

N.R.

Pal

Sales Manager

EXHIBIT 7.12: PLACING THE ORDER

Dear Sir,

Thank you very much for your quotation of G/3603 dated 15 November, 2001.

The terms and conditions indicated therein are acceptable to us. Please send the H.T. and L.T. cable and boxes also and include the extra charges in your bill.

A crossed cheque drawn on the DCO Bank for Rs.11,780 is enclosed as desired.

Yours faithfully,

B.N.

SEN

Maintenance Officer

Enclosure: Cheque No. T/R467821 dated 22 November, 2001.

7.5 INVITING TENDERS

While quotations are generally sought from a few selected sellers, notices regarding tenders are advertised in newspapers, magazines, etc. inviting prospective sellers of services and goods to quote their rates for doing a job or supplying goods specified in the notice. When a tender is accepted, the successful tenderer has to sign a contract to do what he has promised.

A tender is generally invited for a job whose execution is spread over a period of time, or needs adequate prior preparation. It may be the construction of a road, building, bridge or bulk supply of goods or rendering of service.

Most organizations have devised standard forms for inviting and submitting tenders. An example of each of these forms used by the Central Public Works Department of the Government of India is given below.

Notice Inviting Tenders

1. Tenders are hereby invited for Estimated cost Rs.....
2. Contract documents consisting of the detailed plans, complete specifications, schedule of quantities of the various classes of work to be done, and the set of 'conditions of contract' to be complied with by the person whose tender may be accepted, which will also be found printed in the form of tenders, can be seen at the Divisional/Sub-Divisional Office, between the hours of 11 a.m. and 4 p.m. everyday, except on Sundays and public holidays.
3. Tenders which should always be placed in sealed covers, with the name of the work written on the envelopes, will be received by the Divisional/Sub-Divisional Officer, Division/Sub-Division up to..... on the19, and will be opened by him in his office on the same day at.....
4. Tenders are to be on P.W.D. Form No. which can be obtained from the office of the Divisional/Sub-Divisional Officer concerned on payment of a sum of Rs. in cash. The time allowed for the carrying out of the work will be found mentioned therein.

The contractors should quote in figures as well as in words the rates for amounts tendered by them. The amount for each item should be worked out and the requisite totals given.

When a contractor signs a tender in an Indian language, the percentage above or below in the case of Public Works Department Form No.7, and the total amount tendered in the case of Public Works Department Forms Nos. 8 and 12, should also be written in the same language. In the case of illiterate contractors the rates or the amounts tendered should be attested by a witness.

No tender form will be issued on the date fixed for the opening of tenders.

5. Earnest money, amounting to Rs. in currency, notes, must accompany each tender, and each tender is to be in a sealed cover; superscribed "Tender for" and addressed to the Divisional/Sub-Divisional Officer Division/Sub-Division.
6. The contractor, whose tender is accepted, will be required to furnish security for the due deduction often per cent, from the monthly payments to be made on account of work done.

The earnest money will be treated as part of the security, and the balance necessary to make up the full amount specified will be deposited with the Divisional/Sub-Divisional Officer within the period specified in clause 1/2 of the 'conditions of contract' printed in the form of tender.
7. The acceptance of a tender will rest with the Engineer, who does not bind himself to accept lowest tender, and reserves to himself the authority to reject any or all of the tenders received, without the assignment of a reason.
8. Tenders, which do not fulfil all or any of the above conditions or are incomplete in any respect are liable to summary rejection.
9. Canvassing in connection with tenders is strictly prohibited and the tenders submitted by the contractors who resort to canvassing will be liable to rejection.

EXHIBIT 7.13: TENDER FOR WORKS

I/We hereby tender for the execution for the President of India of the work specified in the undertaken memorandum within the time specified in such memorandum at the rates specified therein, and in accordance in all respects with the specifications, designs, drawings and instructions in writing referred to in Rule 1 hereof and in clause 11 of the annexed conditions and with such materials as are provided for, by, and in all other respects in accordance with such conditions far as applicable.

Memorandum

- | | | | | |
|-----|----------------------------|-----|-----|------------|
| (a) | <i>General description</i> | ... | ... | <i>Rs.</i> |
| (b) | <i>Estimated cost</i> | ... | ... | <i>Rs.</i> |

(c)	Earnest money	Rs.
(d)	Security deposit (Including earnest money)	Rs.
(e)	Percentage, if any, to be deducted from bill			
	Rs.	(Rupees)	<hr style="width: 150px; border: none; border-top: 1px solid black;"/>	
(f)	Time allowed for the work from date of written order to commence	Months		

Item No.	Item of work	Unit	Per	Rate tendered	
				In figures	In words
				Rs.	

Should this tender be accepted I/we hereby agree to abide by and-fulfil all the terms and provisions of the said conditions of contract annexed here to so far as applicable, or in default thereof to forfeit and pay to the President of India or his successors in office the sums or money mentioned in the said conditions.

The sum of Rs. is herewith forwarded in currency notes as earnest money (a) the full value of which is to be absolutely forfeited to the President or his successors in office, without prejudice to any other rights or remedies of the said President or his successors in office, should I/we fall to commence the work specified in the above memorandum, or should I/we not deposit the full amount of security deposit specified in the above memorandum, in accordance with clause 1(A) of the said conditions of contract otherwise the said sum of Rs. shall be retained by the government on account of such security deposit as aforesaid; or (b) the full value of which shall be retained by the government on account of security deposit specified in clause 1(B) of the said conditions of contract.

Dated the day of 19
Witness
Address
Occupation

The above tender is hereby accepted by me on behalf of the President of India.

Dated the day of 19

A few more examples of notices for tenders that appear in newspapers are given below.

EXHIBIT 7.14: NOTICE INVITING TENDER

SEALED tenders on work order basis or through rate system are invited from the approved contractors and Labour and Construction Co-operative Societies by the undersigned up to 3.00 p.m. on 25.11.2001 for the works detailed below:

1. The prescribed tender forms may be obtained from the office of the undersigned on payment of Rs.2/- each.
2. The tenders must be accompanied by the earnest money in the form of cash or deposit-at-call receipts from Government Treasury, State Bank of India or any scheduled bank.
3. The tenders not accompanied by the earnest money will not be entertained.
4. The specifications/any other condition/plan can be seen in the office of the undersigned on any working day.

Sl.	Name of Building	Approximate Quantity	Estimate cost Rs.	Earnest money Rs.
1.	Constructing residence field hostel Executive Engineer Ambala	2 Nos.	90,000/-	1,800/-
			I	for
				at
2.	Constructing residence field hostel double storey S.D.O.s at Ambala	8 Nos.	3,04,000/-	6,080/-
			type	II,
				for

3.	Constructing residence field hostel	20 Nos.	3,60,000/-	7,200/-	III	at
	Ambala					
4.	Constructing residence field hostel	19 Nos.	1,05,000/-	2,100/-	N	at
	Ambala					
5.	Constructing S.D.O.'s office at Ambala	1 No.	28,000/-	560/-		
6.	Constructing S.D.O.'s office at Ambala	6 Nos.	36,000/-	720/-		
	M.P. Executive					Vachher Engineer
	Sutlej Yamuna Link		Division	No.		II
	Kothi No. 56, Model Town, Ambala City					

EXHIBIT 7.15: TENDER NOTICE

ELECTRICITY	CIVIL	CONSTRUCTION	DIVISION
HYDEL	SUB-STATION,		MAJHOLA
MORADABAD			
TENDER NOTICE NO. 24-ECDM/2000-2001			
<p>SEALED and separate % rate tenders are invited by the undersigned by 28.4.2006 up to 3.00 p.m. and shall be opened on the same day by 3.30 p.m.</p> <p>Tender documents and other details may be had from the office of the undersigned on any working day up to 2.00 p.m. on 24.4.2006 Rs. 5.00 shall be charged extra for the tenders which are sent by post. Right to accept or reject any or all tenders in full or part is reserved.</p>			
Sl.	Name of Work	Earnest	Cost or Time

<i>Money tender allowed</i>				
1.	Constn. of 8 Nos. Type II Qrs. (II Floor) Colony Locoshed, Moradabad	2000/-	15/- at	Six months Hydel
2.	Providing Road an Drains Hydel Colony Moradabad	400/-	51-	Two months Locoshed,
3.	Earth work in filling in 2 Nos. Tubular shed at 200 kVS/S Majhola, Moradabad	200/-	51-	One month
4.	Supply of 1.5 Lac 1, Class Bricks at 220 Majhola, Moradabad	440/-	51- KV	One month S/S
N.P. Executive Engineer		Malik		

7.6 SUMMARY

An import constituent of business correspondence is inviting and submitting quotations/tenders, and placing orders. The purpose of inviting quotations and tenders is to secure the best and cheapest goods, materials and services from reliable sources. In writing them great care should be taken to specify the requirements in terms of quality, quantity, design, shape, size, location (if necessary), time-frame and mode of payment. Similarly, while accepting the quotations or placing the orders, all these details should be repeated so that there is no ambiguity in their execution/implementation. There are many organizations and government departments which have devised standard forms for the purpose. If you belong to such an organization, use the prescribed forms because these would be comprehensive enough to draw your attention to all the required details.

7.7 KEYWORDS

Enquiry Letter is written by the writers either by themselves or in response to some appeal, offers, questions, queries regarding general or some specific information.

Quotation Letter is the letter inviting/sending quotations of price or discounts to be offered by the manufacturer/supplier of goods/services.

Tender is invited for a job/activity within a project with estimated time and cost.

7.8 SELF ASSESSMENT QUESTIONS

1. In what way is a quotation letter different from a notice inviting tenders?
2. Describe the information that must be included in a letter placing orders.
3. Assuming that you are the Purchase Officer of Duro Garments Enterprises, Hoshipur Road, Rohtak-124003 place an order for the following items with the Modern Furniture Mart, Sadar Bazar, New Delhi-110008.
 - Office Chairs 20
 - Steel almirahs 07
 - Wooden tables 15
 - File racks 23
4. Draft a letter inviting quotations for the above mentioned items. Invent the necessary details regarding their size, shape, colour, etc.
5. Suppose you are a manufacturer of toys. Write a hypothetical letter inviting some price quotation of related items in toys' manufacturing to a supplier.

7.9 References/Suggested Readings

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Subject: Business Communication	
Course Code: BBA-206	Author: Dr. Tejinder Sharma
Lesson: 8	Vetter: Dr. B.S. Bodla

COMPLAINTS AND FOLLOW-UP

STRUCTURE

- 8.0 Objectives
- 8.1 Introduction
- 8.2 Writing a letter of complaint
- 8.3 Guidelines for drafting complaints letters
- 8.4 Follow-up letters
- 8.5 Summary
- 8.6 Keywords
- 8.7 Self assessment questions

8.0 OBJECTIVES

After reading this lesson you will be able to-

- Write letter of complaints.
- Draft replies against complaints.
- Know the guidelines of drafting complaints.
- Draft follow-up letters.

8.1 INTRODUCTION

In previous lesson you got the understanding of writing/drafting official letters. All of us make mistakes because nobody is perfect. Business is very much a part of life. As in day-to-day life in business, mistakes occur and people get a chance to complain. It is quite common for a seller/supplier to receive complaints from customers regarding the fulfilment of their orders. There may be various causes for complaints, some of which are listed below:

- goods found damaged;
- supply of substandard quality or defective goods;
- order carelessly fulfilled;
- inordinate delay in supplying goods; and
- wrong invoicing.

The seller/supplier has to deal with these complaints very wisely and politely. He has to keep the customer happy, having faith in the philosophy that the customer is always right. But simultaneously he has also to take care that no unscrupulous customer takes undue advantage of his sincerity.

8.2 WRITING A LETTER OF COMPLAINT

Writing a letter of complaint is also one art to be carefully learnt. Nobody likes to be directly told that he is wrong or that he has made a mistake. As the style of complaining differs from culture to culture, it is important for us to realize that a cool direct criticism may be interpreted by some people, especially in the west, as aggressive or even insulting. In some cultures, a direct complaint may even antagonize the receiver of the letter.

Complaining and apologising- these two are among the most important language functions that a student of business communication must learn. A few sample expressions of complaining and apologising are given below:

Complaining	Apologising
--------------------	--------------------

<p>We placed an order for supply of on 8 June, and are still awaiting its fulfilment. Could you please confirm that you have received the order and that?</p>	<p>Please accept our apologies for not having confirmed your order. The reason is that we have been understaffed this month as there has been a flu epidemic here. We can confirm that the order has been received and will be shipped to you in a couple of days</p>
<p>The order has not yet arrived at our warehouse even though we received advice of shipping from you a week ago. Would you please look into this matter. We can only assume that this shipping was sent in error</p>	<p>We are sorry for this mistake. Our despatch manager discovered at the last moment that your order was incomplete and he delayed the shipment Unfortunately, the shipping advice had already been posted and we failed to inform you of the delay. I am pleased to inform you that the goods have now been packed and despatched today.....</p>
<p>From your price list we find that a single four blade ceiling fan costs Rs. 1050. However, on checking our account later I discovered that I was charged Rs. 1080. Will you please refund the difference, which I calculate to be Rs. 180 for 6 fans.</p>	<p>We wish to apologise for our mistake in overcharging you for the fans. I have looked into the matter and discovered that you were charged at the Deluxe Model rate by mistake. I have refunded the sum of Rs. 180 to your master card account and enclosed the refund slip.</p> <p>In view of our error may I offer you a special discount of Rs. 30 on our Deluxe Model and look forward to a further order.....?</p>

Our order was for 50 boxes containing 72 items each. Each box we have opened so far contains only 60 items. Will you please arrange for the missing items to be shipped to us at once.	Please accept our apologies for this mistake. Since your order was placed we have begun using new boxes which contain 60 items. Your order was short by..... A further.....boxes are on their way to you now.
--	---

8.3 GUIDELINES FOR DRAFTING COMPLAINTS LETTERS

A letter of complaint is as we can see from the expressions given above, an indirect approach letter. A customer has every right to complain, but he should not be rude. We are, therefore, well advised to follow the following hints while writing a complaint:

1. It should be made to the person who is directly responsible for sorting out the buyer's problem.
2. It should be made immediately after discovering the mistake. The wrongs cannot be easily righted if the complaints are delayed. The delayed complaint only weakens the position of the buyer but also puts the supplier in an awkward position because it becomes more difficult for him to find out why and how the mistake was committed.
3. It should begin with the expression of regret over the need to make complaint.
4. It should be fair, courteous, temperate and polite. It should not express anger, threatens and lack of patience. The letter writer should try to avoid rudeness because it will hurt the feelings of the supplier from whom he has to expect help, adjustment and compensation.
5. It should not be apologetic.
6. The statement of the mistake must be clear, specific, factual and firm.
7. The date of the order, the date and time of delivery, the quotation, the goods ordered and the goods complained about should be clearly mentioned in the letter.

8. He has to explain the nature and extent of inconvenience or damage caused by the mistake.
9. He has to make a polite inquiry about what the supplier proposes to do about the complaint.
10. He has to make firm request to the supplier to attend the matter promptly.
11. He should give concrete suggestions to the supplier as to how he should put the matter right.
12. The buyer should acknowledge his own mistake if his complaint is proved to be unjustified.

Example

VIJAY	CLOTH	STORES
61, Hubli-12	Station	Road,
Date: Oct. 7, 2006		
The Mayur Backbay Bombay-5.	Sales Trading Industrial	Manager, Co., Estate,
Dear Sir,		
Subject: Your consignment No. PM51 dated 3rd Oct. 2006.		
<p>Thank you for the despatch of five dozen Mayur Sarees sent to us by you as per our order No. V55 dated 30th Sept. 2006. On going through the consignment, our foreman has found that quality of the sarees is much poorer than the sarees which were supplied previously.</p> <p>The sarees certainly do not match the samples you sent us. It confirms the fact that there must be some mistake in making up the order. We are returning one of these sarees together with a sample from a previous order so that you may compare them and realise the fact.</p>		

As these sarees are not of the ordered quality, we have no choice but to ask you to take them back and replace them with the sarees of ordered quality. Please let us know what you propose to do in this matter as soon as possible.

Yours faithfully,

Mukund

Desai

Proprietor

Vijay Cloth Stores

SUMIT

ELECTRONICS

Bhausinghji

Road,

Kolhapur-10

Date: 5th Oct., 2007

The

Sales

Manager,

Classic

Radio

Pvt.

Ltd.,

Chandni

Chowk,

Bombay-7.

Dear Sir,

Subject: Your consignment No. MR-118 dated 3rd Oct. 2003.

While thanking you for your promptness in delivering the consignment of fifteen 'Baron A' and ten 'Knight 001' transistor sets as per our order No. BE52 dated 1st Oct., 2007 we regret to inform you that two sets of 'Baron A' and three sets of 'Knight 001' are badly scratched and damaged. The sets in such damaged condition are unfit for sale.

When we unpacked the consignment and discovered the damaged sets, we immediately called an officer of the carriers to inspect the damaged sets. On a careful examination it was found that the cases used for packing were not sufficiently strong and safe to protect the sets in transit.

We are forced to return these damaged sets. We shall be grateful if you will replace all the five sets and if you would make sure that they arrive safely.

Yours faithfully,

Mukesh

Babu

Proprietor

Sumit Electronics

Example-

S.

S.

TRADERS

12,

Shivaji

Market

Pune-10

Date: 28th Oct., 2007

M/s

Manilal

Mehta

and

Sons,

102,

Shahu

Road,

Gandhinglaj,

Kolhapur-5

Dear Sir,

Subject: Your consignment No. MM158 dated 26th Oct. 2003.

We thank you for the prompt delivery of the Royal Batteries ordered on 24th Oct., 2007. We had placed the order for one hundred 'Royal Batteries' but only seventy batteries, were delivered by your carrier. Neither he could explain the shortage nor you have sent any prior explanation for it.

We still need the ordered quantity because they are to be supplied to one of our valuable regular customers. We shall be grateful if you will arrange the prompt delivery of the remaining thirty batteries.

Yours faithfully,

Champaben

Shah

Proprietor

S. S. Traders

8.4 FOLLOW-UP LETTERS

A complaint letter must be welcomed by the supplier even though he can't really enjoy it. It may express anger or dissatisfaction of the buyer for the inconveniences caused to him due to the supplier's mistakes. But, the supplier should be glad to receive the opportunity provided" by the complaint letter to realise his mistake and to correct it. The adjustment letter is a reply to the complaint letter. In order to safeguard the business relations, business interests, goodwill and reputation of his organisation, the supplier must handle his correspondence tactfully, carefully and delicately. He has to find out when and why the customers have the causes to complain. He has to think the customers for making complaints because they could have even abandoned him and placed the orders with the other suppliers. Therefore, the complaint must be treated as an opportunity to save a customer, to explain the matters, to preserve the customer's goodwill and to put the things right. He has to answer the complaints promptly, specifically and satisfactorily so that the customer realises his sincerity and willingness to serve. His promptness in reply should not be due to his hasty decisions which are taken without carefully going into the details of the matters. The decision regarding the customer's claim must be taken only after sound thinking and investigation. If this requires more time, the supplier should at least send an immediate acknowledgement of the complaint.

8.4.1 Pre-requisites for follow-up letters

1. A complaint must be answered as promptly as possible. If full reply requires more time because of investigation and collection of information from various sources, the-supplier must immediately acknowledge the complaint. Delay in dealing with the complaints give better chances to incur additional annoyance of the customer. When the matter requires investigation, the supplier should inform the customer that the claim would be considered and the full reply would be sent as early as possible.
2. The complaint is to be regarded as an information of the event which had caused some damage, loss or trouble to the buyer.
3. It is not necessary to assume that the 'customer is always right, but there is no harm in assuming that he 'may be' right.

4. It should aim at keeping the customer and his goodwill.
5. It should make it known to the customer that the correspondent is trying to help him.
6. It should not display any argumentative sarcastic and critical attitude.
7. The justified complaint must be admitted readily and the supplier must express his regret for any trouble caused to the party.
8. In case of justified complaint, the supplier should explain the reason why the things went wrong in executing the order.
9. The tone of the adjustment letters should be always conciliatory and courteous.
10. The supplier must assure the customer to improve the production policies and services of his organisation if the genuine defects are found in it.
11. If the complaint is unjustified and unreasonable, it should be brought to the notice of the customer in polite manner.
12. A sarcastic and abusive complaint should not be answered in the same style, but on the other hand, it should be replied, with more sympathy and courtesy. No attempt should be made to rebuff the customer.
13. The supplier has to assure the customer that the similar mistakes will not secure in future.
14. The supplier must accept the responsible of the mistake even through it is committed by anyone of his staff. He must accept the blame readily and should not excuse himself by blaming his subordinates.

EXHIBIT 8.1

MAYUR	TRADING	CO.
Backbay	Industrial	Estate,
Bombay-5		
Date: 10 th Oct., 2007		

M/s	Vijaya	Cloth	Stores,
61,	Station		Rod,
Hubli-12			
Dear Sir,			
Subject: Your consignment No. PM 51 dated 3rd Oct. 2003.			
Your complaint letter of 7th Oct., 2007 about the mistake in our consignment has caused us a good deal of concern and regret. We are thankful to you for bringing the matter to our notice.			
We shall be grateful to you if you return the consignment to us. We shall gladly replace it with the ordered goods. We are sorry for the inconvenience caused to you. We assure you that such mistake will never occur again.			
Yours faithfully,			
C.S.			Patel
Sales			Manager
Mayur Trading Co.			

EXHIBIT 8.2

CLASSIC	RADIO	PVT.	LTD.
Chandni			Chowk,
Bombay- 7			
Daie: 7th Oct., 2006			
M/s	Bharat		Electronics,
Bhausinigbji			Road,
Kolhapur-10			
Dear Sir,			
Subject: Your consignment No. MR118 dated 3rd Oct. 2006.			

We thank you for your letter of 5th Oct., 2006 from which we learn that two sets of 'Baron A' and three sets of 'Knight 001' are badly scratched and damaged when they reached you. We have already sent the replacement this morning by parcel post.

In order to avoid such inconveniences, we have decided to use sufficiently strong and safe cases for packing. According to packing consultants, these new cases will surely protect the sets in transit. We ensure you that you will have no cause for complaint against us in future.

Yours faithfully,

Subodh

Sales

Classic Radio Pvt. Ltd.

Joshi

Manager

EXHIBIT 8.3: COMPLAINT FOR DELAY

NORTHSTAR		ELECTRICALS	
14,	Bhuvaneshwar	Road	
Nasik-1			
Date: 5th Sept., 2004			
M/s	Sylvania	Electricals	Ltd.
5,	Prasad	Mansion,	
Henry	James	Road,	
Bombay-5			
Dear Sir,			
It is regrettable that goods ordered by us on 19th Aug., 20..... have not yet been delivered till this day.			
Our order was placed with you on the understanding that the goods will reach us-before 30th Aug., 20..... We have received no acknowledgement of the order, nor have the goods been delivered. The delay has created an odd situation for us. We are daily turning back our scores of			

valuable customers. In view of this pressing urgency we request you to inform, by return post, the exact date when delivery could be made.

We shall be glad if you will look into matter at once and let us know the reason for the delay. Unless the goods are received within five days, we may have to withdraw our order.

Yours faithfully,

S.

Patwa

Proprietor

Northstar Electricals, Nasik-1

EXHIBIT 8.4: REPLY

SYLVANIA	ELECTRICALS	LTD.
5,	Prasad	Mansion,
Henry	James	Road,
Bombay-5		

Date: 8th Sept., 20.....

M/s	Northstar	Electricals,
14,	Bhuvaneshwar	Road,
Nasik-1		

Dear Sir,

We are very surprised and concerned to learn from your letter of 5th Sept., 20..... that the goods we sent to your order of 19th August, 20..... did not reach you until 5th Sept., 20.....

As all the items in your order were in stock, we passed it to our warehouse the next day. Our despatch manager confirms that the goods were collected by Sahyadri Transport on 21st Aug; 20....., for delivery to you, carriage paid. We have already taken the matter up with the transport authorities.

We assure you we are doing all we can to speed up delivery and apologies for the inconvenience the delay is causing you.

Yours faithfully,

G.G.			Maik
Sales			Manager
M/s	Sylvama	Electricals	Ltd.,
Bombay-5.			

EXHIBIT 8.5: COMPLAINT FOR DAMAGED GOODS

NORTHSTAR			ELECTRICALS
14,	Bhuvaneshwar		Road
Nasik-1			
11th Sept., 20.....			
M/s	Sylvania	Electricals	Ltd.
5,	Prasad		Mansion,
Henry	James		Road,
Bombay-5			
Dear Sir,			
<p>While thanking you for your consignment of Sylvania bulbs, Tubes and Heaters against our order of 19th Aug., 20....., we are sorry to report that three boxes of Tubes are badly damaged when delivered on 10th Sept., 20.....</p> <p>On a careful examination it was found that the tubes were not carefully packed in the boxes. With this letter we are sending the labels from the boxes of the damaged tubes and shall be glad if you will replace all the three boxes of the damaged tubes.</p> <p>Yours faithfully,</p>			
S.			Patwa
Proprietor			
Northstar			Electricals,
Nasik-1			
Encl.: 3 Labels			

EXHIBIT 8.6: REPLY

SYLVANIA	ELECTRICALS	LTD.
5, Henry Bombay-5	Prasad James	Mansion, Road,
14th Sept., 20.....		
M/s 14, Nasik-1	Northstar Bhuvaneshwar	Electricals, Road,
Dear Sir,		
<p>We note with regret the contents of your letter of 11th Sept., 20..... and feel sorry to learn that 3 boxes of Sylvania tubes in our consignment were received in a damaged conditions.</p> <p>Our enquiries with the warehouse manager revealed that all the possible care was taken while packing the tubes in the boxes. It seems that the damage to those boxes must have been caused by rough handling in transit. The consignment of bulbs and tubes require delicate handling in carriage. We are taking up the matter with the authorities of transport.</p> <p>Yours faithfully,</p>		
G.G.		Manik
Sales		Manager
M/s	Sylvania	Electricals
Bombay-5.		Ltd.,

EXHIBIT 8.7: COMPLAINT FOR DAMAGED GOODS

FERGUSON	COLLEGE	OF	ARTS	AND	COMMERCE
Lincoln Road, Calcutta-S					
2nd Jan., 20.....					

M/s	Trinity	Book	Sellers,
G.			Road,
Delhi-5			

Thank you very much for the despatch of ISO books for which we had placed with you an order in our letter dated 25th Jan., 20.....

But, on opening the package, it is found that two copies of 'Personnel Management' and four copies of 'Tempest' are damaged. These books are so badly damaged that they are of no use to us.

We request you, therefore, to replace them immediately or send us credit note for the amount of six books. We shall return the damaged copies on hearing from you.

Yours faithfully,

William

Collins

Librarian

Ferguson College

EXHIBIT 8.8: REPLY

TRINITY		BOOK			STORES	
M.G. Road, Delhi-5						
5th Jan., 20.....						
The					Librarian,	
Ferguson	College	of	Arts	and	Commerce,	
Lincoln					Road,	
Calcutta-5						
Dear Sir,						
We are sorry to learn from your letter of 2nd Jan., 20..... that some of the book supplied to you were damaged when they reached you.						

We regret that you should have a cause to complaint about the damaged books. We have already sent the replacement by parcel post this morning. We hope the steps we are taking for improving the packing will ensure the safe arrival of all your orders in future.

Yours faithfully,

N.

Swamy

Proprietor

M/s Trinity Book Stores

EXHIBIT 8.9: COMPLAINT FOR DAMAGED GOODS

KASTURI

TAILORS

87,

Shabu

Road

Kolhapur-2

19th May, 20.....

M/s

Vrindavan

Trading

Co.

5,

Kanchan

Marg,

Parle

(West)

Bombay-7

Dear Sirs,

We have received the consignment of sewing machines despatched by you on 18th May, 20..... against our order of 12th May, 20..... When we came to examine the machines, we found that one of them is having glaring defects in it. The machine having defective quality is 'RP2R' Royal Sewing Machine. The defects are inexplicable in comparison with the other model 'RP5R'.

'RP2R' model of your sewing machine is quite unsuitable to our needs and we have no choice but to ask you to take it back and replace it by the model 'RP5R' Royal Sewing Machine. If this is not possible, then we are afraid we shall have to ask you to cancel our order.

May we expect your reply by return of post?

Yours faithfully,

Vinod	Shah
Proprietor	
Kasturi	Tailors
Kalhapur-2	

EXHIBIT 8.10: REPLY

VRINDAVAN	TRADING	CO.
5,	Kanchan	Marg
Parle		(West)
Bambay-7		
22nd May, 20.....		
M/s	Kasturi	Tailors,
87,	Shabu	Road,
Kalhapur-2		
Dear Sirs,		
<p>We note with regret the complaint contained in your letter of 19th May, 2007 that you are not satisfied with the quality of the ‘RP2R’ Royal Sewing Machine supplied to your order of 12th May, 20.... Considering your adverse opinion about the operational aspect of the machine, we have instructed our technical representative, Mr. N.R. Premdasa to contact you immediately to examine the machine.</p> <p>It is disappointing that ‘RP2R’ mode having good reports from the scores of the tailors was found unsuitable by you.’ We shall supply the ‘RP5R’ model within a week if the defective ‘RP2R’ machine could not be repaired to your satisfaction.</p> <p>We hope this will now settle the matter to your complete satisfaction.</p> <p>Yours faithfully,</p> <p>S.KJ</p> <p>Proprietor</p>		

8.5 SUMMARY

There may be various grievances of a consumer who is not satisfied by the service of the goods/products. Generally the suppliers/ distributors/agents/manufacturers receive complaints from their clients in form of letters of complaints. The language of a complaint letter should be clear, concrete, having justified reasons of complaint, courteous, simple, to the point, factual, polite etc. In reply to the letter of complaint, the follow-up letters are written by the service providers. The follow-up letters should either contain apology or assurance/acceptance to meet the required demand of the consumers within the specified time.

8.6 KEYWORDS

Complaint Letter is written by any aggrieved consumer not satisfied by the product/service delivered/used to/by him/her.

Follow-up Letters are written in reply to the letter of complaints.

8.7 SELF ASSESSMENT QUESTIONS

1. What are the distinctive features of an effective letter of complaint?
2. Write a note on the distinctive features of a letter of apology or reply to a complaint.
3. Mention any four situations that can give rise to complaint.
4. On behalf of Rama Stores..... New Delhi draft a letter to Unique Boutique Products..... Mumbai complaining about some damaged items received by you.
5. You had placed an order for variety of silk sarees with Messrs Mehta and Sons, Bombay. The sarees were required to meet the demands of the customers during Diwali season. Unfortunately, you have, received the consignment after the date of delivery which had been adequately stressed in the order. Write a complaint letter to the supplier for the delay.

6. You have received electric goods from Messrs Hirachand and Sons, Ahmednagar in damaged condition. Write a complaint letter to the supplier suggesting how you would like the matter to be adjusted.
7. As a retail merchant write a complaint letter to the manufacturer of plastic water tanks who has sent you fifteen tanks, of which two tanks have been found leaking. Explain how your customers were annoyed at the defective water tanks.
8. Write a letter of complaint to Messrs Jamunalal Sethi and Sons, the suppliers of paints and hardware, informing them that the consignment of paints received from them does not match the samples shown before placing the order with them.

Some office furniture which was ordered from Messrs Chandagiram Furnitures, has arrived in a damaged condition. Write a letter of complaint to the supplier asking them for an inspection of the goods damaged in transit and requesting adjustment.

‘Complaints are blessings to the businessman’- Discuss.

How should a businessman give reply to the letters of complaint?

8.8 References/suggested Readings

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Subject: Business Communication	
Course Code: BBA-206	Author: Dr. Tejinder Sharma
Lesson: 9	Vetter: Prof. M.S. Turan

DRAFTING OF SALES PROMOTION LETTERS AND ADVERTISEMENTS

STRUCTURE

- 9.0 Objectives
- 9.1 Introduction
- 9.2 Drafting a sales letter
- 9.3 Introduction of advertisements
- 9.4 Characteristics of good advertisements
- 9.5 How to make advertisements attractive and effective
- 9.6 Structure of an advertisement copy
- 9.7 Types of advertisement copy
- 9.8 Summary
- 9.9 Keywords
- 9.10 Self assessment questions

9.0 OBJECTIVES

After reading this lesson you will be able to-

- Draft a sales letter.
- Know the features of a good advertisement.
- Know the methods to make advertisements attractive and effective.

9.1 INTRODUCTION

Since the onset of economic sector reforms and trade liberalisation process around the globe, there is a race for capturing the market. A number of means have been devised by business houses to boost their sales. There are three main ways of doing so: (i) mass media advertisement, (ii) personal

contacts, and (iii) sales letters. The first is more effective when a large and varied audience has to be reached. For promoting the sales of articles such as bicycles, toothpastes, hair oils, pens, bulbs, etc. manufacturers generally prefer to advertise on radio, television, films and in popular newspapers and magazines. The other two methods are used for a relatively limited consumer market. Only a selected number of prospective buyers can be approached personally or through correspondence. Personal contact can be very effective, but it is expensive and time-consuming and so it is normally used for a few, selected products. There are situations where correspondence is more helpful. Through correspondence you can reach at low cost a large number of people and capture a relatively greater share of market.

A well drafted sales letter catches the attention of the reader, excites his interest and curiosity and induces him to buy the goods or services offered. If you analyze the structure of some of the effective advertisements you will find that the following steps are taken to construct them.

- Catching the reader's 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 reader's attention is essentially caught by the layout, colour scheme, illustrations, catchy phrases striking statements, questions, anecdotes, etc. His desire to buy is aroused by describing the product and its usefulness. He is convinced by providing him testimonials, statistics, graphs, test results, guarantees. He is motivated by such as "Just fill in the coupon below and dispatch it today", "Send no money, only mail the attached card", Avail of this special Diwali Offer", etc.

Similarly the purpose of every sales letter 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 reader's resistance and persuade him to buy what you are selling.

9.2 DRAFTING A SALES LETTER

Now let us examine in detail how to write the three main parts of a sales letter, namely, the introductory paragraph, the body, and the concluding paragraph.

9.2.1 Introductory Paragraph

All of us like to receive letters and we go through at least the first few lines of each one of them. Your letter must take advantage of this inherent trait of human nature. In many cases, the opening sentence is the only sentence that is read and hence, this sentence has a vital role to play. It must arrest the reader's attention and immediately appeal to his interests, feelings, vanity, or social sense. The lines that follow it should sustain his interest and invite him to go through it. In fact, how you write the first few lines will largely determine whether your entire letter will be read or thrown unceremoniously into the waste-basket.

There are several ways of starting a sales letter; let us look at some of them:

Giving a Significant Fact

- (a) You can save your costly equipment from the caprice of voltage; our Controvolt takes in anything between 180 to 260 volts but turns out only 230 volts.
- (b) Our home study courses will show you how to earn an extra Rs.50/- each week
- (c) You can beat cold by keeping your temperature to 80 degrees.
- (d) Our new device helps you save 25 per cent on your fuel consumption.

Making a Striking Statement

- (a) For the last five years we have been working to produce the model you want.
- (b) We would like to share a secret with you and advise you to share it only with your wife.
- (c) To suit your budget we have specially devised a new savings scheme. Give us your precious five minutes in going through the enclosed literature.
- (d) If you are above forty, read the enclosed literature.

Making Special Offers

- (a) When you retire, you can face the future confidently with a fortune of Rs.60,000 by setting aside just Rs.1 a day.

- (b) We offer absolutely free with every copy of our new dictionary a calendar and a copy of Quotable Quotes.
- (c) Good friends are rare indeed and so are good books. But here are a host of them. If you buy five from list A, we shall give you two from list B as gift.

Emphasis on

- (a) Even if you are a family of eight, cooking can be fun. Our jumbo, size pressure cooker can cook within minutes 2 kg of vegetables, 500 g of pulses and 750 g of rice, almost a full meal for your family.
- (b) If you want a comfortable home, please let us know. Right from the buying of a plot to the house-warming ceremony we shall be with you. You do not have to take the trouble of contacting an army of officers for legal formalities and a number of firms for construction materials. Creating homes is our business. You give us the responsibility-and we shall give you a house.

Asking a Question

- (a) Are you nervous when asked to make a speech?
- (b) Do you throwaway your pen when the ink is exhausted?
- (c) Are you able to cook your breakfast in time?
- (d) Why does your baby cry at night?

9.2.2 The body

The two main functions performed by the body of the letter are:

- (i) to explain the qualities of your product and its special features, and
- (ii) to convince him that your claims are true.

In explaining the qualities of your product, give only the main points, tell him how it works, how it is made, and the effects it produces or the facilities it offers. If your product is a consumer article, make your appeal on an emotional or psychological plane. If you are selling services, machinery or a piece of equipment, appeal to his knowledge, requirements and needs.

After this substantiate your claims and statements by facts, logic or reliable testimony. The buyer wants everything proved to him. There are several effective ways of doing so. Choose the one that suits your product best. A few examples of such devices are given below:

Warranties: Every component has been thoroughly tested by our quality control department. But this is not all. We warrant it against manufacturing defects for five years. If anything goes wrong during this period, we shall repair or replace it, as need be, entirely at our cost. So you do not risk anything when you choose our machine.

Free Samples: To enable you to see for yourself how convenient it is to handle secret documents, we are sending herewith 10 special files as samples. These have been manufactured for organizations like yours which believe in neatness and efficiency. If you feel absolutely satisfied, please let us know how many you need and we shall send them by the date you tell us.

Testimonials by Users: Ever since we introduced our new Cleanex tooth powder in the market, hundreds of users have been writing to us about how it has helped them conquer bad breath, cure bleeding gums and strengthen teeth. We reproduce below an extract from a letter.

Mrs. Salini from Delhi: “After using Cleanex for just 15 days, my bad breath has gone, gums have stopped bleedings, and teeth have become firmer,”

Test results: We have thoroughly tested Voltron. Input variations ranging from 180 to 260 volts fed in quick succession 10,000 times reveal a deviation of 00.50 percent from the promised output of 230 volts.

Provide Sufficient Statistics: Our duplicating machines lath out copies one and half times faster than the best available in the market and produce 25 per cent less noise.

9.2.3 Concluding paragraph

Without a letter concluding, your letter will not be able to clinch the issue unless your closing paragraph is able to motivate action. If your letter has made several points, it is better to recapitulate them before making the final appeal. For inducing immediate action some of the devices used are given below:

- (i) As we have limited stock, this offer is open up to 30 November. To save Rs.30/- mail today the enclosed Postage-paid card and we shall do the rest.

- (ii) Send your order today and be the first in your neighbourhood to own our newly designed television.
- (iii) This special bargain offer is being made only for a month in selected towns. Avail yourself of this opportunity and save 10 per cent by sending your cheque with the order.

Negative Conclusions to be Avoided

Negative endings can cause irritation and hurt the feelings of the prospective buyer and hence, the following should be avoided:

- (i) You will regret your decision if you do not order now.
- (ii) Do not miss this opportunity; it is an unusual offer.
- (iii) We hope you believe us; why not act today and be the proud owner of this new model?

Now let us look at a few examples of sales letters in which an attempt has been made to apply the principles discussed above (Exhibit 9.1-9.2).

EXHIBIT 9.1

Dear Sir,

What do your employees want when they retire? Financial security, don't they?

We bow you already have contributory provident fund and gratuity schemes Give one mote benefit and rank among the very few progressive business houses which take special care of those who work for them.

A group insurance scheme to suit organization like yours- this is what we offer. Under this scheme each employee will contribute a small sum from his monthly salary. It will be collected by your

office and sent to us. And in return we guarantee to pay an attractive sum to each member when he retires or to his family if he dies while in service. The main features of the scheme are its low premium and convenient way of payment. For details, please go through the enclosed folder.

At present the scheme is being introduced in a few towns only. Our agent is likely to visit your town some time in April. Please suggest a convenient date and time for him to call on you. He will be happy to explain further details and answer any questions you may have to ask. He will also assist you in going through the formalities.

To give us an opportunity to serve you, please fill in the enclosed reply card and mail it today.

Yours faithfully,

Ram

Divisional Manager

Gulati

EXHIBIT 9.2

Dear Sir,

We have been thinking for years how to design furniture which will enable you to eat your meals in a relaxed manner. And now we have produced a dining table and a set of chairs to go with it that make eating a pleasure.

With our Happy Home table and chairs in the house it is a delight to feel hungry. The chairs will receive you with open arms and impart a feeling of comfort and the tables provide enough below space for all members of your family. Their sleek look will fit in with the modern decor of your house. And then you have a choice from seven sophisticated colours.

At present we offer sets to suit families of four, six, eight and twelve. Their detailed description and coloured pictures are given in the enclosed folder.

Our showroom remains open from 10 a.m. to 7 p.m. on weekdays. You are most welcome to drop in and personally select what you need. Or if you choose to order by post, we shall send the set of your choice by our truck. An order form and a post-free envelope are enclosed for your convenience.

Yours faithfully,

Nafe
Manager

Singh

9.3 INTRODUCTION OF ADVERTISEMENTS

Advertisements are needed not only to introduce new products but also to boost the sales of the ones already in the market. With limited funds at a customer's disposal, his buying capacity is also limited. He cannot buyable in so many brands that he again finds himself in a sort of dilemma- which particular brand to buy? So advertisements are designed to persuade a customer into the belief that the article being advertised will give him greater satisfaction than the money in his pocket or any other item available to him or even a similar item of a different brand. A successful advertisement tries to convince a person that he just cannot live without the particular item being advertised. In fact, advertisement has been defined as something 'which makes one think he has longed all his life for thing he never heard of before'. And the tenacity with which advertisements impose themselves upon us prompted a writer to present the advertising man as 'Yessir, Nosir, Ulcer':

The large-scale production, manufacturers aimed at capturing much wider markets needs massive publicity campaigns, and big industrial houses allocate huge amounts on this item. Hindustan Lever spend much above Rs. two crore a year on their publicity campaigns and India Tobacco are not far behind. Compare it with above Rs.150 crore a year being spent by General Motors, America or about Rs.100 crore by Colgate-Palmolive, America, and the advertisement expenses of our manufacturing units will start looking paltry.

But it is not just the money being spent that matters. The number of advertisements meeting our eyes or assailing our ears is so large that a casually produced advertisement will have absolutely no effect on a customer's mind. A few years back a survey was inducted to ascertain how many of the commercial message broadcast over the Vividh Bharati programme of the Akashvani really went home and it was revealed that only 2% messages were remembered by over 20 per cent of the radio listeners. About 70% of the messages were remembered on an average less than five per cent. If these facts are put by the side of over 20,000 million dollars being annually spent on advertisement

in that country, it is easy to realise how hard the advertisers must be trying to fall among the lucky 76, if not among the extra-lucky 12 or 13.

9.4 CHARACTERISTICS OF GOOD ADVERTISEMENTS

There should be the following features of a good advertisement:

1. Advertisements must cater to the consumer psychology

Effective advertisements are always designed in the light of consumer psychology. The first important factor to ascertain before finalising a commercial message is the class of people that constitute the prospective buyers- are they men or women? young or old?- rich, not-so-rich or poor?- office-goes, businessmen, professionals, or college or university students?- connoisseurs or laymen? All these customers will have different with the last penny they had if some beauty aid could help them to look more coveted and adorable, or if some new product was in fashion, or if some kitchen gadget could enable them to escape the drudgery of household work. Men would prefer something to enhance their masculinity and give their personality a touch of the rugged. Young boys and girls go in for glamour and ostentatiousness and they prefer to look adventurous and unconventional. Middle classes would also like to buy something inexpensive that could enhance their prestige and raise their social status.

Now carefully analyse the advertisements appearing in the magazines and newspapers. Most of the ads for gents; suitings and shirtings make the male figure look more assertive and forceful. Digjam Suitings have “dashing designs”. Old Spice is “the mark of man”. An advertisement for Dinesh suitings shows a macho man (with very prominent moustaches to underline the macho image), immaculately dressed in a suit (obviously stitched from Dinesh suitings), sitting at a table in a restaurant next to an awesome lion. .

The advertisement for HMT watches shows a bride facing a problem which particular watch to choose for the bridegroom, for one is “superbly masculine” while the other is “a personification of virility”.

The first thing that women dread is aging. So they would love to buy anything that would perpetuate-their youth or at least prolong it as much as possible. That is why the makers of the Pears Soap say:

Some complexions just never grow up and the message at the bottom says:

Pears keeps your skin

Young, innocent.

2. *Advertisement must accord to the latest fashion trends*

Advertisements must also keep abreast of changing fashions. Big business houses are always conducting sample studies to discover why people would like to buy a particular object, and they devise their messages accordingly. Once a questionnaire was circulated among a group of ladies to find out the reasons for which they would buy a face cream:

Cleans deep into pores

Prevents dryness

is a complete beauty treatment

recommended by skin doctors

makes skin look younger

prevents make-up caking

contains estrogenic hormones

pasteurised for purity

prevents skin from aging

smooths out wrinkles

Majority of women said they would like to buy a cream that cleans deep into the pores. So they called their cream a deep cleanser and it sold.

3. *Advertisements must have a visual or auditory effect*

All good advertisements have a visual or auditory effect. They are either attractively displayed in magazines or newspapers, or if broadcast over the radio they sound pleasant. Advertisements flashed on the TV or the cinema screen combine in them both these qualities and are therefore quite easily remembered. In fact, many television addicts, kids in particular, get hooked to these advertisements and can reproduce them verbatim.

4. *They must be brief*

Commercial messages must be as brief as possible. Brevity is nowhere better appreciated than in an advertisement. Nobody care to read long messages. So either totally avoid long messages or give short, catchy captions that may compel a person to read on a long one.

Needless to say that brief messages have a better chance of sticking to one's memory than long messages containing unnecessary details.

5. *There should be both repetition and variation in advertisements*

Advertisements have to be repetitive without being monotonous. If an advertisement is not repeated at regular intervals, its message fails to get properly registered. But if the same message is constantly hammered, soon it stops drawing attention. In fact, a stale message evokes revulsion. So an advertisement must combine in it the qualities of repetition and variation. Very often a slogan or a trade mark is made a permanent feature of a product, while subtle variations are introduced into the body of the advertisement.

Through the Pepsi campaign undertaken during the World Cup matches in 1996 has long been withdrawn, most people cannot have forgotten Sachin Tendulkar's words to Sikh taxi driver offering him a Pepsi-Nothing Official about it.

One of the best examples of using repetition and variation is the television advertisement for Maggie Hot and Sweet Sauce. (It is a little old now). It made use of two renowned artists of the small screen-Pankaj Kapur and Javed Jaffery-engaged in hilarious situations With Pankaj Kapur always repeating the same slogan at the end-It's different! "Rasna" advertisements are also structured on the same principle. They deal with different situations with a lovable child giving 'the slogan at the end-I love you Rasna.

6. *Advertisements must make the products look unique*

Markets are often flooded with different brands of the same product. If all advertisements emphasis the same qualities, they will not prove effective. So discrete advertisers take pains to make their product-look unique. Take, for example, the following advertisements of toothpastes:

For cleaner, fresher breath and whiter teeth (Colgate),

Only a dentist can give her better dental care (Colgate),

Toothpaste for total mouth protection (Cibaca Top),

The toothpaste created by a dentist (Forhans),

India's No.1 gum health toothpaste (Pepsodent G).

9.5 HOW TO MAKE ADVERTISEMENTS ATTRACTIVE AND EFFECTIVE

1. *Give catchy captions*

Catchy captions prove really effective. A caption should be dramatic so that it can immediately arrest the attention of the reader and force him to read on. See how interesting is the following advertisement for a brand of cigarettes called Abdullah:

(This is an advertisement in the no-smoker compartment of a London transport system)

NO SMOKING

NOT EVEN ABDULLAH!

Another very interesting advertisement for Black and White Scotch Whisky appeared in Life. This advertisement shows a bottle of Black and White Scotch Whisky with the accompanying caption:

WE PROMISE NOT TO IMPROVE IT:

And at the bottom there is a brief rejoinder:

AS IF WE COULD!

A third advertisement carried the caption:

SOMETHING SPECIAL IS COMING YOUR WAY

The picture that follows shows a bewitchingly beautiful young lady climbing up the stairs and approaching the door of a room. This photograph is followed by the question:

Did you Cherry Blossom your shoes today?

And an equally effective advertisement for computers is that of IBM where the caption says:

WESWIFTFACFS

and a sieve is shown on the side with lots of chaff in the sieve and precious grains sifted below.

2. *Giver statistics to prove your point*

Sometimes statistics can be very effective provided they are depicted in a visual form, say in the form of a pictograph or a pie chart. The following advertisement from the Bakelite Hylam people makes a very effective use of statistics:

Decolam lasts: The check-in counters at Sahar International Airport, and many other airports in the country, are topped with Decolam.

The counters started functioning in 1980. Since then, thousands of travellers have dumped their tickets, their luggage and their children on top of them. They are still going strong.

Unlike cheap laminates, Decolam lasts almost forever. It's solid. It won't chip or crack. It's tough and very scratch-resistant. And it has the right thickness of 1.5 Mm. So it smooths over any imperfections in the surfaces it tops.

Surfaces aren't the only things that Decolam tops. Look how Decolam scores over cheaper laminates in these tests for durability.

Brand	Wear Resistance	Impact Strength	Cross Breaking Strength
Decolam	100	100	100
Brand X	66	31	51.6
Brand Y	57	24	54.3

Figures have been-indexed for easy comparison. Test results are available on request.

This means that Decolam protects your expensive furniture better, longer and more elegantly than anything else. Isn't worth paying a little more for Decolam today?

The architect who designed the counters checked every brand of laminate available before he decided on Decolam. Now, for him, there's nothing to decide, Decolam checks out every time."

3. *Make use of crazy slogan*

Crazy slogans immediately draw the attention of the readers by virtue of their being so different, so original and so refreshing. Limca advertisements have been using very interesting slogans:

LIMCA IS 'VERI VERI LIME 'N' LEMONI'

Another advertisement shows a child sipping Limca and the message says:

THIRST EXPERIENCE (pun on 'first')

4. *Enumerate your achievements*

It is like giving statistics to prove your point.

An advertisement from the Khodiyar Pettery Works Ltd. (Gujarat) shows their medals lying in a row and a large-sized trophy below, with an accompanying slogan: A tribute to excellence. And the advertisement explains that after the hat-trick of council awards, the Khodiyars have now bagged a special export award. The Atlas Cycles proudly announced the fact that their production had crossed the one million mark. The best sellers often tell you how many copies of the book have been sold and that is an inducement strong enough to make you buy it.

5. *Say it with humour*

Interesting cartoon strips are often used to sell things. One of such strips shows a man standing at a counter in the customs office with the inspector asking him: Anything to declare? And the passenger answers: Nothing as precious as these Tortoise mosquito coils! Quite an effective way of advertising a mosquito repellent.

6. *Make an effective, discreet use of sex appeal*

There are various kinds of misconceptions among people about the use of the female form and sex in advertisements. While some people feel that the female form can sell anything, others dismiss it as something cheap and vulgar, and still others feel that it proves more a distraction than an aid. A scantily clad girl showing her smooth, velvety skin may be very good for advertising a hair removing cream or a cleansing milk but you cannot use the face of a beautiful girl or her curvaceous body to sell shock absorbers, unless your imagination is so fantastic that you can justify her presence in the advertisement. In the following advertisement from Liberty people, sex has been used with subtle wit:

The picture shows a couple embracing with only the face of the girl and the back of the man majestically covered with a liberty shirt visible, and the writing below says:

For one glorious minute they stood unmoving.
Then “Darling”, she said,
“I can’t stand on the foot the entire evening.
Besides my shoe is ruining (The lady has one shoe in her
hand touching his shirt)
You perfectly beautiful Liberty shirt.”
His big bold Liberty plaid
made him feel devastatingly male.
“You got a choice kid”, he said,
“off with my shirt or you take off
your other shoe”. Such a thrilling decision
‘Pet’, she said, “Let’s compromise”.
And a golden evening began
Later much later, she remembered a nursery rhyme.
“One two, if you unbuckle your shoe
three, four, he’ll shut the door”.
And of course, got it all wrong.

His shirt. From Liberty’s all new summer collection. Brilliantly designed stripes, checks, coloureds, cottons, blends and pure synthetics. From Rs.150 to Rs.300 and over.

9.6 STRUCTURE OF AN ADVERTISEMENT COPY

Advertising goals can be achieved through proper drafting of copies. Apart from the knowledge of the product and the customer, the art of presentation plays a decisive role in obtaining the desired response. Prospect must be converted into buyers by means of such appeals as are not only psychological but convincing. Facts, figures, diagrams, illustrations of all kinds find place in the copy. The effectiveness of an advertisement essentially depends upon the forcefulness of the appeal contained in it, which may convert a prospect into a customer. This effectiveness is mobilised in four stages: 1. Attention; 2. Interest; 3. Desire; and 4. Action. An effective copy is the one which draws the attention of the prospect, arouses interest, creates desire to buy, and Prompts his action towards purchasing.

Through a copy may have any shape or form, it has a structure distinct from other commercial writing. A typical press copy has the following mechanical structure:

1. *Headline:* title (prominent).
2. *Illustrations:* photos, diagrams, charts, pictures.
3. *Text or narration:* description, appeal, explanation.
4. *Brand and Trade Mark.*
5. *Name and address of the manufacturer (supplier).*

9.7 TYPES OF ADVERTISEMENT COPY

1. *Institutional copy*

An institutional copy is one which tries to advertise on the strength of the manufacturer's reputation. It tries to emphasis the fact that the manufacturer is not only well known but established enough to give the prospects the right goods. Advertisements for Khaitan fans often say: Khaitan- the name is enough. The Bajaj people also lay stress on the name Bajaj while advertising their scooters.

2. *Straight-selling copy*

A copy which tells us why a particular brand of a certain product should be used is known as a straight-selling copy or a reason-why copy. The purpose of using the product and how best this purpose is served by the brand advertised are clearly explained. Any questions that might arise in the buyer's mind are anticipated and answered in the advertisement itself. The reasons for buying the product may relate to health, economy, fashion, etc.

3. *Narrative or story copy*

This kind of advertisement narrates a story or an incident with the help of the product presented. The customer is expected-to react sympathetically to the narration and be tempted to buy and try the product or service.

4. *Educative copy*

Sometimes when a particular class of buyers is to be approached, the advertiser may include valuable scientific or technological information of interest to the class. Such a copy may be described as educative.

5. *Comic or humorous copy*

Some humour may also be introduced into advertising copies to effectively exploit the predicament of a prospect. A humorous touch may be given through exaggeration or through caricature.

6. *Expository copy*

If a copy tells openly and directly all the features of a product or a service in addition to using a suitable picture to impress a customer, it is called an expository copy. Services like hotels and airlines usually adopt this type in order to give a picturesque description of the service.

7. *Suggestive copy*

This type of copy says something about a product or service but does not directly place an appeal to the customer's mind. It simply suggests that if the customer were to buy the product, he would certainly be benefited by it.

9.8 SUMMARY

A sales letter is one of the important instrument of sales promotion, despite unprecedented advancements in advertising through the print and electronics media. To be effective it should catch the attention of the reader, excite his interest and curiosity and induce him to buy the goods or services offered. It should begin with an attention catching device and end with an inducement for action. The main body of the letter should provide convincing arguments and evidence to vouch for the quality of the product. There are sundry ways of catching the attention. Some of these are: making a starting statement, special appeals or offers; relating an anecdote or a story; providing evidence; and asking rhetorical questions. The main body should draw attention to central features and facilities offered such as trial offers, guarantees, free samples, etc. The last part of the letter should clinch the issue by prompting action with inducements such as limited time / quantity offer, special bargain offer, convenience in ordering, prizes and extra items offer, etc.

9.9 KEYWORDS

Sales Letter is drafted for promotion through print or electronic media with enticing and convincing arguments to vouch the quality of product.

9.10 SELF ASSESSMENT QUESTIONS

1. “Every business letter, in principle, is a sales letter”. Discuss the qualities of the sales letter in the light of this statement.
2. In what way is the structure of a sales letter similar to an advertisement?
3. “The main purpose of a sales letter is to convert the reader into a ‘customer’”. How is this purpose achieved?
4. What factors should be borne in mind while drafting the body of a sales letter? How is it different from the closing paragraph?
5. You are the Sales Manager of a company that has recently manufactured a sofa-cum-bed which, when not in use, can be easily dismantled and kept in a corner, occupying very little space. Draft a letter to be sent to about 5,000 middleclass families in Bombay city to promote its sale.
6. You and two of your engineer friends have recently opened a petrol selling station in a town which has 2000 car owners and nine transport companies handling 144 public carriers. Draft two sales letters, one to be sent to the car owners and the other to the proprietors of the transport companies.
7. Assume that you are the Publicity Officer of the tourist department of a state government which has recently developed a new tourist centre near Delhi. This centre has an aquarium, an artificial lake, and a Japanese style hanging garden. There is a tourist bungalow which has air-conditioned rooms, a bar and a swimming pool. Draft a letter to be sent to the First Secretaries of the foreign diplomatic missions in Delhi for promoting tourist traffic to this centre.
8. Draft a letter to be sent to the local government offices and business houses for promoting the sale of a newly steel cabinet your firm has just placed in the market.

9. Answer the following questions in brief:
- (a) What are the various types of advertisement copy?
 - (b) What is an institutional copy?
 - (c) Mention any three important characteristics of an effective advertisement copy?
 - (d) Why is it important to keep the advertisement message brief?
 - (e) Name the main parts of a typical advertisement copy.
10. Discuss some important methods of making advertisements effective.
11. Draft brief, catchy advertising for the following:
- (a) a soft drink
 - (b) a stereo system
 - (c) men's suitings
 - (d) a hair darkener
 - (e) a detergent powder
 - (f) a ceiling fan
 - (g) a pocket calculator
 - (h) baby food
 - (i) a new magazine for women
 - (j) a sporty bike
 - (k) a small car
 - (l) a deodorant spray

9.11 REFERENCES/SUGGESTED READINGS

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Subject: Business Communication	
Course Code: BBA-206	Author: Dr. Tejinder Sharma
Lesson: 10	Vetter: Dr. B.S. Bodla

MEMO, ORDERS, NOTICES AND CIRCULARS

STRUCTURE

- 10.0 Objective
- 10.1 Introduction
- 10.2 The memo format
- 10.3 Office orders
- 10.4 Notices and circulars
- 10.5 Circulars and questionnaires
- 10.6 Summary
- 10.7 Keywords
- 10.8 Self assessment questions
- 10.9 References/Suggested Readings

10.0 OBJECTIVES

After going through this lesson you will be able to-

- Draft a memo in format.
- Draft an office order.
- Draft notices, circulars and questionnaires.

10.1 INTRODUCTION

A memorandum is by definition, “a written statement that you prepare specially for a person or committee in order to give them information about a particular matter”. In an organization it takes the form of “a short official note that you write to a person or to several people, especially people

who you work with”. It has been derived from the Latin word ‘memorare’, changed to ‘memorandus’ (notable) and means literally ‘to mention’ or ‘tell’.

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

10.2 THE MEMO FORMAT

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

UNITED	BREWERIES	LIMITED
MEMORANDUM		

No.

Date:

To:

From:

Sub.:

(1)

.....

(2)

.....

.....

(3)

to

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

Just as an effective letter requires careful planning, so does a good memorandum. In her book ‘The Perfect Memo’ (doubleday), Dr. Joan Minnuiger advises us to follow the following two phase method of writing memos:

Phase 2:	The	Crafting	Phase
	<ul style="list-style-type: none"> • Underline every item that is vital to your reader; Omit those that aren't. • Jot down the purpose of the memo at the top of the page. • Divide your underlined items into separate categories. • Write a heading for each category. Example. "When to deliver parts" (instead of timetable). • Determine the order of importance of each category to the reader and number them. • Start writing your memo. Begin the body of the memo with your Phase 1 Category. Then go down your list. Use the headings as subheads throughout the text. Place background or support information at the end. 		

To achieve a more personal human touch, here are some tips from the editors of ‘Communication Briefings’.

- Use ‘you’ and ‘your’. Instead of saying “Everyone is requested to provide input on course content”, say, “Please send me your course content ideas”.
- Include a name. Example: “John, I’ll send that material to you by 3 o’clock Friday.
- Picture your reader. Write to a person with a title, not to a title with a person.
- Use conversational words and phrases. Say, “As you suggested” and- “Please let me know” instead of “Kindly advise”.

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

In the light of the foregoing discussion let us examine a few sample memos given below:

Example 10.1: A memo requesting departmental reports

BHARAT	OIL	PRODUCTS	LTD.
Head		Office:	MUMBAI
MEMO			
No.:			BLP/305
Date:	18	August,	2003
From:	S.K.	Jain,	Managing Director
To:	All Heads of Departments		
SUBJECT: DEPARTMENTAL REPORTS.			

Would you please make sure that your current half-yearly report is handed on to my secretary before the last day of the month so that figures can be collated and incorporated into the general report for the meeting of the Board of Directors on 1st Sept.

Thank you.

C.C.	J.P.	Jain,	Finance
	R.K.	Garg,	Operations
	L.S.	Deva,	Sales
	Prasad	Sharma,	Production

A. Rizwan, Administration
C. Shankar, Purchasing and Supplies

Example 10.2: A memo asking for feedback on the use of laptop computers.

UNITED DISTILERIES LIMITED
Head Office: Bangalore
MEMORANDUM

No.: 35/6
To: All members of staff, Northern Region
From: DJS
Date: 2 August, 2003

SUBJECT: LAPTOP COMPUTERS

The board urgently requires feedback on our experience with laptops in Northern Regional Office. I need to know, for my report:

1. What you personally use laptop for and your reasons for doing this. If you are doing work that was formerly done by other staff, please justify this.
2. What software you use. Please name the applications and version numbers.
3. How many hours per day you spend actually using it. .
4. How your laptop has not come up to your expectations.
5. What anticipated use you have found for your laptop, that others may want to share.

Please FAX this information directly to me by 5 p.m. Wednesday 12 August, 2003. If you have any quires, please contact my assistant, V.K. Poulose, who will be visiting you on Monday 10 August.

Thank you.

DJS

Example 10.3: A memo regarding safety precautions.

GURU	NANAK	ENGINEERING	CO.
MEMORANDUM			

No.: 835/67

From: The Managing Director

To: The Personnel Manager

Date: 23 August, 2003

SUBJECT: SAFETY PRECAUTIONS

As a result of the accident which occurred in the fitters shop, we are going to have a drive to improve our safety precautions throughout the works. We want, first of all, to eliminate the source of accidents: in other words, we want to see where the possible danger points are and remove them. Secondly, we want to make all employees more aware of danger to themselves if they do not follow instructions.

1. Would you please prepare a report for me on what you consider the danger points to be and how our safety of staff will be most helpful and will be very carefully considered.
2. Would you inform all employees, in the strongest terms, of the risks they run if they do not follow the safety regulations.

(G. SINGH)

Example 10.4: A memo inviting view and suggestions.

MEMORANDUM	For	Please
From: The Managing Director	ACTION	DISPLAY
To: Personnel Managers	COMMENT	FILE
Date: 27 April, 2003	INFORMATION	RETURN
	DISCUSSION	PASS TO
	

SUBJECT: INSTALLATION OF CLOCKING-IN MACHINES.

The Board is thinking of installing an automatic clocking-in system in the offices of each division. Before we do this we need to know:

1. How the arrangements concerning breaks, especially lunch breaks, have been working.
2. How many machines we would need.
3. Whether time now lost through bad time-keeping would be saved.

Can you provide us with your views on:

- how the staff will react to the idea.
- how we can deal with the union on the matter.

If possible, I would like to receive your report before the next Board Meeting on 1 June.

Example 10.5: A memo to an employee informing him of a cut in his salary.

VINAYA **BANK** **LTD.**

Jaipur

Date: 29th July, 20.....

Ref.: 9.40-STF-1783: 20

To: Mr. K.R. Ganesh, Clerk

From: R.K. Sharma, Manager

You remained away from your duties on the date/s and for the period/s mentioned below.
Please-note that you have not earned salary and emoluments for the said period.

DATE **PERIOD**

July 28, 20..... 10:30 a.m. to 5:30p.am.

This is without prejudice to our right to take disciplinary action against you.

R.K. Sharma

C.C. **to:**

1. Staff Section, West Zone
2. Salary Section

Example 10.6: A memo to an employee asking for explanation for going on leave without prior permission.

VIJAYA **BANK** **LTD.**

North Zone: Staff Section

Date: September 2, 20.....

Ref.: VIG: 16431: E-13

To: Mr. K.R. Aggarwal, Ghaziabad Branch

From: R.P. Gupta, Superintendent

Sub.: Your absence from 16.8.20..... to 20.8.20.....

Ref.: Your telegram and letters dated 16.8.20..... to 22.8.20.....

1. We note that you sent a telegram from Aligarh on 16th August requesting medical leave from 16.8.20..... to 20.8.20..... and later submitted an application for leave from 16.8.20..... to 20.8.20..... producing a medical certificate from a doctor practising at Aligarh. Please let us know whether you had obtained prior permission to leave station.
2. In your application you have stated that you were suffering from cold and fever. But your medical certificate says you had urinary infection. Will you please explain the discrepancy?

If your reply does not reach us on or before September 13, 20....., your absence will be treated as one without leave and will incur loss of pay.

KVS/BN

R.P. Gupta

CC.: To the Branch Manager, Ghaziabad

Example 10.7: A memorandum to be issued to the employees drawing attention to some undesirable aspects of their conduct.

THE **UNION** **BANK** **OF** **INDIA**
M.P. Road, Jaipur

MEMORANDUM

Date: 6 July, 20.....

Ref.: KKS: BB
To: All Staff
From: Proper conduct of the employees in the Bank.

SUB.: PROPER CONDUCT OF THE EMPLOYEES IN THE BANK.

The Management is constrained to draw your attention to the following undesirable aspects of conduct during the working hours:

1. Some members of staff show scant respect for punctuality. They have a tendency to report for work late and leave early.
2. The attendance register is not signed at the appropriate time. Some members sign it in advance so that they can report late without getting detected.
3. Members are often absent from seat without any valid reason. This causes great inconvenience to the customers.
4. Members tend to use office stationery for personal purposes. They not only carry it home but even gift it to the visitors.
5. The office telephone is kept busy with personal calls. As a result some customers fail to get important calls through to the Bank, valuable man-hours are wasted in trivial and inconsequential gossip. Besides, this also has a damaging influence on the general atmosphere in the Bank. The Management seeks the cooperation of all members of the staff to improve the working climate in the Branch and to make it one of the most efficiently run branches in the country.

K.K. **Sharma**
Branch Manager

Example 10.8: A show cause notice to an employee for his gross misbehaviour with his superior.

It has been reported to me.

1. That on September 6, 20....., you pressurised the stores superintendent Mr. Imtiaz Ahmad to sign certain fake bills regarding purchase of stationery and on his refusal, you physically assaulted him causing bruises and minor cuts on his face and neck.

2. That you abused and even tried to assault physically your colleague Mr. Surjit Singh when he tried to intervene.
3. That on that day you had come to the office in a drunken state.
4. That you often come to the office late and drunk.
5. That you threatened Mr. Ahmad of dire consequences if he dared to lodge a complaint against you to the higher authorities.

Getting fake bills signed and physically assaulting your immediate superior are both actions of gross misconduct. Please explain in writing why disciplinary action under the service rules should not be taken against you.

Your reply should reach me latest by 10 September, 20.....

In case no written explanation is received by then, it will be assumed that you have no explanation to offer and disciplinary action will be initiated against you.

10.3 OFFICE ORDERS

The word order suggests acceptance or compliance if a message is conveyed as an order, it means that it carries a stamp of authority with it and has to be accepted. Office order is a tool of *downward communication*; it travels from the higher-ups down to the-subordinates.

Orders are usually related to posting, promotion, suspension, termination of services, granting/withholding increments, granting/ withholding certain privileges, imposing certain restrictions, intimation, of disciplinary proceedings, etc.

An office order is a very sensitive form of communication and if misunderstood or misinterpreted, it can lead to serious unintended consequent. The following points should be kept in mind while drafting orders:

- Orders must be very concise; they must not contain any unnecessary details.
- The language employed should be absolutely clear. The order should be written in very simple words that can be easily understood by all. Idioms, phrases and slangs should be strictly avoided.

- Orders should clearly specify who they are meant for. Some orders are sent to the concerned individuals with copies to the concerned departments; others may be meant for display on the notice boards.

Example 10.9: An office order posting a new recruit to a department.

GUEST	KEEN	WILLIAMS
Sansad Marg, New Delhi		
Ref.: Per/597/22		Date: 4 May, 20.....

Office Order

Shri Anil Sachdeva has been posted as Sales Executive w.e.f. 5.5.20.... He will be reporting to Shri C.M. Handa, Sales Officer.

- | | | | |
|----|------------------|------|----------|
| 1. | Shri | Anil | Sachdeva |
| 2. | Shri | C.M. | Handa |
| 3. | Accounts Office. | | |

Sd/-	S.K.	Jain
Deputy Manager (Personnel)		

Example 10.10: An office order regarding the transfer of an employee from head office to take over the independent charge of a unit.

NEW	TRENDS	CASUAL	WEARS
12, Lamington Road, Bangalore			
Ref.: SPS/24/973		Date: 5 March, 20.....	

Office Order

Shri Rabul Chaturvedi, Assistant Administrative Officer, is transferred from the Head Office to take independent charge of the production unit at M.G. Industrial Area. He shall hand over charge of his duties at the Head Office to the undersigned and take charge of the M.G. Industrial Area unit from Shri Gopal Subramaniam latest by 12.3.20

Copies to:

- | | | | |
|----|------------------|-------|-------------|
| 1. | Shri | Rahul | Chaturvedi |
| 2. | Shri | Gopal | Subramaniam |
| 3. | Accounts Office. | | |

Sd/-	V.K.	Menon
Deputy	General	Manager
(Personnel)		

Note: In most of the examples below only draft for the office orders are being given. Students can fill in the other details themselves.

Examples 10.11: An office order regarding the promotion of an employee.

Ref.: Pers/598/89

Date: 1 July, 20.....

Office Order

Ms. Geetika Rastogi, Accounts Assistant, is promoted as Senior Accountant with immediate effect. She will draw the basic pay of Rs.3200 in the pay scale Rs.3000-100-3500-125-4500. Other allowance will continue to be admissible as per the Company's rules.

To	Ms.	Geetika	Rastogi
Through Accounts Department			
Sd/-		Kanwar	Jain
Manager (Personnel)			

Example 10.12: An office order granting special increment to an employee.

Date: 28 July, 20.....

Office Order

In appreciation of the excellent performance of Ms. Smitha Ramachandran in the Sales promotion campaign during the summer months of June-July 20, the Management is pleased to grant her a special increment of Rs.300 effective from 1.8.20.....

S.

Arunachalum

Manager (Personnel)

Example 10.13: An office order suspending an employee.

Date: 27 September, 20.....

Office Order

Shri Jai Pal, Office Assistant, is suspended from the services of the Company with immediate effect. He shall, however, be allowed to draw subsistence allowance as per the rules of the Company.

From today onwards, Shri Jai Pal is not allowed to enter the office premises except for the purpose of attending the disciplinary proceedings before the Enquiry Committee.

To: Shri Jai Pal

Copies

to:

1. Accounts
2. Notice Boards, all departments

Office

S.P.

Chauhan

Personnel Manager

Example 10.14: An office order reinstating a suspended employee.

Ref.: GDB/1198/18

Date: Oct. 19,20.....

Office Order

The Enquiry Committee instituted under the chairmanship of Shri G.D. Baweja has absolved Shri Som Dutt, Accountant, of charges of financial irregularities. Hence order number GDB/898/5 dated 28 August, 20....., suspending him from service is revoked and he is reinstated in his position as Accountant with immediate effect.

S.P.

Chaudhary

Senior Manager (Personnel)

Example 10.15: An office order terminating the services of an employee.

Date: November 18,20.....

Office Order

Pursuant to the report of the enquiry conducted by the Enquiry Officer Shri H.R Khanna, the services of Shri Ajit Miglani, Accounts Clerk, are terminated with immediate effect. The Accounts Department is hereby directed to settle the accounts of Shri Ajit Miglani immediately.

To: Shri Ajit Miglani

Vivek

Navalkar

Senior Manager (Personnel)

Copies

to:

1. Accounts
2. Notice Board, all departments.

Department

Example 10.16: An office order instituting an enquiry against an employee.

Date: February 23,20.....

Office Order

An Enquiry Committee is appointed to look into charges of misappropriation of cash amounting to Rs.35000 by Shri Satya Dev, Account. The Committee consists of

1. Shri S.A. Kidwai, Deputy Manager, Administration, Chairman.
2. Shri Sudhir Shinde, Deputy Manager; Personnel, Member.
3. Shri H.S. Ahluwalia, Deputy Manager, Accounts, Member.

The Committee is authorized to call any employees of the Company as witnesses as it feels proper for the efficient conduct of the enquiry proceedings.

The committee is hereby directed to complete the enquiry and submit its report to the undersigned latest by April 23, 20.....

- | | | | |
|----|------|--------|--------|
| 1. | Shri | S.A. | Kidwai |
| 2. | Shri | Sudhir | Shinde |

3. Shri H.S. Ahluwalia
4. Shri Satya Dev
K.S. Bajpai
Senior Manager
(Administration)

Example 10.17: An office order asking the employees to use the canteen only during the fixed hours.

Date: July 1, 20.....

Office Order

All employees are hereby directed to visit the office canteen only during the lunch hours 12:30-1:30 p.m. During the rest of the office hours, if the employees need tea, cold drinks and snacks, they can order the canteen to get them at their seat.

Copies to:

Notice Board, all departments

Sarvesh Bhosle
Administration Officer

Example 10.18: An office order banning smoking in the office premises.

Date: June 16, 20.....

Office Order

All employees of the Company are hereby informed that smoking is strictly banned in the office premises. A small booth near the stairs can be used occasionally if the urge to smoke is uncontrollable. But the employees should not use it too frequently.

This order comes into force with immediate effect and employees violating it can be subject to disciplinary action against them.

Copies:

Notice Board, an departments

Ashutosh

Mishra

Administration Officer

10.4 NOTICES AND CIRCULARS

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

Notices, generally supposed to be pinned on a wall notice-board, are a popular and effective way of reaching out to the general staff for whom they are meant. Many notices require signatures of staff or some other indication of agreement with some proposal, policy decision, etc. A sample format is given below:

MODERN

FOOD

INDUSTRIES

Lawrence Road, New Delhi

NOTICE

Would all members of staff who would like to attend the farewell dinner on Friday 21, August for Mr. Ahuja please sign their names below and also indicate the number of guests they wish to bring.

A.K.

MADAN

13 August, 20.....

Name	No.	of	Guests
_____	_____		
_____	_____		
_____	_____		
_____	_____		

It is important to note that it is always more effective to request than to command, demand or threaten. The approach of the management should be polite and persuasive if they wish the staff

or work force to conform to certain arrangements or refrain from actions that are deemed to be dangerous or undesirable. It is better to say:

“Members of staff are requested to.....”

“The management should appreciate the cooperation of the staff.....”

“Members of staff are kindly requested to retrain from.....”

rather than:

“Workers will not.....”

“All workers will.....”

“Members of staff are not permitted.....”

Workers are more likely to respond to notices that obviously try to foster good industrial relations.

10.5 CIRCULARS AND QUESTIONNAIRES

Notices seeking the opinions of the staff are often circulated in order that each person has one and can fill it and give his or her own comments on a specific matter. As a secretary, one is quite likely to be asked at some time to draw up a questionnaire asking staff or their opinions/comments on tips already given or to give suggestions of their own. For example, an organization decides to celebrate fiftieth anniversary of the country’s independence and the management wants to celebrate the occasion by involving the staff in a suitable way. They may give the following suggestions:

1. Grand evening dinner (each member of staff is allowed one guest).
2. Day coach trip (staff only).
3. Evening tea party for the families with entertainment for the children.

The secretary will have to compile a questionnaire that gives people the opportunity to state their preference for one of these suggestions with space for comments, and any other suggestion that they might like to give:

Example 10.19:

HIMALAYA

DRUG

COMPANY

The Mall, SIMLA

STAFF CIRCULAR

The management invite the opinions of all members of staff on how they would like to mark the occasion of the country's fiftieth anniversary celebrations on 14 August, 20.....

Please indicate below your preference for one of the following suggestions already received and add any comments you might have about them. If you have any other suggestions, please add them to the list in the space provided.

		Please tick		Comments
Day	trip		by	coach
to		scenic		spot/
place		of		interest
staff members only				
Afternoon		tea		party
for	staff		families	+
entertainment for children				

OR

Grand		evening		dinner
party-		staff		members
+ one guest each				

Any other suggestions:

Please return all questionnaires to my office by 31st July.

Thank you.

Managing Director

Office circulars of a more formal nature are meant to bring to the notice of a certain audience matters of importance to the organization. They are widely used to disseminate information like inviting applications from employees for promotion test/interview, insistence on punctuality, change in working hours, inviting suggestions etc. They are usually brief, precise and persuasive

pieces of writing brought to the notice of staff. Some examples of office circulars in their usual format are given below:

Example 10.20: Circular inviting suggestions.

BHAGIRATH **ELECTRICALS** **LTD.**

Delhi- 110 006

Dated: 25 July, 20.....

Circular No. 435/98

The office manual which was last revised in July 20..... is now due for revision. We look forward to all employees to consider this matter with interest and send their suggestions of the undersigned latest by 25 August, 20.....

Sd/-

Manager

Example 10.21:

ASSOCIATED METAL PRODUCTS

Dated: 25 June, 20.....

Circular No. 28/98

It is proposed to fill in vacancies for the post of Senior Assistant (Accounts) and Senior Assistant (Administration) from among the employees who fulfil the following requirements.

1. The employee should have put in a minimum of 5 years of service in the company.
2. The candidates must be second class graduates.
3. CA/ICW A qualification (Preferable).

Employees fulfilling the above requirements should forward their applications through their departmental heads latest by

Sd/-

Manager Personnel

10.6 SUMMARY

Memos are the most important form of internal or intra-organizational communication. A memo is different from a letter, both in format and in its effect on the addressee. It is important to note that a memo does not have a salutation and complimentary close. But the subject is clearly written and underlined. Memos are used commonly for issuing instructions to the staff, change in the policy inviting suggestions, giving information, making requests etc. Most of the organizations have their own printed memoranda sheets with the main company heading and often the heading of the department/section. Like a letter, a memo should also be carefully planned. The subject matter of the memo must be clearly spelt out point by point. Whatever be the subject matter, the language of the memo should be polite and courteous. As far as possible the second person 'you' should be used.

Notices, circulars, questionnaires and orders are widely used in offices to disseminate information. Through circulars and questionnaires they also exchange information. Notices, circulars and especially orders are examples of downward communication in organizations. Most of the above follow more or less standardized formats. Organizations do however, enjoy a certain amount of freedom to evolve their own formats. Notices, circulars and orders must be very carefully drafted. They must be precise, pointed and polite. In case of notices and circulars tactfulness and persuasion add to their effectiveness. Order are meant to be acted upon. It is, therefore, very important to make them unoffensive or unobjectionable.

10.7 KEYWORDS

Memorandum is a communiqué issued to instruct the staff regarding some policy matter.

Notices are served in down hierarchical level to the employees.

Circulars are also information containing letters generated within or outside the organisation regarding some aspect.

Orders are issue to the lower level employees for the execution of some policy/rule.

10.8 SELF ASSESSMENT QUESTIONS

1. What is a memorandum? How is it different from a letter?
2. Answer the following questions in four lines each.
 - (a) Why is it necessary to mention the subject at the top of a memo?
 - (b) How can numbering points help the recipient of a memo ?
 - (c) Why is it desirable to initial a memo?
3. Write a memo on behalf of The General Manager to the Personnel Manager asking him to find a new telex machine operator and also reminding of the imminent retirement of a senior member of the office staff who will need replacing.
4. Draft a memorandum to the staff on how to conduct themselves while on duty and to adhere to lunch hours.
5. Draft a memo to the Personnel Manager regarding the safety precautions you propose all members of staff to observe and inviting their suggestions in this regard.
6. Write a memo to an employee informing him of a day's cut in his salary on account of his absence without leave.
7. Draw up a notice on behalf of the Managing Director, for the office notice board asking office staff to insert the dates on which they would like to take their annual holidays.
8. Write a circular to go personally to all staff members containing the names of five nominees for the worker's consultative committee. As only three people are required, ask for three names only, to be indicated in order of preference.
9. Draw up a questionnaire to be circulated among the staff members inviting their suggestions for the Founder's Day Celebrations of your organization.
10. Draw up a circular appealing to the employees to observe punctuality so as to increase the overall efficiency of the company.

11. Write an office order granting special increment(s) to an employee in recognition of his exceptionally meritorious performance.
12. Write an office order intimating the transfer of an employee from one department to another. Poe W Roy and Fruehlini T Rosemary, *Business Communication A Case Method approach* AITBS Publishers, 2000

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Subject: Business Communication	
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Lesson: 11	Vetter: Dr. B.S. Bodla

CORRESPONDENCE WITH GOVERNMENT AUTHORITIES, BANK CORRESPONDENCE, INSURANCE AND SHAREHOLDERS CORRESPONDENCE

STRUCTURE

- 11.0 Objectives
- 11.1 Introduction
- 11.2 Correspondence with govt. authorities
- 11.3 Bank correspondence
- 11.4 Insurance correspondence
- 11.5 Company secretary correspondence
- 11.6 Summary
- 11.7 Keywords
- 11.8 Self assessment questions
- 11.9 References/ Suggested Readings

11.0 OBJECTIVES

After going through this lesson you will be able to-

- Know different kinds of correspondence between business and government authorities.
- Draft letter to a bank.
- Draft letter to an insurance company.

11.1 INTRODUCTION

Business and government are dependant on each other. Now-a-days, due to complexity of business operations, correspondence with government and business organizations has become structured

and voluminous. Every now and then business has to deal with government authorities or vice-versa. This kind of correspondence is generally formal and strict principles of drafting have to be followed. Banks, insurance companies and financial institutions have their customers in form of corporate clients. Thus there lies enormous of possibility of frequent correspondence with these institutions and business.

11.2 CORRESPONDENCE WITH GOVT. AUTHORITIES

On many occasions a man in business or the secretary / manager of a company has to write to the authorities i.e., various departments of the government, central, state or local- in connection with various matters that can be dealt with only by inviting their attention. Such correspondence is generally of a formal nature and has, therefore, to strictly adhere to the principles of official letter-writing. In other words, the officer concerned should be sent a letter clearly underlining the subject, keeping the matter confined to the business concerned and keeping up a polite but formal tone. The best forms of salutation and complimentary close are 'Sir' and 'Yours faithfully'. It is, therefore, clear that the officer concerned should not be addressed by his name even if the writer knows him personally.

In this way the letters written to the authorities are different from the ones exchanged between businessmen. The occasions are so numerous and different that it is difficult to classify them. We can, however understand the nature of such correspondence by looking at some examples given below.

Example 11.1: Letter requesting a new telephone connection

ASIA	PUBLISIDNG	CO.
15, Daryaganj, Delhi-110006		
Date: July 19, 2004		
The	General	Manager,
Mahanagar	Telephone	Nigam
New Delhi.		Ltd.
Sir,		

Sub.: Request for a new telephone connection.

Ours is a big publishing company having 21 branches across the country and 5 overseas branches located in Singapore, Jakarta, Manila, London and New York. At present we have five telephone connections with four extension for each. With the expansion of our business and increase in the number of workers we feel that the existing telephone connections are not sufficient for our needs.

We, therefore, request you to kindly install three more telephone connections with three internal extension lines for each as soon as possible and oblige.

Yours faithfully,

Example 11.2: Letter requesting exemption from Customs Duty.

Date: July 20, 2006

Shantnu			Gupta,
Professor			
Dept.	of	Financial	Studies
Asian	Institute	of	Management
Sector-36,			Noida
Gautam Buddha Nagar, U.P.			

The	Asstt.	Collector	(Customs)
Indira	Gandhi	International	Airport,
New Delhi.			
Sir,			

Sub.: Exemption from Customs Duty.

I returned to India by Flight No. on July 18, 2006 on completion of my one year Senior Fellowship Programme at Washington State University, Washington D.C., U.S.A. During my stay in the U.S.A., I bought and used, among a few other electronic items, the following:

- (i) Computer system P-5/133, Intel with Goldstar Colour Monitor
- (ii) Electronic Typewriter, Model.....
- (iii) Fax Machine Model.....

As these items are a part of my essential professional/educational equipment I request you to kindly exempt them from customs duty under the provisions of Baggage Rules, Annexure..... and oblige.

Yours faithfully,

Shantnu Gupta

Example 11.3: A letter requesting for the supply of steel on priority basis. .

SUMER	CO-OP.	HOUSING	SOCIETY
I.P.			Extension,
Delhi			

Date: July 17,20.....

The			Chairman,
Steel		Producers	Committee,
C/o	Hindustan	Steel	Ltd.,
New Delhi			
Sir,			

Re.: Supply of Steel.

Under the Cooperative Housing Scheme of the Govt. of N.C.T. of Delhi, our Housing Society has been sanctioned loans for construction of residential buildings. The society has been constructing buildings since the 2nd week of January.

We hope to lay the R.C.C. slabs within the next 15 days. We are enclosing a detailed estimate of our requirements of steel as certified by our engineers.

Since the Housing Scheme Co-operatives come under priority sector, we request you to please consider our requirements of steel on priority basis. We shall be thankful to you for an early release of the required quantity to facilitate the continuation of our construction work.

Yours faithfully,

for Sinner Co-op. Housing Society,

G.L.

Sharma

Chairman

Encl.: The –Estimate

Example 11.4: A letter to Railway Authorities requesting for the waiver of demurrage.

JANTA

BOOK

HOUSE

Jawahar

Nagar,

Rohtak

Date: August 18,20.....

The

Divisional

Superintendent,

Commercial

Branch,

Northern

Railway,

Rohtak.

Sir,

Re.: PWB No. 658066/14-7-20...., Ex. CAL to Rohtak one Bundle Printed Books.

The consignment referred to above was booked to us by Sri Bhumi Publishing Co. Calcutta. The R/R and the Invoice were sent through a bank. We were given due intimation by the bank. However, for some reason, the RIR was not cleared and the bank returned it to the consignor.

Since, we are regular customers of Sri Bhumi Publishing Co., they requested us to take delivery of the parcel against the RIR sent directly to us. On enquiry at Rohtak Parcel Booking Office (Inward) we were advised to contact the Lost Property Office since the parcel has been sent there under LPB No. 373862/6-1-20.....

We now understand from the Lost Property Office that apart from the freight due, Rs.25-40, the total Demurrage works out to Rs.75.00.

Since the delay in clearing the parcel was on account of some unforeseen circumstances and our store is working on no-profit basis we request you to kindly waive the said demurrage and allow us to take delivery of the parcel on payment of only the freight and oblige.

Yours faithfully,

for Janta Book House,
K.K. Sharma
Manager

Example 11.5: Letter applying for import licence.

Sir,

Re.: Licence for Imports.

Recently our firm has successfully concluded negotiations with a few South African buyers for machinery manufactured by us. According to their specifications we require certain components and accessories that are available from South Korean suppliers. The details of these articles are given in the enclosed statement.

We, therefore, request you to kindly issue us an import Licence for Actual Users for the current year and also grant foreign exchange worth 10,000 dollars.

We are enclosing a statement showing the details of the quantity and the value of various articles imported by us during the 12 months preceding 1st April, 20.....

Yours faithfully,

Encls.: Two statements

11.3 BANK CORRESPONDENCE

Finance is like lubricating oil which helps to run the wheels of trade and industry smoothly. The chief object of every business institution is to earn money. But the realization of this object calls for heavy investment in different activities as well as on machinery and other assets. Whenever a business house decides to expand its activities, it again requires investment. And howsoever rich the proprietors or partners, however sound the capital structure of the organization, the expansion programme needs additional funds which cannot be managed by the owners from within. Sometimes business houses make it a matter of policy not to disturb the existing capital structure to meet their capital requirements and they seek financial assistance elsewhere.

It is here that banks come into picture. They come to the rescue of many a firm in need of financial assistance. These days, different types of services rendered by commercial banks have been so

integrated with general business activities that banks have become indispensable to firms of all types and of different financial standing.

In performing these functions, a bank has to correspond with

- the customers,
- the Head Office,
- and other banks

Most of this correspondence is of a routine nature and does not call for any special skill in drafting. To facilitate correspondence and save time and energy, form letters are prepared in advance with some spaces left blank in them. Then on different occasions, relevant particulars are filled in blank spaces and the letters sent to the concerned parties.

In situations which are not of a routine type, letters need a personal touch and a sales motto. Such letters, being from a seller of service, have to follow the general principles of effective business correspondence in matters of style, tact, courtesy, freedom from ambiguity, brevity, completeness and correctness. An important additional requirement of bank correspondence is secrecy. Banks are required to observe perfect secrecy about the financial standing and involvement of their customers. While handling their correspondence, they have to be true to the trust their customers place in them.

Correspondence with customers

Example 11.6: Opening of Bank Account

Hints for drafting

1. The account opening form, duly filled in, has to be submitted.
2. In case of firms, all the partners must sign the letter and enclose a copy of the Partnership Deed.
3. In case of corporate enterprises, the Articles of Association and Memorandum of Association and a copy of the resolution permitting the company to open the bank account should be submitted. The letter has to be signed by the authorised signatories.
4. It is a formal letter, so nothing irrelevant has to be included.

Dear Sir,

Re.: Opening of a Current Account.

We should be grateful if a Current Account in the Company's name is opened with the New Market Branch of your Bank. We are enclosing the following documents along in the application form, duly filled in:

1. Certificate of incorporation (with a copy for your record),
2. Certificate of the Registrar of the Companies granting permission to the Company to commence business (with a copy),
3. Copy of the Memorandum and Articles of the Company,
4. Certified copy of the proposal of the Board of Directors to open a Current Account duly signed by the Chairman,
5. Letter of Introduction by Shri M.K. Menon, an account holder of your Bank.

We are depositing Rs.10,000 as initial deposit. Mr. Rao of the Accounts Department is bringing you this amount in cash. Please accept this deposit and open a current account in our company's name.

Shri P.K. More, the Managing Director, is authorised to operate this account.

Please send us (i) a cheque book, and (ii) a pay-in-slip book to operate the account.

We are looking forward to a fruitful cooperation in our business transactions.

Yours faithfully,

Encls.: Eight

Example 11.7: A customer requests his bank to stop payment of a cheque.

Hints for drafting

1. Give particulars of the cheque number, date on which drawn, payee's name and amount.

2. Mention the reason for stopping payment (in most cases instructions are given to stop payment because the cheque has been misplaced).
3. Request the Manager to take necessary steps in the matter.

October 28, 20.....

Dear Sir,

Re.: Ch. No. 712345 of 27th October, 20..... for Rs. 2500.

Please suspend payment of the cheque referred to above drawn by me in favour of 'self', as it appears to have been lost.

Since it happens to be a bearer cheque, I have to request you to take immediate steps to ensure that, if presented for payment, it is duly dishonoured.

Kindly confirm.

Yours faithfully,

Example 11.8: Bank's reply to Letter No. 2

October 30, 20.....

Dear Sir,

Re.: Cheque No. 712345 of 27th October, 20..... for Rs.2500.

We have noted your, instructions dated 28th October, 20..... for 'Stop Payment' of cheque No. 712345 for Rs.2,500- drawn in favour of 'self'.

We confirm that this cheque has not been presented in clearing so far and in case it is presented, we shall return it with the reason 'payment stopped by drawer' marked on it.

The handling charges of Rs..... for 'Stop Payment' have been debited to your Saving Bank Account No.50516.

Yours faithfully,

Very often, even when 'stop payment' notice has been served on the Bank, if payment is made through oversight, the Bank does not accept any liability. In such a case, the reply would be on the following lines.

Example 11.9: Complaint against dishonouring of a cheque and the reply from the bank

Hints:

In the customer's letter you have simply to say that the cheques deposited by you for collection should more than cover the amount of the cheque now dishonoured. You have to ask for an explanation and show your concern over the dishonour.

The Banker's reply should give clear details of the balance before the cheques were deposited and the cheques paid after that and should also indicate if any cheques deposited were not collected, so that the actual balance was inadequate to allow him to pay the cheque that was dishonoured.

3rd October, 20.....

Dear Sir,

I have just been informed by the New City Printery, Pune, 'that my Cheque No. 543210 for Rs.11,344 issued to them on 1st October, has been dishonoured by you, giving in our Return Memo, "Effects not cleared" as the reason.

When Cheque No. 543209 was cleared for payment, the balance in my account stood at Rs.4842. After that I deposited two cheques for collection, one for Rs.5000 and the other for Rs.2540. This raised my balance to Rs.12,382. Both the cheques are drawn on local banks and I deposited them on 24th September, thus giving you adequate me for collecting them, before issuing the cheque to the New City Printery (on 1st October).

I am sure you can realise how badly my reputation would be affected if cheques issued by me were to be dishonoured on account of 'inadequate balance'. Will you please write to me promptly giving your explanation for the dishonour of my cheque, which has caused me a great concern?

Example 11.10: Reply from the Bank

4th October, 20.....

Dear Sir,

In reply to your letter dated 3rd October regarding the dishonour of your Cheque No. 543210, I regret to say that it was necessary for us to refuse payment.

Of the two cheques deposited by you, the one for Rs.5000 was returned for want of sufficient balance in the account. An intimation to that effect has already been sent to you. The other cheque for Rs.2540 was duly collected. A sum of Rs.5 having been deducted as collection charges, on 30th September, the balance in your account stood at Rs.7377.

If the cheque in question were to be paid by us, it would mean allowing you to overdraw on your account. We wish a prior arrangement had existed for this so that we could have honoured your cheque.

We as bankers realise our obligation and are careful that our valued customers' reputation is not sullied because of our negligence. In the present situation, however, your inconvenience and embarrassment notwithstanding, we could hardly be faulted for any act of omission.

Yours faithfully,

Encl.: Statement of Account as on 30th September, 20.....

Request for an overdraft

Example 11.11: You are expecting an increased turnover in the coming season but are not in a position to finance yourself additional stocks nor are you able to obtain term credit from your suppliers. Request your bankers to allow you an overdraft of Rs. 50,000 for a period of three months on your personal security.

Write also the reply from the Bank refusing the overdraft.

Hints for drafting (customer's letter)

1. Acquaint the banker with the progress of your business.
2. Tell him why you need the O/D and why you cannot get credit from suppliers.
3. Mention the amount needed and the period.

4. Assume him that you will honour the terms on which the over draft facility is granted and will bring the account in credit by the end of the agreed period.
5. Tell him that your previous transactions with the bank and your books of account would be sufficient for the Banker to sanction the O/D on personal security.
6. Request the Banker to give an early reply.

1st October, 20.....

Dear Sir,

We are pleased to report to you the steady progress of our business since its establishment in October, 20..... The two hundred per cent increase in our turnover in the ten months ending August 18, 20..... over that of the first year, offers ample testimony of our success in our business. We have been able to achieve this mainly because of the wide range of consumer goods readily available in our store in large numbers.

During the ensuing Diwali and Christmas season, we expect a further rise in our turnover and therefore we wish to add to our stock other lines of goods also. On account of tight money market our usual suppliers have expressed their inability to grant us credit for a period of more than one month.

Under the circumstances we are obliged to approach you with a request for a small overdraft. According to our estimation, an overdraft of Rs.50,000 would be sufficient to finance our increasing seasonal stocks. We require this amount for a period of three months, by the end of which we shall be able to place the account in credit.

At present we can give you our personal guarantee as security for the overdraft. However, we wish to draw your attention to the operation of our current account with your Bank in respect of a fair balance maintained regularly, bills and other obligations met promptly, and drafts bought regularly. Audited copies of the Trading and P & L A/c and Balance Sheet as on the date of application are enclosed for your perusal.

An early reply will greatly facilitate sending orders to our suppliers and having our stocks in time.

Yours sincerely

Example 11.12: Reply from the Bank

Hints for drafting

1. Appreciate the customer's progress in business.
2. Explain that the Bank's policy is to allow O/D only against tangible securities.
3. Or ask him to provide a guarantor or collateral securities.
4. Mention that these conditions are not being laid down in his particular case but as a matter of general policy.

Dear Sir,

Sub.: Your application of 1st October for an overdraft of Rs. 50,000.

We are very glad to note the growth of your business within a short period of three years. Promoting our customers' business is always a source of pleasure to us. However, the normal practice is to sanction overdrafts against collateral securities rather than personal security.

We do realise how beneficial it would be for you to have a financial accommodation. We, therefore, suggest to you to provide some collateral security such as your house, shop, building, or deeds of any other investments, etc.

Alternatively, we can also consider guarantee from a reputable person.

Please note that the request for such securities is neither an isolated case nor does it reflect the Bank's doubt of your integrity: it is just a matter of general policy in advancing loans or allowing overdrafts.

Yours faithfully,

Letter of Credit

Issuing letters of credit is an important facility offered by the modern banking system. Touring travellers or businessmen often need large amounts of money during the tour. But carrying cash is both unsafe and cumbersome. So instead of carrying money they carry letters of credit issued to them by their bankers.

A letter of credit can be commercial or non-commercial. A non-commercial letter of credit is issued for the convenience of the travelling public. A commercial letter of credit facilitates trade transactions both within the country and at the international level.

Here are some important points about a letter of credit:

- A letter of credit is issued by a bank on its own branch/ branches or correspondent bank / banks situated within the country or abroad. If a letter of credit is addressed to more than one bank, it is called a circular letter of credit.
- The issuing bank requests its own branches or other banks to make payments up to a specified amount to the holder of the letter specified therein. The bank issuing a letter of credit also issues a letter of identification or a letter of indication in which the signature of the holder is attested. This letter helps identify the holder at the time of receiving the payment.
- The details of the amounts paid by different banks are filled in a proforma printed on the bank of tile letter of credit. Later on, this money is reimbursed to them by the bank issuing the letter of credit.

A letter of Credit normally contains the following information:

1. The name and address of the bank / person being addressed,
2. The name and address of the holder,
3. Specimen signature of the holder (usually on a separate card);
4. Formal introduction of the holder,
5. The time period for which it is valid,
6. The sum to be paid,
7. The mode of repayment by the issuing banker,
8. Any other instruction.

Example 11.13: Specimen Circular Letter of Credit

THE OMEGA BANK OF INDIA
4 The Mall, Bangalore

October 20, 2007

LETTER OF CREDIT

No: 50287

Amount: Rs. 20,000

Valid up to January 20, 2007

Dear Sirs,

We are pleased to introduce Mr. T. Sekharan, Regional Manager, Sultan Chand & Sons, New Delhi, a valued customer of ours for the past ten years. He is undertaking a tour of Tamil Nadu, Kerala and Andhra Pradesh in order to explore the possibilities of setting up distribution outlets in these states for their university-level text-books.

We request you to provide him with required funds up to Rs.20,000 (Rupees Twenty thousand only) against sight drafts drawn on this office. Each draft issued by you should be clearly marked with the number L/C 50287.

This L/C is valid up to January 20, 20..... and all drafts during this period will be honoured by us.

The amount of each draft should be entered on the back of this L/C.

Yours faithfully,

P.S.

Naidu

Manager

On the back of letter
(Addresses of the banks to which the L/C's are issued)

1. Manager, the Capital Bank of India, Guntur.
2. Manger, The Omega Bank of India, Fort, Chennai.
3. Manager, The South India Bank, Trivandium, etc.

Details of Payment

Date	The Name of recipient	Amount paid (in figures) (in words)
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Letter of Indication

THE OMEGA BANK OF INDIA

4, The Mall, Bangalore

No. 50287

October 20, 20.....

To

Messrs

1.
2.
3.

Dear Sirs,

Mr. T. Sekharan, to whom this letter of credit bearing No. 50287 has been issued, signs as follow:

.....

(Specimen Signature)

Yours faithfully,

P

.S.

Naidu

Manager

P.S. This letter has to be returned to the issuing bank after this L/C has been exhausted.

Correspondence with the head office

Letters from the branches to the Head Office usually include

1. Proposals for advances and overdraft facilities;
2. Letters concerning the staff-their promotions, transfers, dismissals, etc;
3. Letters related to the general administration of the branch;

4. Letters suggesting ways and means of developing the branch business;
5. Other general aspects in which the Head Office might be interested.

Since the Head Office has a number of specialised departments, each discharging different functions, it is advisable to mark all letters in the top left-hand corner with the name of the appropriate department, as, for example, 'Loans Department', 'Shares Department', 'personnel Department', 'Accounts Section', etc. This procedure facilitates the receipt of the letter by the proper official.

Sometimes, letters meant for special departments are addressed to the head of that particular department. For example,

The Chief Accountant, Head Office	The	Personnel	Officer,
	Head Office		
The Manager, Branches, New Delhi	The		Manager,
	Shares		Department,
	Mumbai.		

Internal correspondence is carried out exactly on the same principles as govern the correspondence with customers. Some managers tend to think that since it is their own 'home affair', they can dispense with such niceties as promptness, courtesy, politeness of tone, etc. But the fact is that principles of communication are as pertinent to these letters as to any other.

Sanctioned of Loan

Example 11.14: As a Bank Manager write a letter to the h.o. recommencing the loan applied for by one of your customers.

Hints for drafting

1. State that the application for loan is enclosed for consideration by Loans Section.
2. Say that you recommend a favourable consideration of this application.
3. Explain the grounds on which you recommend the sanction- the soundness of the party, their progressing business, the value of the securities offered, integrity of the owner(s), direction, etc.

4. Conclude your letter on a note of confidence that your suggestion-will be accepted.

CANARA

BANK

Regd. Office: Lighthouse Hill, Mangalore
Corporation Building, Hubli

30th October, 20.....

The Director,
Loans Committee
Administrative Office
Bangalore.

Dear Sir;

Re.: Sanction for Loan.

I am enclosing an application for a loan of Rs.1,25,000 submitted by Modem Potteries (P) Ltd. for your favourable consideration.

The Company is an old valuable customer of this Bank and has also introduced to us many sound accounts. They are now engaged in the construction of their factory buildings to accommodate the machinery they have purchased to implement their expansion programme.

In recommending the loan I am guided by the following factors:

1. As the result of detailed discussion with their Managing Director, I am convinced that the expansion programme of the Company will be giving results in the near future.
2. The enclosed statement of accounts clearly indicates the fast progress made by the company in its turnover, not only in the existing markets but also in the new markets that have been tapped by the Company's Sales Department.
3. Apart from this, the Company has a promising future in the Export Market, as indicated by the Market Reports of the Company's representatives abroad.
4. The enclosed copy of the Government Circular approving the sanitary-wares of the Company for use in Government offices and other buildings also reveals the sales potential of the Company.

5. The assets of the Company have quite a high value in the market. In particular their plants are in perfect working order.
6. The Company's current account with us is being maintained very satisfactorily. All of their transactions are up to banking standards. At no time during the entire season has their Current Account shown a balance of less than Rs.10,000. They have never failed to meet their obligations in time during the entire period of their association with us.
7. The Company has now a moderate obligation of Rs.10,000 (the maximum limit) against the overdraft in this Bank.
8. The Board of Directors consists of experienced and reputed businessmen having promising career in their fields of business.
9. The securities against this loan are:

	Rs.
(a) Mortgage on Freehold Property	75,000
(b) Floating Charge on Stock	50,000
(c) Assignment of the Units of UTI, and	25,000
(d) Government Bonds held by the Company	25,000
Total	1,75,000

In view of the facts stated above, I can confidently recommend them a loan of Rs.1,25,000 and I request the Loans Committee to give a favourable consideration to the Company's request.

Yours faithfully,

Example 11.15: Letter from the Head Office refusing to sanction-the loan

(Note: This letter is not in reply to letter No. 14)

Hints for drafting

1. Referring to the Branch-Manager's letter mention that the directors/the Loans Section do/does not view with favour the case of the party concerned.
2. Give reason for the unfavourable view. In most cases, some one of the following reasons will be found appropriate:

- (a) The value of the security offered does not leave a sufficient margin;
 - (b) The security is not liquid;
 - (c) The value of the security is liable to wide fluctuations;
 - (d) The security is overvalued;
 - (e) The security is not free from charge, mortgage or attachment.
3. The Branch Manager may also be instructed to be more careful in future so that he does not sanction loans without making a thorough investigation of the case.

Students are advised to draft this letter with the help of the hints given above.

Example 11.16: Write a letter to the Head Office seeking their approval to raise the overdraft limit of a customer

Dear Sir,

Re.: Raising the Overdraft Limit of Messrs. Rama Bros.

Messrs. Rama Bros., dealers in furnishing fabrics, have been maintaining a satisfactory current account with us for the past five years. The Company is at present enjoying an overdraft facility of Rs. 75,000 on their current account against approved securities worth Rs. 1,00,000.

The Company has received an export order for exporting handwoven carpets to some firms in the States. So they have requested for an increase in the overdraft limit from Rs.75,000 to Rs.1,50,000 for a short period of 30 days from April 1,20..... They have expressed their inability to offer any tangible security to cover the overdraft amount. The 'President of the Traders' Association of their market is, however, Willing to give his personal security.

In view of the very satisfactory operation of the overdraft facility allowed to them till now and the fact that it is required only for a short period of 30 days, I feel that their application could be considered favourably. I am, therefore, forwarding their application for your approval.

Yours faithfully;

11.4 INSURANCE CORRESPONDENCE

One of the largest sectors of modern business is insurance. It is, by definition, an agreement that, in return for regular small payment, a company will pay compensation for loss, damage, injury or death. The four main branches of this business are

- | | | |
|-----|----------------|----------------|
| (a) | Fire | Insurance, |
| (b) | Accident | Insurance |
| (c) | Marine | Insurance, and |
| (d) | Life Assurance | |

There is no essential difference between the words ‘insurance’ and ‘assurance’, but it has become sort of custom to use the word ‘assurance’ when referring to life policies. In all other types of insurance the insurer has to pay only if loss or damage occurs. But in life insurance, there is definiteness of payment. Everyone dies at some time. That is the reason why life insurance is often described as life ‘assurance’

Fire Insurance

Fire insurance usually covers by fire of domestic or business premises and their contents. A policy taken to cover such loss is often extended to what are termed ‘special perils’ as, for example, hurricanes, earthquakes, tornadoes, floods and civil riots. Linked to this kind of policy is consequential loss insurance which enables a company to receive payment in lieu of earnings while repair of damage and re-building is in progress.

Accident Insurance

General accident insurance is becoming popular with the perils inherent in modern living. Car, rail and air accidents are possibilities. Most industrial and commercial concerns are required to insure their staff against industrial injury on the business premises. A relatively new area of insurance is ‘product liability’ where a company can be held responsible for any injury or damage caused by one of its products.

Marine Insurance

Marine insurance usually covers the ship itself and the cargo, the crew and passengers, as well as owner liabilities. It covers loss by storm, fire, collision or other perils of the sea, but not such mishaps as oil escaping from a tanker into the sea.

Life Assurance / Insurance

Life assurance is the most popular form of insurance. It enables a person to guarantee an income to his family in the event of his early death. If he lives the normal span of years, it enables him to save for his retirement.

Insurance confers immense benefits on the insured who are relieved of a great deal of worry on payment of a small premium. It removes, to a large extent, the element of uncertainty from business life and allows businessman to take commercial risks which they might not otherwise take. This leads to a higher level of business activity. On the basis of the regular sums of money from a large number of individuals and businesses, the insurance companies are able to invest in new developments in industry.

Given below are some examples of insurance correspondence:

Example 11.17: A company secretary writes to the insurance brokers/agents to arrange cover for the new extension to the factory building which is almost finished.

Dear Sirs,

We would like you to arrange the necessary insurance covers for the new extension which has been built on to our existing factory. The builders inform us that the work should be finished by 10th July and we would like you to arrange for us to be covered from that date.

Will you please, therefore, send us quotations for the following insurances in order to bring the new building into line with the rest of our insurance.

Risk	Amount of Insurance	Premises and Property
Fire	Rs. 500,000	Factory extension
Fire	Rs. 300,000	Factory extension contents including machinery
Burglary	Rs. 150,000	Additional stores in new building

We presume that for staff working in the new extension, the insurance we already have covers all risks to personnel. We should be glad, however, to have confirmation that the present policy can be adjusted to apply to the additional premises.

We should be glad if you could let us have the quotations as soon as possible.

Yours faithfully,

Example 11.18: A letter to the Insurance company to assess the loss by fire

Sir,

We are to intimate to you that a fire broke out in our godown at 15, Adar Thana Road, last night, 21st July, 20.... The fire service personnel did their best to control the fire and minimise the loss to the stocks.

We request you to kindly send your valuer to assess the loss and arrange for an early settlement. We are lodging a separate claim in the mean time.

We took forward to an early action and fair settlement.

Yours faithfully,

Example 11.19: The insurer's reply to the above.

Dear Sir,

We acknowledge your letter of and are very sorry to read about the damage caused by fire in your godown.

We are here to help you. Mr. R.G. Arora, our fire surveyor, should already be on his way to complete 'on the spot' survey. He carries instructions to act as fast as possible. Your claim will be taken up for further action immediately on receipt of his report.

Meanwhile, kindly fill in the enclosed forms to help us get a complete picture. Your cooperation with our surveyor to collect all relevant facts will be of great help to us.

We assure you of our earnest endeavour to settle your claim at the earliest.

Yours faithfully,

Encl.: Claim forms

Example 11.20: Letter informing settlement of claim.

Dear Sir,

Re.: Settlement of claim, Fire Policy No.

We have received our surveyor's report on the damage caused by fire in your godown on The claim forms submitted by you have also been processed and we find them correct in all respects.

According to the report of our surveyor, the damage to your property is estimated at Rs.80,500. Accordingly, we have enclosed a cheque on Canara Bank, New Delhi, for Rs.81,750 in full settlement of your claim, including Rs.1450 paid by you towards the cost of extinguishing the fire. Please send us a receipt for the said amount.

We have also enclosed a fresh proposal form for renewal of insurance cover for your godown. Kindly return it to us duly filled in all respects along with a cheque for the premium.

Yours faithfully,

Example 11.21: Letter asking insurers to prepare a policy of marine insurance

Dear Sir,

Kindly cover for us the goods detailed below:

15 cases of Handicrafts goods, value Rs.3,50,000, c.i.f., London, per S.S. BHARAT leaving Mumbai on 18 July, 20.....

The cargo is to be insured against All Risks, warehouse to warehouse, from Mumbai to London Port. The rate agreed to by you is 2% F.P.A., and additional 15 paise per cent for the land risk.

We have enclosed a cheque for Rs. towards the premium calculated at the above rate. Kindly issue us the policy before 17th July, 20.....

Your faithfully,

Encl.: cheque for Rs.

11.5 COMPANY SECRETARY CORRESPONDENCE

Example 22: A shareholder asks about the progress to the company with a view to increasing his shareholding

Dear Sir,

A good dividend record in the last six years and a high price in the share market for your company's shares have impressed me very much and I wish to increase my present shareholding in the company. I shall be obliged if you kindly let me know whether the company is contemplating the issue of any Rights Shares or Bonus Shares for the expansion of its activities or whether there is any possibility of increase in the dividend rate this year.

Your advice in the matter will help me greatly.

Yours faithfully,

Example 11.23: Secretary's reply to Letter No. 7

Dear Sir,

This is in response to your letter of I appreciate your interest in this company and wish I could give you the desired information. However, the confidential nature of my position on the Secretary restrains me from disclosing any information that I possess in the course of my duty. Moreover, supplying this kind of information would be prejudicial to the interests of other shareholders.

However, I would like to tell you that a study of the latest 'Report and Accounts' of the Company and the Report in the Economic Times can assist you in assessing the future prospects of the Company. Your share brokers, would also gladly advise you in the matter of investment.

Yours faithfully,

Secretary

Example 11.24: A letter requesting conversion of bonds into equity shares

REGISTERED AID

Dear Sir,

I am enclosing two bond certificates as under:
(i) 8% convertible bonds of Rs.22/- each,
Certificate No. 6-015474, 18 bonds.

(ii) 8% convertible bonds of Rs.22/- each, Certificate No. 7-018625, 15 bonds.

I am surrendering these bonds for issue of equity shares of Rs.10/- each in your company, for conversion of the above bonds into equity shares.

I would feel grateful for an early action.

Yours Sincerely,

Encls.: Two bond certificates.

Example 11.25: Reply to Letter No. 9

Dear Sir,

Sub.: Conversion of Bonds into Equity Shares.

We have received your letter dated with enclosures as stated therein.

Please note that equity shares in lieu of Convertible Bonds will be allotted only after and the relevant share certificates will be sent thereafter.

Yours faithfully,

Secretarial Department

Example 11.26: A letter intimating of equity shares in lieu of convertible bonds

Dear Sir/Madam,

Re.: Allotment of equity shares in lieu of Convertible Bonds.

I wish to inform you that the Directors have allotted you the below mentioned Equity Shares of Rs.10/- each as fully paid, in lieu of the Convertible Bonds of Rs.22/- each surrendered by you for conversion.

We also enclose a cheque for the amount shown below representing the proportionate amount due to you out of the sale proceeds of Shares resulting from fractional Shares sold.

No. of Bonds	No. of Shares	No. of Share	Distinctive No. of	Fractional Entitlement	Amount Due
--------------	---------------	--------------	--------------------	------------------------	------------

Surrendered	Allotted	Certificates	Shares Enclosed		(Rs.)
31	35	1	6597489 to 6597525	20	7.80

Yours faithfully,

Secretary

11.6 SUMMARY

As banks are dispensable for commercial undertakings there is a lot of correspondence taking place between them. Most of the correspondence with banks is of a routine nature. The banks on their part mostly use form letters. There are, however, many occasions when customers and bank managers have to adopt a persuasive style. In the same way there are direct approach and indirect approach letters exchanged between the customers and their bankers. On the whole, correspondence with banks follows the soundest principles of business communication- precision, clarity, courtesy, brevity and freedom from slang or circumlocution. Confidentiality is an essential feature of all correspondence with banks.

Insurance is one of the largest sectors of modern business. Its four main branches are. (a) Fire Insurance; (b) Accident Insurance; (c) 'Marine Insurance; and (d) Life Insurance.

Most of the correspondence related to insurance is of routine nature, and mostly form letters are used. There are, however, occasions when persuasive letters have to be written. In business Fire and Marine Insurances are very important. However, comprehensive insurance covers all risks which are likely to happen. All insurance correspondence requires absolute clarity about facts and figures.

11.7 KEYWORDS

Bank Correspondence is done between banks and business clients.

Insurance Correspondence is done between business/clients.

11.8 SELF ASSESSMENT QUESTIONS

1. On behalf of a bank manager write a letter to a customer informing him about a personal loan that you Head Office has sanctioned.
2. “Insurance confers immense benefits on the insured”. Discuss.
3. Write a letter to General Insurance Company, New Delhi requesting them to settle your claim in respect of your godown that has been destroyed in fire.
4. On behalf of a handicrafts goods supplier, draft a letter to your insurer requesting them to pass your claim for payment for the consignment that reached New York in a damaged condition.
5. Draft a suitable reply to the above.
6. A container belonging to Continental Carriers, Delhi loaded with refrigerators and washing machines was looted on its way from Delhi to Bhopal. Submit a claim to the Insurance Company giving all necessary details.
7. Write a suitable reply to the above.
8. Write a note comparing letters government authorities and sales letters. Illustrate your answer with at least one short example of each.
9. As the proprietor of a company manufacturing registers, notebooks and diaries, write a letter to the Secretary, Ministry of Human Resource Development, Government of India to make printing paper available to you at concessional rates for producing school registers and notes books.
10. Write a letter to the Zonal Executive Engineer, Delhi Vidyut Board requesting him to get your defective metre changed at the earliest.
11. On behalf of the Managing Director of a company write a letter to the Regional Passport Officer requesting him to expedite the delivery of your passport that has been delayed beyond six week. Give the necessary details like your name and address, form and cash receipt numbers and the date of police verification for the purpose.

12. As the secretary of the Industrialists Union of your city write a letter to the Chairman, The Electric Supply Board/Undertaking requesting him to ensure regular power supply.
13. Write a letter to the Railway authorities for waiver of demurrage on a parcel the R/R of which reached you late.
14. Write a letter to the Post Master of your city/area regarding non-delivery of a registered letter.
15. Write a suitable letter as from the manager of a bank informing a customer that his security to cover an overdraft has depreciated and asking him to provide additional security or reduce the amount of the overdraft.
16. A customer of your bank has applied for a loan of Rs.80,000 against an old building and some shares. As the manager of the bank, write a tactful reply regretting your inability to grant the loan applied for.
17. A customer of your enjoys an overdraft facility to the extent of Rs. Two Lakh but has not much availed himself of this facility for the last one year. Draft a letter telling him that the Bank has decided to change him a minimum interest whether or not he avails himself of his facility.
18. Draft a suitable reply to the manager of a firm who has expressed 'a desire to open a current account with your Bank.
19. Your bank has received a letter from a valued customer intimating his mention to close his account as he has been transferred to another station. Draft a suitable reply pointing out that the account need not be closed as your bank can still be of service to him after his transfer.
20. A customer asks your bank to explain why it has dishonoured a cheque in spite of the fact that the last cheque for Rs.50,000 posted to it for collection raises the balance sufficiently to cover the dishonored cheque. Draft the reply.
21. On examination of the statement of account sent to him; a customer has complained that the proceeds of a local cheque for Rs.500 deposited by him on 10th January,

20..... have not been credited to his account. You have discovered that this amount has wrongly, been accounted for in another account. Draft a suitable reply to the customer's complaint.

11.9 References/Suggested Readings

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Subject: Business Communication	
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Lesson: 12	Vetter: Dr. B.S. Bodla

REPORT WRITING

STRUCTURE

- 12.0 Objectives
- 12.1 Introduction
- 12.2 Meaning and importance of reports
- 12.3 Oral and written reports
- 12.4 Types of business reports
- 12.5 Characteristics of a good report
- 12.6 Organisation of reports
- 12.7 Summary
- 12.8 Keywords
- 12.9 Self assessment questions
- 12.10 References/Suggested Readings

After reading this lesson you will be able to-

- Understand the meaning and importance of reports.
- Know various types of business reports.
- Explain the features of a good business report.
- Describe the structure and organisation of report.
- Know the essentials of a press report.

12.1 INTRODUCTION

Decision-making in organisations is dependent on the information supplied to these. Information should be supplied/furnished in presentable form. Report is one such document having details of

business activities or projects. Now how to prepare a report and present it in suitable presentable form, depends upon the objectives and requirement of the organisations. Reports may be oral or written. Business reports are of two types— informal reports and formal reports. Informal reports are reports from person-to-person while the formal reports are prepared in prescribed format which can be statutory or non-statutory. Reports may be periodic or routine; special, analytical or investigative. There are some pre-requisites of a good business report such as- precision, accuracy, relevance, reader-orientation, objectivity of recommendation, simple, brevity, clarity, grammatical accurate. The reports should be prepared in standardised format.

12.2 MEANING AND IMPORTANCE OF REPORTS

In general, a business report presents an account of something, finds solution-to some problem and submits information in organised form to the authorised person. It describes the sources of information and also the procedure and significance of data collection. After analysing collected data, it reaches certain conclusions and if required, it includes suggestions and recommendations.

C.A. Brown defines report as a communication from someone who has to inform to someone who wants to use that information. It describes the events or individuals to someone who requires it. The business reports are written by the individuals or by the committees as a part of their regular duties. Many of them are objective factual and impartial in nature and they do not require interpretations or comments. But, some reports can be prepared only after careful investigation, experiments, research, surveys and logical thinking. Such reports often end with expert advice, suggestions and recommendations.

Thousand of reports, long or short, formal or informal, crucial or ordinary, special or routine are written everyday. A foreman, at the end of the day, reports to the manager the progress of the work carried on in his supervision. The manager of a bank sends a periodic report to the Head Office on the state of deposits, advances, overdraft limits, etc., during the period. Another manager posted in a remote rural area would like to report-to the Head Office the difficulties faced in sanctioning loans to farmers and later in the recovery of loans earlier sanctioned.

A textiles firm may have been using various modes of publicity – messages broadcast from the Vividh Bharati, slides flashed on television or the cinema screen, hoardings on the roadside, fashion parades in big cities, participation in exhibitions and trade fairs, regular advertisements in

newspapers and journals, distribution of leaflets, etc. The Board of Directors of this firm would definitely like to get a report on the effectiveness of these modes in the light of the expenditure incurred in order to make an optimum use of funds earmarked for publicity.

The report helps the management for evaluation, assessment and appraisal of the employees and their organisational activities it forms a basis for their future planning and development. It helps the executives to secure efficient control over the situations and to improve the organisational structure. The large industries which employ thousands of workers in their various departments have to rely on reports furnished by different departmental heads and committees to bring coordination among them. A critical evaluation of their performance is essential for the progress, growth and expansion of the organisation. It depends on the detail and accurate reports which provide analysis and interpretations of the facts regarding the processes of purchase, production and sales. The progress reports of these processes are compared with those of other similar organisations.

12.3 ORAL AND WRITTEN REPORTS

A report may be either oral or written. An oral report is simple and easy to present. It may consist in the communication of an impression or an observation.

Sometimes it may be quite useful. But a written report is always preferred. It enjoys several advantages over the oral one:

1. An oral report can be denied at any time. But a written report is a permanent record. The reporter cannot deny what he has reported once.
2. An oral report tends to be vague. It may be encumbered by the presence of irrelevant facts while some significant ones may have been overlooked. In a written report, the writer tries to be accurate and precise.
3. A written report can change hands without any danger of distortion during transmission.
4. A written report can be referred to again and again.

12.4 TYPES OF BUSINESS REPORTS

We can classify business reports in various ways.

- *On the basis of legal formalities to be complied with, we can have (1) informal reports, and (2) formal reports.*

1. Informal reports: An informal report is usually in the form of a person-to-person communication. It may range from a short, almost fragmentary statement of facts on a single page, to a more developed presentation taking several pages. An informal report is usually submitted in the form of a letter or a memorandum.

2. Formal reports: A formal report is one which is prepared in a prescribed form and is presented according to an established procedure to a prescribed authority.

Formal reports can be statutory or non-statutory.

A report prepared and presented according to the form and procedure laid down by law is called a statutory report. Report submitted at the statutor, meeting of shareholders, Directors' report to the Annual General Meeting, Annual Return, Auditors' Report are statutory reports.

Formal reports which are not required under any law but which are prepared to help the management in framing policies or taking other important decisions are called non-statutory reports.

- *On the basis of the frequency of issue, a report can be periodic or special.*

1. Periodic or Routine reports are prepared and presented at regular prescribed intervals in the usual routine of business. They may be submitted annually, semi-annually, quarterly, monthly, fortnightly, weekly or even daily. Generally such reports contain a mere statement of facts, in detail or in summarized form, without an opinion or recommendation. Branch Managers of banks submit periodic reports to the Head Office on the quantum of business transacted during a particular period.

2. Special reports are related to a single occasion or situation. A report on the desirability of opening a new branch or on the Unrest-among staff in a particular branch are special reports. Special reports deal with non-recurrent problems.

- *On the basis of function, a report can be (1) informative, or (2) interpretative.*

If a report merely presents facts pertinent to an issue or a situation, it is informative. On the other hand, if it analyses the facts, draws conclusions and makes recommendations, it may be described as **analytical**, or **interpretative**, or **investigative**.

If a report presents production figures in a particular period, it is informative. But if it goes into the causes of lower production in that period, it becomes analytical, interpretative or investigative.

- *On the basis of the nature of the subject dealt with, we can have a (1) problem-determining report, or (2) fact-finding report, or (3) performance report, or (4) technical report, etc.*

In a problem-determining report, we try to determine the causes underlying a problem or to ascertain whether or not the problem actually exists. In a technical report, we present data on a specialized subject, with or without comments.

- *On the basis of the number of persons entrusted with the drafting of reports, we can have (1) reports by individuals, and (2) reports by committees or sub-committees.*

Reports submitted by the Branch Manager, Personnel Manager, Marketing Manager, the Company Secretary, the Auditor, the Solicitor, etc., are reports by individuals. These reports are naturally related-to the work in their own departments.

Sometimes reports are needed on subjects that concern more than one department, or they are so important that it is thought advisable to associate more than one person with them. In such cases, committees or sub-committees are formed to prepare reports. These reports are formal in style and impersonal in tone and are prepared after a careful and cautious deliberation of the members.

12.5 CHARACTERISTICS OF A GOOD REPORT

1. **Precision.** In a good report, the writer is very clear about the exact purpose of writing it. His *investigation, analysis and recommendations are directed by this central purpose*. Precision gives a kind of unity and coherence to the report and makes it a valuable document.
2. **Accuracy of facts.** The scientific accuracy of facts is very essential to a good report. Since reports invariably lead to decision-making, *inaccurate facts may lead to disastrous decisions*.

3. **Relevance.** The facts presented in a report should be not only accurate but relevant also. While it is essential that every fact included in a report has a bearing on the central purpose, it is equally essential to see that nothing relevant has escaped inclusion. *Irrelevant facts make a report confusing; exclusion of relevant facts renders it incomplete and likely to mislead.*
4. **Reader-orientation.** A good report is always reader-oriented. While drafting a report, *it is necessary to keep in mind the person(s) who is (are) going to read it.* A report meant for the layman will be different from another meant for technical experts.
5. **Objectivity of recommendations.** If recommendations are made at the end of a report, they must be impartial and objective. *They should come as a logical conclusion to investigation and analysis.* They must not reveal any self interest on the part of the writer.
6. **Simple and unambiguous language.** A good report is written in a simple, unambiguous language. It is a kind of scientific document of practical utility; hence it should be free from various forms of poetic embellishment like figures of speech.
7. **Clarity.** A good report is absolutely clear. Clarity depends on proper arrangement of facts. The report writer must proceed systematically. He should make his purpose clear, define his sources, state his findings and finally make necessary recommendations. He should divide his report into short paragraphs giving them headings, and insert other suitable sign-posts to achieve greater clarity.
8. **Brevity.** A report should be brief. It is difficult to define brevity in absolute terms. Nor can brevity be laid down as a rule. All that can be said is that a good report is as brief as possible. Brevity should not be achieved at the cost of clarity. Nor should it be at the cost of completeness. Sometimes the problem being investigated is of such importance that it calls for a detailed discussion of facts. Then this discussion should not be evaded. Brevity in a report is the kind of brevity one recommends for a precis. *Include everything significant and yet be brief.*

9. **Grammatical accuracy.** The grammatical accuracy of language though listed at number 9 in the characteristics of a good report is of fundamental importance. It is one of the basic requisites of a good report as of any other piece of composition. Who is going to read a report if its language is faulty? *Besides faulty construction of sentences makes the meaning obscure and ambiguous.*

A good report is

- precise and brief;
- accurate (factually and grammatically);
- relevant;
- reader-oriented;
- objective;
- clear and unambiguous.

12.6 ORGANISATION OF REPORTS

Organisation of Reports

Though there is no hard and fast rules regarding the format of a report, it is essential to present all the facts in logical sequence. The constituent parts of the reports are organised in different manners to suit their purpose and contents. Sometimes the authority for whom the report is to be Written prescribes a particular form for the report, but when there is no statutory obligation that report should be in a particular form, the report writer should organise his report in a systematic manner to meet its purpose.

A report can be organised in three ways:

1. Letter form
2. Letter-text combination form
3. Memorandum form

Letter Form: The brief and informal reports are usually written in letter form. It is written in first person “I” or “We”. It consists of the following parts:

- (i) Heading or Title

- (ii) Date line
- (iii) Inside Address
- (iv) Salutation
- (v) Body of the report
 - (a) Introduction
 - (b) Findings
 - (c) Conclusions
 - (d) Recommendations
- (vi) Complimentary close
- (vii) Signature and designation.

Letter-text and designation: The letter-text combination form is suitable for the lengthy and complex reports. Though it is normally divided in three parts, each of the three parts are further sub-divided into smaller units.

I. Introductory Material

- (a) Forwarding
- (b) Title page,
- (c) Preface,
- (d) Acknowledgements,
- (e) Contents,
- (f) List of illustrations,
- (g) Summary or Synopsis

II. Body of the Report

- (a) Introduction

- (i) Definition of problem
- (ii) Methodology
- (b) Findings
- (c) Conclusions
- (d) Recommendations

III. Supplementary Material

- (a) Appendix
- (b) List of References
- (c) Bibliography
- (d) Glossary
- (e) Index
- (f) Signature and designation

Memorandum form: The memorandum form is the simplest way of report organisation. In it the report writer does not follow the formalities of the letter-form. The printed memorandum report forms of various types are used in the business houses which ensures uniformity, clarity and simplicity in the presentation of the reported information. The memorandum form can be divided in the following parts:

- (a) Title
- (b) Name of the report-writer
- (c) Date line
- (d) Actual text of report under various headings and sub-headings
- (e) Conclusions

Constituent Parts of the Reports

Title/Title Page: It gives the title or the heading of the report. It also contains the name of the author, name of the authority to whom the report is submitted, the number of the report and the date of submission.

Letter of Forwarding: ‘Forwarding’ or ‘covering’ letter is a routine letter for the transmittal of the report from the writer to the recipient. It simply serves as a permanent written record of the transmission of report to its primary recipient. It also contains the date of submission, the name and designation of the writer and the name of the authority. Sometimes it invites the readers comments on the report.

Preface: Preface is the author’s explanatory remarks about the report. It introduces the report and offers it to the readers. It may contain almost all the information of the covering letter.

Acknowledgements: In acknowledgements the author’s mentions the names of the individuals and the organisations that have helped him in report writing. If the report includes published material, he gives the list of sources.

Contents Page: Contents page is essential for the lengthy reports. It gives the titles, sub-titles and page numbers of each chapter. It not only helps the reader to locate a particular chapter but also gives him an overall view of the report at a glance.

List of Illustrations: In the report consists of a page number of pictures, diagrams, tables and other figures, a list of illustrations is given after the contents page. It gives the titles and page numbers all the illustrations.

Summary / Synopsis: The summary of the report is also called as the ‘synopsis’ and, the ‘abstract’ of the report. It gives substance of the report in brief. It describes the methodology, findings, conclusions and the recommendations in nutshell. The summary or synopsis is unnecessary for a short report of three-four pages but it is extremely useful to the reader if the report is lengthy.

Introduction to the study: The introduction includes a brief historical background of the subject, scope of study, methods of data collection, definition of problem and definitions of special terms and concepts.

Conclusions: The report writer analyses the data and draws conclusions on the basis of his 'findings'. The conclusions are supported by the findings and their explanations and analysis. The report writer may derive a number of conclusions based on the analysis of different facts. They should be grouped suitably and should be presented in the descending order so that important conclusions are mentioned in the beginning.

Recommendations: Recommendations logically follow the conclusions of the findings. But all the reports do not include the recommendations or suggestions. In some reports the conclusions and the recommendations are combined. This combination may suit the short reports up to five-six pages; but for lengthy reports the recommendations, should be written separately to suggest the future course of action. . The recommendations in committee report are put in the form of resolutions.

Appendix: The appendix contains diagrams, charts, maps, pictures, statistical data and other material which supports the main body of the report. The details which are separated from the body of the report are included in the appendix. The reader can understand the contents of the reports without it but if he desires to go through the details of the related evidences, supporting material and documents, he can find them in the appendix.

List of References: The list of references helps the reader to locate a piece of information in the original source. Some reports are based on exclusive research. It is a customary that the writer of such a report should give the list of published or unpublished works referred by him in his report. If this list is lengthy, it should be arranged in alphabetical order and should be given at the end of the report. If the number of references is small, they can be mentioned in the footnotes.

Bibliography: Bibliography is a list of published and unpublished works to which the report writer is indebted for certain ideas. It may also contain names of works for further study. The list of works in bibliography is arranged in alphabetical order. Bibliography of the works to be consulted is often prepared before writing the report.

Glossary: The technical or jargon words are usually explained in the footnotes. If the number of such words is large, a list of those words is prepared in an alphabetical order. This list is called as glossary. If the reader's field of expertise is different from the subject dealt in the reported if the

technical words used in the report are likely to be unknown to him, the glossary becomes an essential part of the report.

Index: In case of lengthy reports, an index is helpful to the reader to locate easily and quickly any topic or sub-topic of the contents. Index is included in the report if the table of contents cannot help the reader to point out all the aspects of the contents. It is always needed in bulky reports. The entries in the index are made in alphabetical order and page numbers are mentioned before each entry.

Signature: A report is signed by a person who submits it to the authority. If it is prepared by a committee, the chairman of the committee signs it. Sometimes all the members of the committee are required to sign it. The members who disagree with certain matters in the report usually sign it with a note of dissent. Signature of the other members indicate their assent to the subject matter of the report.

Reports by Committees or Sub-Committees

Some business reports are concerned with more than one department or individual and some subjects are too important and expansive to be entrusted to one person for its research findings and recommendations. Such a subject matter requires careful and complete investigation by the committees and sub-committees in which a number of people are involved in the process of report writing. There is a cautious deliberation over all the issues of the subject-matter. The views and opinions of all the committee members are given serious consideration before they arrive to certain conclusions. It is usually written with impersonal and formal style.

These reports should invariably mention the objectives of the investigation, methods of data collection, explanation or interpretation of collected data, details of evidences gathered, the conclusions of the deliberations and recommendations or suggestions given by the committee or the sub-committee. They should also mention the names of a person or body to whom the report is addressed. Such a report is usually signed by all the members or by the chairman of the committee.

Press Reports

The press reports are the reports of the events and activities published in the newspapers and periodicals so that the news reach to the large number of people simultaneously. A reader may not

be interested in all the events and activities described in the newspapers and periodicals but he may come across certain topics of his interest. Some of the news definitely create curiosity and interest in every reader. As the social animals we are always curious to know about what goes on around ourselves. The press reports not only satisfy our curiosity but they also educate us in our daily walks of life by, supplying us the news along with expert opinions, editorials and special articles.

Essential Aspects of a Good Press Report:

- 1. News Value:** The news value of a press report depend on the number of people being affected by the event or activity described in it. The Prime Minister's visit to a foreign country has more news value than a factory workers visit to his native place. A fathers money order to his son is not a news but the government's relief fund to the drought affected people makes a news. A marriage invitation letter from one's friend does not have a news valve but the American's President's invitation to the Indian Prime Minister to visit his country has the news value.
- 2. Clarity and Completeness:** Accuracy, Clarity and completeness: The press report should be accurate, clear and complete: If the headline of reports arouses curiosity, it should be clear and complete and accurate to satisfy that curiosity. The reported news should give accurate facts, figures and statements. It should be simple and clear enough so that the readers may readily understand it. It should never be biased, slanted or distorted. It should not mislead the readers. It should be complete in the sense that it should be able to satisfy all the queries of the readers.
- 3. Attractive and Lucid Style:** The language of the press reports should be attractive, simple, lucid and catchy. Not only the language but the script also, should make a 'news sense'. If the readers find the news difficult to understand due to its style, it wont tempt the readers to read further.
- 4. Feedback:** The news should be capable of receiving feedback from the readers. It should initiate the public to think over the events and activities described in it. It should mobilise the public views and opinions on the current topics of the public interest.
- 5. Conciseness:** The press reporter should always remember that the readers time is precious and they should not feel that they are wasting their valuable time in reading the unnecessarily

lengthy news. He should avoid the needless words and irrelevant details of information. But his brevity and conciseness should not be at the cost of the completeness and clarity.

6. Reported Speech: The press reports should be drafted in indirect speech and in past tense.

Organisation of Press Report

1. Headline: The headline of the press report is also called as the caption. It is a short title or heading of the news article. It is usually printed with a photograph or illustration.

It should be bold, catchy and attractive so that it may immediately attract the attention of the reader and tempt him to go through the news. It should suggest the central idea or the theme of the report. The reporter usually tries to make caption sensational and catchy but in this effort it is likely to mislead the readers. For faithful representation the press report headline should be accurate but mildly sensational.

2. Place and Date of Reporting: The place and date of reporting are usually mentioned either at the right or at the right hand corner of the report below the headline

3. Lead: The lead of a press report means the first one or two paragraphs of the report. It is like synopsis or the summary of a long report. It gives the general sense or the main points of the news. The readers to do not have enough time to go through the whole report, can get the gist of the news in the lead. It should be presented in such a way that the reader will be induced to go through the whole body of the report.

4. Body: The lead is followed by the body of the report which consist of all the main and supporting points of the news. It gives all the details of certain occasions, activities, events, discussions, public speeches, etc. It should be written in simple and lucid style. The language based in the body should be invariably the every day spoken language of the readers. The paragraphs in the body must not be heavy and bulky. Each paragraph should be kept short and should cover one significant aspect of the news. The important point should be given at the beginning in the form of introduction. The important points must be followed by the supporting details and ideas. The least important details should be given at the end of the paragraph. The reporter should provide the sub-headings to the paragraphs, if necessary.

5. Conclusion: The concluding paragraphs of the press report should give the gist of the report in such a way that it leaves final impression on the readers mind and mobilises his views and opinions of the topic.

Example 12.1: Report on boat-engines used by the fisherman in Sindhudurg district

<i>Mr.</i>	<i>D.N.</i>	<i>Palkiwala,</i>
<i>Sales</i>		<i>Manager</i>
<i>Kirloskar</i>	<i>and</i>	<i>Company</i>
<i>Kirloskarwadi,</i>		
<i>Pune-38.</i>		

5th Aug., 20.....

The	Managing	Director,
Kirloskar	and	Company,
Kirloskarwadi,		
Pune-38.		

Dear Sir,

Subject: Report on boat-engines used by the fishermen in Sindhudurg district.

Ref.: Your letter No. KC-SJ-187 dated 4th July, 20.....

I accordance with your instructions contained in your letter mentioned above, a survey was conducted among the fishermen in Sindhudurg district The coastal towns and villages selected for this purpose were Chinder, Walawal, Porle, Rajiwada, Bhatye, Malwan and Vengulla. The questionnaires used for the survey were supplied to the fishermen in the above villages.

The objectives of this report are as follows:

1. To study the reasons behind popularity of the boat-engines manufactured by the rival companies like Yamaha, Ruston, Ashok Leyland etc.
2. To study the problems and difficulties of the fishermen regarding purchasing, handling and performance of our boat-engines.

3. To study the market demand of our boat-engines and their spare parts.
4. To find out the causes responsible for the steady fall in the sales of our boat engines.
5. To give useful suggestions to remedy the situation.

Findings

A careful examination of the various aspects of problem and the information obtained through interviews and questionnaires reveal the following details.

1 Popularity of the boat-engines introduced by other companies such as *Yamaha, Ruston, Ashok Leyland*:

(a) The first reason behind the popularity of boat engines introduced by the companies mentioned above is that the fishermen in selected coastal towns and villages get attracted towards those engines because of their better performance, and lower fuel consumption. The second important factor is that the light weight of the engines. The weight of boat engines is an important factor for the fishermen because it affects the load capacity of the small boats. The running capacity of a small fishing boat depends on its own weight as well as on the weight of the engine. Yamaha engines are more light in weight as compared to those of ours. A fisherman can carry it easily on his shoulder from his hut to his boat on the shore. Fishermen find Kirloskar engines very heavy in their weight. Secondly, Yamaha engines require less fuel as compared to the fuel requirement of oil engines.

(b) The middle and higher class fishermen having medium and large size fishing boats prefer *Ruston* and *Leyland* engines for heavy duty performance. Their interest in buying *Ruston* is mainly due to the reason that these machines have water cooling system, whereas our engines have air cooling them. Water cooling system effectively controls the excessive heat generated by the engine. The air cooling system of our engines which is not so effective in heat-controlling affects the fishing operations at long distances, especially in hot seasons.

(c) Due to availability of the spare parts whenever necessary and due to their lower prices; the *Ashok Leyland* engines are more popular among the fishermen in Sindhudurg district. *Ruston* and *Leyland* offer guarantee of their products for a longer period.

2. Demotivating factors in buying and handling our engines and spare parts as follows:

- (a) Our engines consume more fuel.
- (b) Spare parts of our' engines are not readily available.
- (c) Our engines become much hot after a particular period.
- (d) Starting trouble: Our engines do not start readily and easily. They require more efforts in starting.
- (e) Bank Loan: While buying our engines on loan basis, the fisherman face problems in obtaining loan from the banks.

Conclusions

Fishermen in Sindhudurg district are attracted towards, the engines introduced by *Yamaha*, *Ruston* and *Leyland* because of their clear advantages over our engines. Their easily obtainable loan-schemes, effective after-sale service net work and, lastly, the long term guarantee period of their engines and spare parts are some of the factors which have played an important role in enhancing popularity of their products in Sindhudurg district.

Recommendations

We can create interest among the fishermen in Sindhudurg to buy our engines and spare parts if:

1. We offer them better and prompt after sale service.
2. We make them available the spare-parts whenever necessary at reasonable rates.
3. We improve the models of our engines by employing latest modem technology which will remove all the disadvantages and enhance the heavy duty performance of our engines.
4. We reduce fuel consumption rate of our engines.
5. We provide sufficient quota of our engines and spare parts to the corresponding dealers of our company.
6. We increase the number of our corresponding dealers.
7. We provide the fishermen of Sindhudurg some loan-scheme, to enable them to buy our engines promptly on loan basis.

Yours
Harsha
Sales
Kirloskar and Company

faithfully,
Babu
Manager

Example 12.2

BANK **OF** **INDIA**
Rajarampuri Branch
Rajarampuri, Kolhapur

10th Jan., 20.....

General Manager,
Bank of India,
Head Office,
Bombay-14.

Subject: Report on the installation of computer in the Bank. Ref.: Your Order No. BOI-74-175 dated 5th Dec., 20.....

Dear Sir,

With reference to your order mentioned above I am submitting herewith a brief reports on installation of computer in our branch at Rajarampuri, Kolhapur.

The objectives of this study report are as follows:

1. To study the advantages of computer in the bank.
2. To study the financial requirements for the installation of computer.
3. To find the possibility of diverting some staff members of Rajarampuri. Branch to the extension-counter at Shivaji University.

Findings

A thorough inspection of the present position of Rajarampuri Branch and its customers was made during last three weeks for the purpose of presenting this report. This branch was established in

1975. During last two years I have found that the area covered by this branch is getting well-developed, and due to speedily increase in the number of shops, hospitals, dispensaries, apartments, industries, hotels, lodgings and educational institutions, our customers increased rapidly. In 1981, there were 5,000 depositors and now there are 24,000 depositors in this branch. Nowadays, we are finding it difficult to give the quick and satisfactory service to our customers due to such an increase in their number. For withdrawal of cash, the customer has to wait, at least, for twenty minutes. They are taking away their deposits from our bank as they prefer to open their accounts in other rival banks. Some of our rival banks in this area like Ratnakar Bank, Bank of Maharashtra, Canara Bank have already installed computer and they are giving quick services to the customers.

It is obvious that time is very important in this competitive world; and, to save time in bank procedures, there is no alternative other than computers. It gives rapid calculations and results in almost a fraction of seconds. The prices of computers are falling down and we can buy two computers in the investment of one lakh and forty thousand. There is no need to recruit the trained computer operators. We can give training to our employees and they will easily operate the computers after the completion of their training programme. After installing computers in Rajarampuri Branch, we can transfer half of its staff to our new extension-counter at Shivaji University. So, there is no need to employ new staff at the extension counter.

12.7 SUMMARY

A business report presents an account of something, finds solution to some problem and submits information in organised form to the authorized person. The business reports are written by the individuals or by the committees as a part of their regular duties. The reports may be long or short, special or ordinary, formal or informal or informal, technical or non-technical and oral or written. The reports help the management in numerous ways. A written report is always preferred over the oral one.

12.8 KEYWORDS

Report is a communication from someone who has the information and wants to share some other.

Business Reports are prepared and written by individuals/committee as a part of regular duty in business organisation.

Informal Reports are usually written in form of a person-to-person communication.

Formal Reports are prepared and written in prescribed format according to established procedure.

Periodic Reports are prepared and presented as regular intervals. These are also known as routine reports.

Special Reports are prepared and written specification on occasions or on situation demanded by the organisation on issue of specific attention.

Interpretative reports are based on interpretation or analysis of facts/findings.

12.9 SELF ASSESSMENT QUESTIONS

1. What is a 'report'? What are the essential elements of a business report?
2. What is significance of 'report writing' in business communication?
3. What are the ways in which business reports are classified?
4. What are the characteristics of a good business report?
5. What is the difference between special and routine business reports? What are essential elements of a special business report?
6. Show the difference between a report written by an individual and a report written by a committee.
7. What are the ways in which a report can be organised? How can a report writer follows the arrangement of a business letter to write a business report? How can he present report in a memorandum form?
8. Which form should be adopted for a long business report?
9. What is press report? What are the features a good press report? How should a press report be organised?

12.10 References/Suggested Readings

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